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## Executive Summary

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In 2019, City of Thunder Bay retained Grant Thornton LLP to perform a high-level Municipal Program and Service Review. One of their recommendations was to conduct a deep dive assessment of the recruitment process to identify process efficiency opportunities. The City was successful in seeking provincial support and funding for the Recruitment Process Improvement Review project through the Audit and Accountability Fund. J Macpherson & Associates was selected to lead this review.

The goal of the project was to identify opportunities to modernize the recruitment process for the City of Thunder Bay and find efficiencies that:

- maximize and streamline technology solutions;
- advance workforce diversity and inclusivity;
- improve customer service to hiring supervisors;
- provide a quality candidate experience; and
- enhance the overall quality of hiring outcomes.

An in-depth current state assessment was undertaken which included a comprehensive stakeholder engagement to gain an understanding of key stakeholder perspectives and insights. A total of 49 stakeholder interviews were conducted. These included interviews with hiring supervisors, Human Resource staff, various subject matter experts and union executives. In addition, over 70 hiring supervisors completed an online survey. A survey of 11 benchmark municipalities and a recruitment best practice review was conducted to gain an external perspective and identify potential improvement opportunities. The findings from the internal and external scan are outlined in Section Two: Current State Findings.

An overview of current and future challenges facing organizations is provided in Section Three: Labour Market Challenges. The challenges highlight the importance of having a competitive recruitment process as well as an overall Human Resource strategy that addresses retention, workforce planning and building internal capacity through employee development. Work on developing a comprehensive HR Strategic Plan for the City of Thunder Bay is scheduled to commence in 2022 and will position the organization well to meet future labour market challenges.

Modernization of the recruitment process requires the organization to transition from the current applicant tracking focused system to a system that supports end-to-end recruitment, selection, hiring and employee onboarding processes. Accordingly, it is recommended that the City utilize the process set out in the Corporate Digital Strategy to implement a comprehensive end-to-end technology solution that is fully integrated with SAP.

**Recommendation: Implement an Optimal Technology Solution.**

A new end-to-end solution that fully integrates with SAP would automate workflow for improved efficiency, eliminate stand alone databases, provide advanced HR analytics and reporting and align with the direction set out in the Corporate Digital Strategy.

The implementation of a more robust technology solution is a long term solution and must be effectively sequenced as part of a comprehensive HR process management system incorporated in an approved SAP roadmap.

**Transitional Recommendations:**

The review also identified a number of recommendations for implementation during the transition period that would be beneficial for candidates, hiring supervisors and recruitment staff.

The majority of transitional recommendations could be implemented within a twelve month period and are categorized into the following four improvement categories:

- Candidate Experience & Talent Attraction
- Interim Technology Solutions
- Process and Procedure Improvements
- Resourcing

Appendix 4 provides a listing of all recommendations and proposed timing. Additional details are provided in Section Four: Recommendations.

Addressing the resourcing and priority recommendations identified in Appendix 4 is a critical success enabler in order to have the resource capacity necessary to implement the remaining recommendations. The recommendation supporting the addition of a new Recruitment Consultant for 2022 is consistent with the Grant Thornton LLP report finding.

This report and the recommendations identified in Appendix 4 provide a roadmap for modernizing and transforming the recruitment process at the City of Thunder Bay. They identify immediate opportunities for improvement, as well as an optimal solution as part of the future SAP Roadmap.

## Section One: Project Background and Approach

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In 2019, Grant Thornton LLP was engaged to carry out a Municipal Program and Service Review (PSR) for the City of Thunder Bay. As part of the PSR, Grant Thornton LLP conducted a high level review of the City of Thunder Bay recruitment process. The review identified several recommendations and one overarching recommendation.

Recommendation # 42 - Conduct a deep-dive assessment of the recruitment process to determine opportunities for processes to be eliminated or consolidated to make the recruitment process more streamlined.

Source: Grant Thornton LLP - Municipal Program and Service Review

City Administration recommended moving forward with the recruitment process improvement review and the recommendation was supported by City Council. The City of Thunder Bay applied for funding from the Ontario government under the Audit and Accountability Fund Program that was established to help municipalities improve local services delivery and ensure taxpayers' dollars are being used efficiently. The City's request for funding for the study was approved.

A Request for Proposal was issued in March 2021 to hire an external consultant to lead a collaborative review of the recruitment, selection, and hiring process. J. Macpherson & Associates was contracted to lead the review. The goal of the project was to:

- maximize and streamline technology solutions;
- advance workforce diversity and inclusivity;
- improve customer service to hiring supervisors;
- provide a quality candidate experience; and
- enhance the overall quality of hiring outcomes.

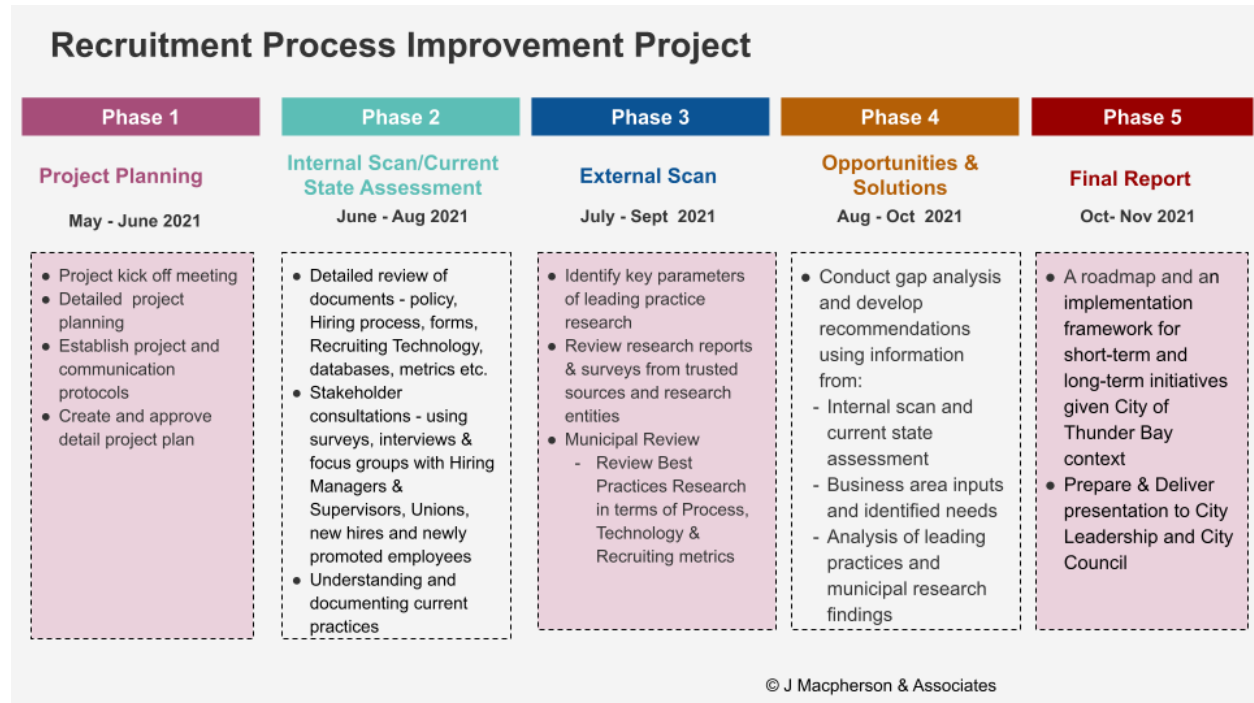
To better understand the current process and user experience, an extensive stakeholder engagement was undertaken. This involved individual and group interviews with Human Resource staff, hiring supervisors, and union leaders. All hiring supervisors were invited to complete a survey to provide feedback on the current hiring process. A list of all consulted stakeholders is outlined in Appendix 1.

