

Re: City of Calgary Recruitment Administrative Inquiry 2018

(1) When Administration considers filling a position is emphasis placed on qualifications or seniority?

When filling a position, The City applies the principles of merit, objectivity, and consistency as per the Employment Policy (HR-031C). Selections, appointments and promotions are based on considerations of merit and the ability to perform effectively in a position. Selection criteria are objective, non-discriminatory, and job-related. Candidates are treated in a fair and consistent manner, without applying privilege or special consideration for a group or individual.

In The City's selection process, four types of qualifications are considered equally: Education, Training, Experience, and Ability. Ability is measured through various screening tools, such as telephone prescreens, interviews, and/or assessment tests. For some union positions, a fifth factor, seniority, is considered when two internal candidates have been assessed to be relatively equal.

Some collective agreements allow for appointments of union members without a posting. For example, in CUPE Local 38, a position may be offered to the most senior individual, either a permanent employee in a higher or equivalent position or the senior employee in the immediately subordinate position, without a posting.

Candidates are required to provide proof of qualifications, such as education. Internationally-trained candidates are asked to provide Canadian equivalencies for their qualifications.

(2) What percentage of positions being offered by The City of Calgary, both posted and unposted, are given to internal candidates?

Posted Positions

A posted position is defined as a job posting that has been advertised either internally only or both internally and externally on Calgary.ca.

From January 1, 2018 to September 15, 2018, there were 1402 total hires at The City from all posted positions:

- 35% (496 hires) went to internal candidates.
- 65% (906 hires) went to external candidates.

Unposted Positions

Due to the way in which internal movements are captured in The City's database, we are not able to identify staff movements that are only related to unposted positions.

Some collective agreements allow for appointments of union members without a posting. Additionally, some business units (for example, Fleet Services, Calgary Fire, and Calgary Transit) post internal to the business unit only.

From January 1, 2018 to September 15, 2018, there were 1054 internal movements that did not originate from a posted position. These movements could be the result of any of the following:

- Internal to the business unit postings.
- Employee progressions within work streams, such as Firefighter progressions based on years of service as per the IAFF Local 255 Collective Agreement.
- Movements between work locations or different supervisors. For example, a HR Business Partner who is assigned to support a different business unit is considered a movement
- Temporary relief assignments over 30 days
- Appointments and Expressions of Interest

(3) When was the last time The City of Calgary's recruitment process was reviewed?

The City's recruitment process is subject to continuous improvement. With each posting, we survey applicants and hiring managers and, when appropriate, use their input to make changes to recruitment and selection processes. We strive to reduce unconscious bias, and systemic barriers, applying the following 'best practice' approaches:

- Plain language in postings
- Multiple assessment steps to review candidates
- Use of structured behavioural interviewing, allowing candidates to present their own story
- Direct involvement of human resources in selections for hard to fill, specialized, and senior positions
- Human resources provide customized tools focusing on the key competencies for the position
- Providing information to applicants about building resumes, preparing for interviews, and the assessment of international credentials

In 2015, as part of the Cities Leadership Strategic Plan HR did comprehensive research on best practice recruiting practices and gathered input from stakeholders across The City. This input was used to modify existing tools, and to develop new tools and processes such as a structured telephone prescreen, a shortlisting worksheet, and additional assessments for some positions. The four essential behaviors of the organization, or the 4 Cs (competence, character, commitment, and collaboration) were embedded in these tools to ensure that new hires would meet the expectations of City staff.

In 2017, an upgrade to the recruitment and selection software was made. With this upgrade, applicants were able to attach more documents to their application, and to describe their qualifications in more detail with the screening questions. The online screening was improved, so that supervisors received an unbiased ranking of

applicants. In 2017, recruitment approvals were changed, requiring senior management approval for all postings, based on a review of the business need.

In 2018, the employment policy is being revised, incorporating the new Alberta employment standards for youth, revised human rights language, and including additional emphasis on conflict of interest. The recruitment team is working on additional process improvements for postings, for reducing unconscious bias, encouraging balanced gender hiring, and simplifying seasonal hires.