The team also carried out an external scan of 11 benchmark municipalities and reviewed leading practices. A list of benchmark municipalities is outlined in Appendix 1.

Given technology plays a critical role in creating time and cost efficiencies, the project team made sure to connect with the Corporate Information Technology team and their consultants working on the Corporate Digital Strategy. The project team wanted to

ensure recommended improvements were aligned with the new Corporate Digital Strategy.

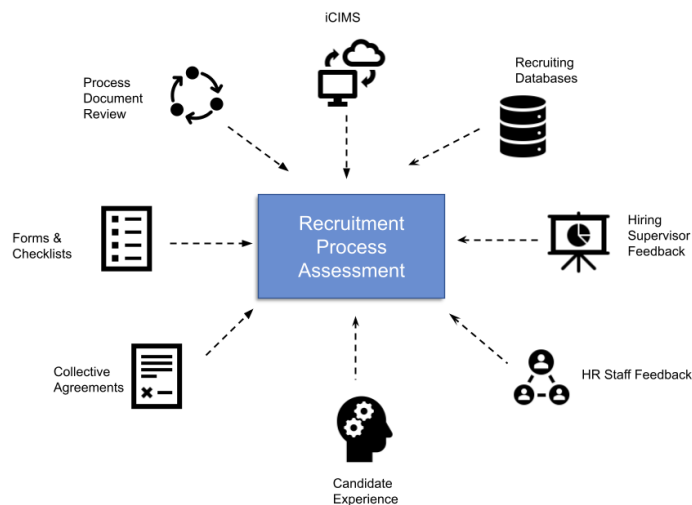
The project was divided into the five phases outlined below.



## Section Two: Current State Assessment - Internal and External Scan

Understanding an organization's culture, systems, processes, related strategies and history is critical in assessing the current state of the recruitment, selection and hiring process. Understanding the external environment allows for the identification of potential solutions and improvement opportunities and the building of sustainable solutions. The information below is based on the findings from:

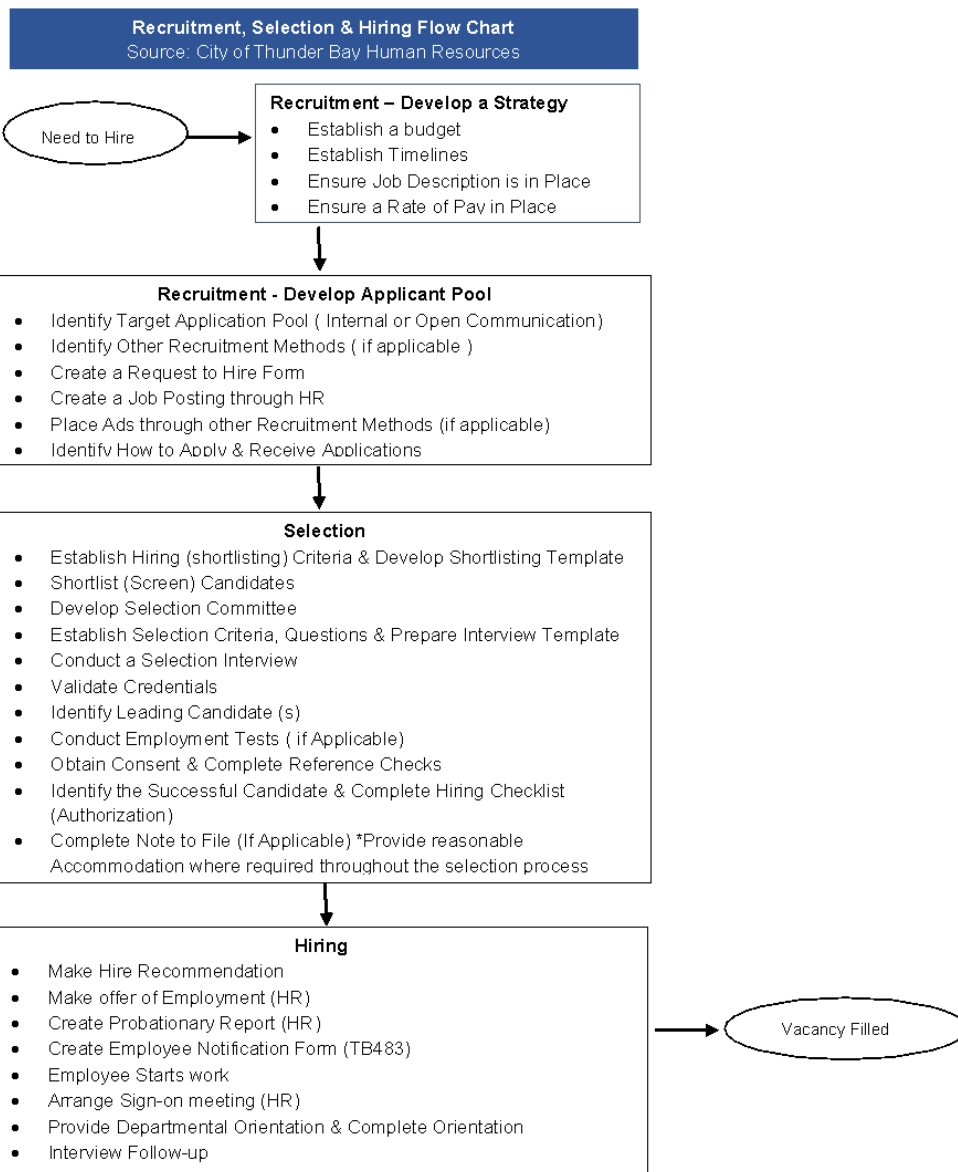
- a key document and process review;
- stakeholder engagement and input;
- a review of current supporting technology including the iCIMS System (Applicant Tracking system), and Jobs Website;
- a review of the Corporate Digital Strategy;
- a municipal benchmark survey; and
- best practice research.



### 2.1 City of Thunder Bay Recruitment Context

The City of Thunder Bay operates a number of diverse business lines in a very competitive labour market. Recruitment practices are governed by legislation, collective agreement terms, and City policies and procedures.

The current process has three stages commonly referred to as recruitment, selection and hiring. The three stages are further broken down into essential steps that drive the associated flow of work and are supported by forms and manuals. An overview of the current recruitment, selection and hiring process flow is outlined below.



A review of recruitment and selection support documentation and forms found that the process was well documented. The Recruitment, Selection and Hiring Manual for hiring supervisors was recently updated in April 2020 and provides a comprehensive guide to the hiring process. The manual is supplemented by a Hiring Criteria Shortlisting Guide, Interviewing Guide, and Reference Checking Guide. The recruitment team also developed a Virtual Interviewing Guide in response to the challenges of the COVID-19 Pandemic.

The checklists and tools provided in these resources are designed to support the hiring supervisor in each step of the recruitment, selection and hiring process. The tools are available on the intranet and are generally well organized and easy to find. Corporate policy and procedures are written in a clear and concise manner but would benefit from



a review and update. New hiring supervisors receive training sessions to familiarize them with the City's hiring process (Hiring the Best Training Program) as part of the New Supervisor Orientation Program. Presently the training is being delivered virtually in response to the COVID-19 Pandemic.

There is an opportunity to build on past efforts to provide hiring supervisors an inventory of possible interview questions. This was raised by some hiring supervisors and has merit in supporting a decentralized selection process.

Stakeholders also observed that the majority of forms are not completed within or integrated in the current applicant tracking system. This means most of the work associated with the selection stage of the process is done outside of the system.

Hiring supervisors play the main role in the hiring process and are responsible for the completion of the majority of the tasks associated with the process. This includes initiating the hiring request, selecting where to advertise, screening candidates, shortlisting candidates, establishing interview questions and tests (if applicable), organizing hiring panels and interviews with candidates, reference checking, selecting the preferred candidate, and completing all associated documentation. Most hiring supervisors indicated there was no decentralized administrative support available to assist them.

In general, HR Assistants provide support when preparing and posting job openings, forwarding applications to the hiring supervisor, reviewing key documentation, making the conditional job offer, ensuring pre-employment conditions are met by the candidate, and finalizing the job offer. They are available to provide advice to hiring supervisors throughout the process. The HR Assistants assigned to support the recruitment process also provide non-recruitment support to the organization. This can make it difficult to meet tight timelines or last minute changes.

The volume of job postings in 2019 was 541, an increase of 16.8% from 463 postings in 2017. The number of applications has also risen from just over 10,000 in 2017 to over 15,000 in 2019, an increase of 50%. External applications make up approximately 80% of all applications received.

The benchmark survey found that six of the 11 municipalities surveyed are staffed with specialist recruiters and the remaining five utilize a hybrid or generalist model to provide recruitment support to the hiring supervisors. The vast majority of organizations indicated that HR assists with screening of applications, the coordination of interviews and participates in interviews for both full-time and part-time positions. The number of competitions handled by a dedicated recruiter ranged from 60 to 90 annually.

In general, City of Thunder Bay hiring supervisors are responsible for completion of the majority of the tasks associated with the selection stage of the process. Implementing a specialist recruiter model would be a significant organizational change and is not recommended because:

- hiring supervisors currently carry out the recruitment related tasks in a competent manner;
- hiring supervisors did not identify the need to have recruiters to participate in interviews;
- a number of the challenges identified by hiring supervisors will be addressed by the recommended improvements to the process; and
- implementing an end-to-end recruitment system and developing targeted sourcing strategies for hard-to-fill positions is a better investment than hiring three or four recruiters.

## **2.2 Time To Fill**

As part of the Stage 2 Municipal Program and Service Review, Grant Thornton LLP reviewed cycle time for the Corporation's recruitment, selection and hiring process.

The review focused on the time to fill a position and highlighted the time associated with various steps in the process. Based on their analysis of sample 2019 data the average cycle time for union jobs was 66.86 days (9.55 weeks) and for non-union jobs was 83.82 days (11.97 weeks).

The following reasons were cited by Grant Thornton LLP for the longer timeframes associated with steps in the process.

### Job Postings Requirements

- The competition was posted for a long time frame in order to reach targeted applicants and yield a qualified pool of applicants. This was typically done for competitive and/or senior level positions.
  - A nepotism approval was required from Council.
  - Job description changes were still being finalized with the department.
- Collective agreements stipulated posting locations, such as on a paystub.

### Conditional Offer Delays

- Delays may be the result of waiting for a police record check, work fitness test, a name recognition check, completion of operator in training exam, and/or a delay in candidates bringing in required conditional documentation.
- Initial candidate declined the position and the position had to be offered one or more times.

### Official Offer Delays

- A wage rate is being negotiated (non-union) or a Supervisor seeks a wage beyond the start rate of the collective agreement, which requires a consultation.
- Vacation negotiation (non-union) outside of City By-law, which requires review and approvals.

Source: Grant Thornton LLP - Municipal Program and Service Review

The Recruitment Team doesn't currently have the technological capability to produce recruitment performance reporting or analytics. All data requires significant time and manual effort to extract and analyze. Given this constraint, the data that was manually compiled for the Grant Thornton LLP report was also utilized for this project.

The municipal benchmark survey found that organizations measure time-to-fill based on the period between the posting of the vacancy and job acceptance. This does not include the period of time from acceptance to start date that was included in the Grant Thornton LLP numbers. The average time-to-fill for benchmark municipalities was approximately 58 days for union and non-union combined. This is similar to a Conference Board of Canada survey average of about 56 days. It is important to note that time-to-fill for unionized positions is typically less than for non-union positions. Accordingly, the time-to-fill for union positions in benchmark organizations is likely less than the overall average reported.

Once the City of Thunder Bay data was adjusted to match the same parameters as the benchmark municipalities, the time to fill became 56.6 days for union positions and 70.18 days for non-union positions. It is reasonable to conclude that the City's average time-to-fill for all postings is above the benchmark group average.

## **2.3 Stakeholder Engagement and Input**

An in-depth current state assessment was undertaken to gain an understanding of key stakeholder perspectives and insights. A total of 49 stakeholder interviews were conducted. These included interviews with hiring supervisors, recruitment staff, various subject matter experts and union executives. In addition, over 70 hiring supervisors completed an online survey.

### **2.3.1 Hiring Supervisor**

Hiring supervisors play a primary role throughout the recruitment, selection and hiring process. Understanding their perspective and experience was critical to identifying improvement opportunities. Input was gathered through personal and group interviews as well as through an online survey.

Several themes emerged from the review reaffirming that the City of Thunder Bay has a strong foundation to modernize the overall process from start to finish. It is not unusual when conducting process improvement reviews to find that items identified as strengths may also be identified as challenges.

### **Strengths:**

- The 2017 implementation of the iCIMS system that transitioned from paper application submissions to an electronic process. The faster turnaround time to receive applications was noted by many as being a significant improvement.
- Recruitment staff support and professionalism is greatly appreciated with participants sharing numerous examples of support they received that improved the hiring outcome.
- Request to Hire Form and the built in workflow is seen as helpful.
- Supervisors have been able to address some area specific concerns through flexible changes with Recruitment. They cited having an open posting and the ability to post off-cycle as a positive.
- The ability to test candidates' qualifications is a strength and valued by hiring supervisors, particularly in the unionized environment.
- There has been expanded sourcing through social media channels like Facebook posts.
- Several staff noted improvements in turnaround time for police checks.

A number of challenges and concerns were also raised. This included the issue highlighted in the Grant Thornton LLP review, that the process to hire a new staff member takes too long. The number one concern expressed by hiring supervisors was the time it took them to screen a competition file.

### **Challenges:**

- Screening applicants is time consuming and frustrating. While the move to accepting online applications was overall seen as an improvement, it was also identified as the major reason for receiving a larger number of applications from the public that required review.
- Delays in posting positions in a timely manner result in delays in hiring. Many acknowledged this as a collective agreement requirement. Others believe greater flexibility where the collective agreement does not restrict posting timelines would be beneficial particularly for CUPE temporary employees.
- Losing candidates because of the time it takes to complete the steps in the hiring process. Several mentioned losing qualified candidates because the process took too long and noted that other employers seemed to be able to move quicker. The time it takes to offer the position to a candidate was mentioned by several individuals.

- iCIMS was mentioned as a first step to use technology as part of the recruitment process, but as an incomplete solution for several reasons:
  - Most tasks assigned to a hiring supervisor are performed outside of the system using other forms and tools. This is administratively time consuming and takes them away from their major operational responsibilities.
  - Given system limitations, the work involved in shortlisting and selecting involves duplicate data entry.
  - Hiring supervisors are unable to view applicants as they apply. Accessing applications throughout the process would allow for the hiring supervisor to manage the volume and workload of screening.
- Hard-to-fill positions. Several identified the need for additional help in developing sourcing strategies to find candidates for hard-to-fill positions. Some mentioned having to repost three times. There were supervisors from a few areas who mentioned how they appreciated the support provided by Human Resources to create hiring pools.
- Reference checking is seen as time consuming and some wondered about the value added it provided to the process.
- During peak recruitment time (summer hiring) hiring should be the priority.
- Communication challenges related to the status of an offer made it difficult for supervisors to plan for future work schedules.

Hiring supervisors also shared a number of potential improvement ideas. The ideas shared were reviewed and considered in the development of the recommendations included in Section Four of this report. Given the diversity of the different business areas that the City operates, ideas that may be applicable for one area may not be appropriate for another. Some proposed ideas were to:

- Screen applicants for basic qualifications prior to the hiring supervisor review. While most indicated they felt Recruitment should do this manual task, others felt that an automated system should be able to achieve similar results. Many acknowledged the implications on resourcing if Recruitment were to perform this task.
- Explore a single integrated recruitment, selection and hiring technology solution that enables hiring supervisors to complete all steps within the product and have minimal work done outside the solution. Others suggested all required documents be made available through iCIMS. This would minimize the administrative tasks of a hiring supervisor through integrated smart forms.
- Allow the hiring supervisor to contact the successful candidate and make the conditional job offer. Many questioned the reason for this handoff given they have been responsible for the entire process up to that point.

- Consider implementing a conditional hire process allowing applicants to start work and provide a defined period of time in which they must satisfy the conditions of employment.
- Start the recruitment process for rehires and new seasonal staff and students earlier. Align with or be in front of other employer recruitment campaigns.
- Create a searchable bank of interview questions that all hiring supervisors could access.
- Maintain the nepotism requirements and drop the name recognition requirement.
- Review the necessity of reference checking and consider alternative approaches, such as online reference checking.
- Consider onsite recruitment support for operations where a demonstrated need can be established.

Best practice research and the municipal benchmark survey identified some similar potential improvement opportunities with respect to the automated screening of applicants for basic qualifications, alternatives for reference checking, and focusing solely on nepotism requirements.

### **2.3.2 The Recruitment Team**

Members of the Recruitment Team were interviewed to gain an understanding of the current process and responsibilities from their perspective. They play a critical role in supporting the process and have the unique role of process and decision oversight. An important consideration was following approved processes to ensure fairness and minimize the risk associated with errors in hiring.

#### **Strengths:**

- The introduction of iCIMS has improved the front end of the recruitment process and eliminated some of the administrative tasks associated with consolidating and sorting applications.
- Recruitment staff take pride in their jobs and provide good service and care about the organization. Many hiring supervisors indicated they felt HR staff were professional and helpful.
- Where possible, recruitment staff have demonstrated flexibility by trying to accommodate late posting requests and off-cycle posting requests.
- There are few recruitment grievances or disputes and hiring decisions are defensible.

#### **Challenges:**

- Recruitment staff are struggling to keep up with the volume of work given the current requirements, responsibilities, and lack of a fully integrated technology solution.
- The current process is set up for batch recruitment with specific timelines for job

postings due to collective agreement requirements. However, hiring supervisors often presented requests to post at the last minute, resulting in other work being delayed.

- Staff turnover in the recruiting area can impact the ability to complete tasks because the amount of time to train new staff is significant given the multiple databases, spreadsheets and processes that are not integrated.
- Significant time is spent following up with candidates to complete the requirements of the conditional offer.
- Recruitment staff spend a great deal of time addressing the issues that arise when the hiring process is not followed.
- The current process for creating a posting is time consuming.
- Staff do not have the time to help hiring supervisors who are having difficulty finding qualified staff. On occasion, the same position must be posted multiple times before an individual is hired.

Similar to the hiring supervisors, the recruitment staff also identified a number of potential improvement ideas. Given their heavy administrative workloads, the improvement ideas focused on improved technology that would be fully integrated and eliminate maintenance of multiple databases. Notwithstanding the desire for an optimal solution as part of the SAP Roadmap development, it is important to identify immediate actions that would reduce some of the administrative work and that additional support be added to assist as solutions are being implemented.

## **2.4 Technology**

Technology plays a critical role in improving service and process efficiency. A well-configured technology solution that addresses business needs can significantly reduce effort for applicants, hiring supervisors and recruiting staff. Technology modeled from a customer perspective can enhance the overall candidate experience and impression of the organization.

### **2.4.1 Corporate Digital Strategy Alignment**

The recent Program and Service Review (PSR) for the City of Thunder Bay highlighted various opportunities to leverage technology and recommended the development of the Corporate Digital Strategy. Perry Group Consulting Ltd. was hired to facilitate the development of the strategy. Given the important role technology plays in the recruitment, selection and hiring process, careful attention has been placed on ensuring alignment between this project and technology related recommendations and the Corporate Digital Strategy. The strategy provides a governance framework and principles to guide future information technology investments.

Several of the current state findings highlighted in the Corporate Digital Strategy are similar to this report's findings, such as the underutilization of major systems such as SAP. For example, the City currently owns the Position Management Module but because the functionality is currently underutilized, recruitment staff must maintain a number of excel databases to track critical information. An effective Position Management Module is the foundation for developing automated workflow and for system integration for many Human Resource needs.

The Corporate Digital Strategy concluded that “a new HR management system, based on SAP is required.” Below you will find an extract from the report (page 96) dealing specifically with the HR management system.

#### 6.2.4 Comprehensive HR Process Management System

One of the City's most important assets are its people; they also represent one of the largest costs, so it is critical to effectively manage the workforce from onboarding to retirement using digital processes rather than paper-based employee files.

The City's current employee records are largely paper-based or tracked in numerous spreadsheets. HR processes such as recruitment and training tracking must be modernized. Existing process management is extremely time consuming, inefficient and prone to error and the management of data related to processes consumes much HR staff time.

It is important to note that this is a drag on the whole organization – something that inhibits organizational flexibility and agility and that doesn't provide management with the insights that a more comprehensive and effective HR solution could.

A comprehensive HR management system is a corporate-wide solution, not simply a “system for HR”, and thus must meet the needs of the whole organization (leadership, management, staff (part-time, full-time)).

A new HR management system, based on SAP is required.

Implementation of such a solution will likely address the following needs and capabilities:

- Position management.
- Employee records.
- People metrics and analytics.
- License and training tracking.
- Time and attendance.
- Shift scheduling.
- Applicant tracking and online recruiting.



- Learning management.
- Succession planning.
- Performance management.
- Absence management.
- Employee self-service.
- Health and safety.

We recommend that consideration also be given to historic data digitization and the need to load prior employment history and records into the system, prior to go-live.

This work is dependent upon the SAP roadmap identified above and thus, some interim solutions may be required until a more comprehensive solution can be tackled in 2023. Specifically, interim improvements to the shift scheduling and recruitment processes are anticipated in 2022.

Source: Grant Thornton LLP - Municipal Program and Service Review

The reference to some interim solutions to the recruitment process during 2022 is significant and guides the formation of the transitional recommendations outlined in this report. This will allow time to fully understand the functionality and integration capabilities with SAP of the current iCIMS (Applicant Tracking System). It is also important to note the reference to Position Management and the need to build it into the SAP Roadmap.

The guiding principle of the Corporate Digital Strategy is that enterprise systems should be deployed if they meet at least 80% of business needs to reduce the number of systems that the City operates. This would mean the focus should be on re-using existing systems before purchasing new systems.

#### **2.4.2 iCIMS (Applicant Tracking System)**

There are many different applicant tracking systems currently utilized by organizations. Ongig, a leading source of recruitment technology research, recently conducted a study of over a thousand of their clients in 2020 to identify which applicant tracking system their clients were using. iCIMS was listed in the top four.

The iCIMS system was implemented by the City in 2017 as a cost effective solution to move from a paper based application process to an online solution. At the time this was a significant achievement and an example of modernizing the HR business environment. The implementation of iCIMS resulted in a number of positive improvements when compared to the previous paper based application approach. These included:

- allowing hiring supervisors access to applications faster;
- advancing the organization's ability to attract applicants from beyond Thunder Bay;
- presenting a more modern experience to candidates than the previous paper application approach previously used; and
- allowing for supervisors to carry out some tasks paper free.

One unintended consequence of moving to an online application system is that the time and effort to apply is greatly reduced for applicants. As a result, applicants are more likely to submit resumes to a greater number of jobs regardless of their qualifications. The implication for organizations is that the inflow of applications increases drastically. In the absence of technology solutions that can screen candidates based on qualifications, the workload for the Recruitment Team and hiring supervisors increases. In 2019, the City received over 15,000 online applications. This was a 50% increase from the 10,000 paper applications received in 2017.

As part of this review, the consultants received a demonstration of iCIMS to better understand the system capabilities. The demonstration raised some additional questions but also highlighted that the current functionality available through iCIMS is being underutilized. In addition, the demonstration highlighted that the iCIMS system is flexible and highly configurable by the client organizations and has great potential for screening job applicants for basic job specific qualifications.

The original implementation plan for iCIMS called for a three phase implementation. The first phase was to select the solution and convert open competitions to the online format. Phase two transitioned the City's internal job postings and application processes to iCIMS. The third phase was intended to convert the manual shortlisting process to an automated process.

The third phase was not completed because the Recruitment Team did not have the resources or time to implement. While the first two phases were completed using existing staff, the more complex process of implementing screening and shortlisting required additional resources and stalled. This highlights the need for additional resourcing to implement automated shortlisting and screening questions.

The current configuration of the iCIMS system utilizes very limited screening functionality and is restricted to a few organizational questions. Not surprisingly, having to review competition files that included unqualified candidates was the number one complaint of hiring supervisors. Recently, the organization has selectively utilized more of the screening functionality for Firefighters and other competitions that historically receive a large number of applications.

iCIMS is a cloud based solution. This means upgrades and enhancements are developed and implemented by the vendor. It allows user organizations considerable flexibility to configure the system to meet their business needs. Although organizations are no longer building the solution, they are responsible for configuration of the system to ensure their organization maximizes the system's potential.

When the City of Thunder Bay implemented iCIMS, the primary focus was on implementing the capacity for candidates to apply electronically without changing the recruitment process. The paper application form was replicated in an electronic form and the screening process was generally unchanged. This means that in some cases, the hiring supervisor still reviews the application, cover letter and resume when screening candidates for shortlisting. There may be an opportunity to take a more focused approach to collecting candidate information that would reduce the hiring supervisor time spent on assessing candidates.

In the past, implementing an applicant tracking system was about gathering, grouping and distributing applications. Today, these systems are part of a more robust HR information system ecosystem offering greater functionality to increase efficiencies.

Common features built into an integrated solution include: initiating the job requisition, repository for job descriptions, screening, applicant listing, ability to shortlist and record decisions, interview scoring record and interview notes upload, HR and hiring supervisor dashboards to monitor the process, offer letter composition, email notification to unsuccessful candidates, and links to onboarding and payroll. These features are currently not utilized or are not available in the iCIMS product.

Since implementation, iCIMS has regularly increased the functionality of the product. A recent example of increased functionality was the increase in the number of screening questions an organization could utilize. This highlights the need to ensure a resource within the Recruitment Team has the necessary time to be a business system administrator/superuser and ensure that as new functionality is released by iCIMS, the City evaluates whether to implement it or not.

All cloud based applicant tracking systems require regular oversight from a superuser to remain knowledgeable about changes and new functionality. This means the City should assign responsibility to monitor the system development to a superuser and, in conjunction with Corporate Information Technology (CIT), evaluate improvements and decide on whether to enable the new capabilities. It may be appropriate to assign this role in the interim to an individual assigned to implement the transitional recommendations.

### **2.4.3 Non-iCIMS Technology**

The lack of system integration and activation of the SAP position management module has resulted in recruitment staff creating several workarounds and using Excel to track important process data and milestones. These databases provide valuable information that is relied on to track the completion of tasks. This work is time consuming and adds complexity to the process that requires a prolonged training timeline for new staff.

We could not identify a database that could be discontinued immediately. Some further consultation with CIT could minimize database use and create some efficiencies while an optimal solution is being developed.

The Corporate Digital Strategy has identified the implementation of Microsoft 365 as a priority. The implementation of Microsoft 365 will have immediate benefits for the organization by creating a collaborative online work environment. The current version of Excel limits user access to a single individual at a time and negatively impacts efficiency. Implementation of Microsoft 365 would eliminate the problem of access by a single user. CIT staff have also identified a workaround to the single user access that should be pursued as the Recruitment Team waits for the Microsoft 365 rollout.

The other implication of fragmented databases is that it is extremely difficult to do performance reporting or analysis as each request for data requires considerable effort. Developing an HR systems roadmap based on fully integrated modules will significantly address the current issues around data reporting.

## **2.5 Candidate Experience and Attracting Talent**

In today's labour market, it is imperative that an organization presents an appealing image as an Employer of Choice and provides a positive candidate experience. The candidate is looking for a simplified process for applying to jobs to minimize the amount of effort associated with applying. A candidate's impression of an employer is formulated based on the organization's website, the job posting, and the application experience.

The number one rule to creating a great candidate experience is to think like a candidate. The consultants adopted a 'walk in the shoes' approach to review the City's job website, job postings and the iCIMS application process from the perspective of a potential candidate. Our findings on the candidate experience are provided below.

### **2.5.1 City of Thunder Bay Job Website**

The Conference Board of Canada reported that organizations continue to have strong

reliance on passive search tactics to reach potential candidates. Corporate websites are still the number one approach relied upon by organizations to attract talent. The recent Talent Management Benchmarking survey highlighted that over 90% of organizations relied on websites to attract candidates. An organization's website is often the first window an external candidate has to form an impression of an organization.

A 2019 survey conducted by Talent Board found company career sites proved to be the most valuable channel with 60% of candidates identifying the company career site as valuable. How an organization is presented as an employer in job openings matters. Candidates are looking for an informative and positive experience that is focused and provides easy access to the information they are seeking.

The added benefit of corporate website postings is extended advertising reach through aggregator websites such as Indeed.ca and Eluta.ca. These websites scrub sites and repost the job ads with minimum effort and no cost. The result is attracting candidate attention from beyond the immediate geographical region, which can be extremely helpful for hard-to-fill positions.

As part of the review, the consultants evaluated the current jobs website from the perspective of a candidate as well as feedback received during the stakeholder interviews.

In general, the current City of Thunder Bay Job Pages information is not presented in a concise manner and does not provide the positive candidate experience that is required in today's competitive labour market. A large amount of space on the first page is devoted to a picture. This makes the potential applicant scroll down the page to find information that they are interested in. While visuals are helpful and important, they must fit the intended purpose. Based on our observations, there is a strong possibility the potential candidates will lose interest before accessing the most important information.

There is great potential in modernizing the website and using it to promote hard-to-fill positions and peak the interest of potential candidates. Appendix 7 provides a potential alternative to the current Jobs page. It would allow for the organization to feature a hard-to-fill position on the Jobs page. Candidates may only visit the landing page instead of exploring further postings. For this reason, it is imperative the critical information is featured easily and in an engaging manner. Current resourcing levels limit the ability to modernize the current website and maintain it as an active sourcing channel to recruit talent.

We noted that the recently created employment videos, and in particular the fire recruitment process videos, are of high quality and provide positive messaging that can

grab a potential candidate's attention and interest. Video is a critical element in marketing job openings and is effective for peaking interest in hard to fill positions.

The website also provides assistance to potential candidates residing outside of Thunder Bay with important information on relocating by providing a link to the Go To Thunder Bay website operated by Community Economic Development. Leveraging the materials produced by others is another leading practice in recruitment. Selling the community is as important as selling the job when attracting talent.

### **2.5.2 Job Postings**

On the City of Thunder Bay jobs site, all job postings begin with a significant preamble that further detracts from the candidate experience. While the information contained in the preamble may be important, few employers lead with it on a job posting. The focus is on generating interest from qualified potential candidates by clearly communicating the job responsibilities and qualifications.

The current job postings are too busy and require an applicant to scroll several screens at times to review the job responsibilities and required qualifications. This can create a negative experience, especially if an individual is interested in reviewing several openings. This has the unintended consequence of creating applicant fatigue that results in the applicant not reading the most important information. This can also result in unqualified applicants applying for positions because they did not scroll down to read the required qualifications.

Clean, concise job postings are critical to catch the eye of potential applicants and allow them to assess potential fit. See Appendix 5. One issue raised by hiring supervisors was that applicants applied for a part-time or temporary position unintentionally when they thought they were applying for a full-time position. This is frustrating and time consuming for both the hiring supervisor and the applicant.

Posting hard-to-fill jobs for an extended period of time is called an 'open posting' and is a leading external practice. However, an opportunity may be lost by not clearly identifying that individuals should apply and will be considered immediately. Having a posting close date that is several months in the future may confuse applicants and lessen the urgency to apply.

The current practice of using the content directly from the job description is efficient and creates the potential to automate job postings in the future should job descriptions be hosted on the applicant tracking system. This would eliminate steps in creating a job posting.

### **2.5.3 Establishing a Candidate Profile and Applying for Position**

In today's labour market, employers need to ensure their job application process creates a positive candidate experience and avoids what is known as a 'drop out' applicant. Drop out occurs when an applicant decides that they are not going to complete the application process part way through.

In general, applicants dropping out mid-process is a negative. There can be many reasons for candidates not completing the application process. The most common reasons are the process:

- is confusing;
- takes too long;
- is unfriendly and makes the applicant question whether this is the employer they want to work for; and
- is broken and they cannot proceed in the application process.

To avoid the risk of qualified candidates dropping out, a best practice is to focus on minimizing clicks and shortening the application process.

There can be positive reasons for when an applicant decides not to finish applying and drops out part way through the process. It could signal that the screening questions are effective and the applicant has concluded they are not qualified.

Some stakeholders indicated the current process for setting up a candidate profile and for applying was time consuming and intimidating.

To test the system, the consultants created candidate profiles and applied to a job posting. Based on our experience with applicant tracking systems, the current process should be simplified and focus on the critical information that is required. The time to complete a profile was considerably longer than the tests we conducted on the websites for the Region of Peel, City of Guelph and the City of Windsor.

### **2.5.4 Mobile Interface**

Gartner Group reported a greater focus on Mobile Career Applications in 2020 as individuals transitioned to mobile devices as a primary technology tool. Mobile optimized career pages are increasingly being viewed as a best practice by allowing candidates to apply and complete the application process using their phone or tablet. A slick mobile interface improves the candidate experience and creates a great first impression for younger job seekers. One organization noticed as many as 20% of applicants applied using mobile devices, with an increasing number gravitating to cell phones.

An additional benefit to increased mobile connectivity is that hiring managers can move away from desktops and laptops and manage the recruitment, selection and hiring processes from phones and other devices. In our review of the City of Thunder Bay application portal, using a mobile phone provided the end user with a positive experience when applying for a position.

### **2.5.5 Job Posting Alerts**

Job Alerts are an excellent way to reach out and notify potential candidates. It allows a potential candidate to sign up and be notified when jobs of interest are posted. It also provides a feature to forward postings to potential referrals, thereby enlisting potential candidates to help find additional applicants.

Currently, a potential candidate cannot sign up to receive alerts when a posting that fits their criteria is posted. The ability for an organization to send targeted job alerts to potential candidates is an important tool in engaging and maintaining a relationship with potential candidates.

Job Alert functionality is a best practice and found on almost all applicant tracking systems. The Job Alert feature was utilized by the majority of municipalities in the benchmark survey.

Offering Job Alerts is dependent on an organization having defined job families that would allow an applicant to sign up for a grouping of similar jobs. The City of Thunder Bay is currently exploring the most appropriate manner to group jobs. Discussions with iCIMS are also underway to understand the capabilities under the current licence arrangement and options for enabling candidate job alerts.

## **2.6 Candidate Responsibilities**

The current state review identified that in some cases recruitment and supervisory staff complete a number of checks and additional tasks because a candidate has not provided accurate information. This is inconsistent with HR and hiring supervisor roles and responsibilities. The candidate should be accountable for providing accurate information and this information should be relied on in the selection process. Given the high volume of applications received, it is not reasonable to continue manual checking on internal applications.

Two examples of situations where this has occurred:

- The candidate did not include an employee number or indicate they are an employee.
- The candidate did not indicate whether they had a driver's licence and what type it was.



In both instances, additional work was undertaken to investigate. Benchmark municipalities confirmed it is the candidate's responsibility to accurately complete their profile and submit the required information for each position they apply to. At the benchmark organizations, candidates were assessed on the information they submitted.

By establishing clear expectations for external and internal candidates, the need to check and double check with candidates and manually check with other HR systems would be eliminated. This requires a carefully crafted change management and communication plan. Given that unionized employees may be impacted, labour relations should be consulted.

Candidates should be solely responsible for providing all required information accurately. It is important for the City of Thunder Bay to establish clear expectations of candidates that ensure the accountability for providing accurate information rests with the candidate and not HR Assistants for hiring supervisors.

## **2.7 Process Accountability**

Recruitment staff currently play a significant role in process oversight and perform certain tasks to mitigate risk to the organization. During the stakeholder interviews several tasks related to oversight and risk mitigation were identified as delaying the hiring process, and stakeholders felt this could be addressed through greater role clarity.

Recruitment staff review competition files to identify potential problems. This may involve discussions with labour relations in the case of unionized positions when the candidate with the greatest seniority is not selected, or in proposed underfilling situations.

Accountability for the hiring process, including following the corporate process and abiding by the terms of the collective agreement, should lie with the hiring supervisors. When an issue or concern is raised with the hiring decision, the hiring supervisor should be accountable to their manager.

In general, while recruitment staff should provide advice to the hiring supervisors, they should no longer conduct an extensive review of the competition file prior to preparing the job offer. There are two exceptions to this recommendation:

- In cases where the hiring supervisor selects a leading candidate who does not meet the full qualifications of the position it is appropriate for recruitment staff to review the file to confirm that an underfill is appropriate, in consultation with labour relations if necessary.

- In union positions where the hiring supervisor selects an external candidate over an internal bargaining unit applicant. The impact to the external candidate is significant in the event of a successful grievance, and this warrants a brief review from recruitment staff to ensure the process was followed and there are no red flags that warrant further review or consultation with labour relations.

Notwithstanding these extra steps, the hiring supervisor remains accountable for the decision, not the recruitment staff. In these situations, the risk to the organization and integrity of the hiring process is great enough to warrant extra caution.

During stakeholder consultation, some hiring supervisors identified that they would prefer to make the initial contact with the preferred candidate to present the conditional job offer as this may speed up the offer process. It was noted that this was an opportunity to make the offer more personal and to start building a working relationship with the candidate. The benchmark survey confirmed that the majority of organizations centralized the job offer function to minimize risk and to maximize process efficiency associated with candidates satisfying employment offer conditions, particularly police checks. No change in responsibilities for the current offer process is recommended.

## **2.8 Employment Outreach**

The City of Thunder Bay has all the foundational pieces in place to build a strong and robust employment outreach program. This was confirmed from our review of documents and current practices. Many leading practices are already in place with respect to creating a diverse workforce and some of these include:

- a commitment to measure workforce composition every three years and the expansion of data collection and analysis since 2005;
- the recent collection of information on individuals from the 2SLGBTIQ+ community;
- data collection on job applicants; and
- data analysis by different occupational groups.

We observed the data was segmented by occupational groups. This allows an organization to gain deeper insights and to place an organizational context when developing solutions. Segmenting data is key to developing targeted solutions.

The City's Indigenous Relations Strategy 2021-2027 (Strategy) includes actions that are related to hiring and retaining a diversified workforce:

- The Strategy identifies a number of opportunities for Human Resources to collaborate with the Office of Indigenous Relations in the development of an employment outreach program. The strategy identifies the importance of

respectful relations and the support that they could provide to ensure appropriate engagement approaches with Indigenous partners. This is a critical element of any future employment outreach program.

- The Strategy also highlights a best practice that could be extremely valuable in a future employment outreach program. It identifies the need to, “revive and coordinate City Indigenous Employee Network to identify priorities and engage staff for further retention.” Although the strategy focuses on the benefits of retention, these networks can be valuable in providing potential employee ambassadors for future employment outreach events.
- The Strategy also identifies the need to create responsive recruitment activities in partnership with Indigenous employment agencies. This is also a best practice.

The City of Thunder Bay 2019-2024 Multi-Year Accessibility Plan also provides guidance that, “Employment practices are accessible, including how the City of Thunder Bay hires, retains and provides career development opportunities.” The 2020 Employment Equity Report highlighted a number of outreach and retention initiatives. A noted best practice is to ensure efforts also focus on existing staff.

The City of Thunder Bay Indigenous Relations Strategy 2021-2027 and the Multi-Year Accessibility Plan 2019-2024 and the 2020 Employment Equity Report and the City’s Employment Outreach & Retention Plan identify a number of actions to advance the City’s commitment to Diversity, Equity and Inclusion (DEI). Additional resourcing is required in order for Human Resources to effectively collaborate with the Indigenous Relations Office, the Accessibility Office, and advance employment outreach efforts within the organization and the community. Building relationships is personal and requires time. A supplemental report on diversifying the workforce and employment outreach has been provided to the City.

## **2.9 Other Opportunities to Shorten Recruitment Process**

Interviewed stakeholders identified a number of opportunities to shorten the length of the recruitment process and reduce the associated workload for staff. Some of these opportunities would require union agreement. The following four practices were identified:

**Job Postings Appearing on Pay Stubs:** Hiring supervisors identified the requirement to place job postings on pay stubs impacts their ability to post vacancies in a timely manner, which also delays communicating internal job opportunities to employees. This requirement is the primary reason that the current job posting process is based on a two week batch posting cycle. This concern was outlined in the Grant Thornton LLP phase two report.

**Two Day Provision To Accept a New Position:** Several hiring supervisors questioned the need for allowing internal staff two days to decide whether to accept a new position. In some cases, employees take the maximum length of time before turning the position down, and this in turn delays offering the vacancy to the next qualified candidate. Union agreement may be required prior to reducing the number of days to accept a new position.

**Temporary Employees - Short Term Assignments and Requirement to Terminate:** Collective agreement provisions require that temporary employees are terminated at the end of each temporary assignment. This means terminating a temporary employee each time their 'assignment' is over, even if the individual frequently works irregular hours from week to week. This creates additional repetitive administrative work (processing forms, data entry, etc.) for both HR staff and hiring supervisors. Stakeholders who raised this issue believe this process adds no value and does not reflect the realities of a dynamic work environment that requires a flexible workforce.

**Staff Movement Within Temporary Positions:** Some stakeholders raised the issue of the continuous hiring cycle caused by the number of staff that move into and out of temporary positions. This results in additional work for all involved in the hiring process to backfill positions, and presents challenges for bargaining unit employees as it creates uncertainty about which vacancies are actually available for career development opportunities. One reason shared for this movement is that staff may be trying to accumulate seniority in a particular position to secure potential bumping rights. Understanding the reason for the movement, and whether current provisions should be modernized to address any unnecessary disruption through temporary movements, should be reviewed given the impact on employees and respective operating areas.

Given the above items are governed by the terms of current collective agreements, any warranted changes would have to be addressed in future negotiation.

## Section Three: Labour Market Challenges and Risk

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The recruitment process is an important element in any Talent Management system, but it does not fully address challenges that employers are facing in the current labour market. While improvements in a candidate's experience, enhanced recruitment attraction through social media, expanded employment outreach and partnering with educational institutions are important, they only deal with one side of the issue and assume there is a healthy supply of skilled job candidates.

The pandemic has highlighted labour shortages and expanded the number of occupations that are difficult to fill. The City of Thunder Bay, like other employers, is already experiencing difficulty hiring for certain positions such as paramedics, nurses and transit operators. The reality is that for some positions it will be extremely difficult to find qualified individuals in the future. There simply will not be the traditional supply of potential candidates for select positions.

Northern Policy Institute (2020) publication examined vacancy rates across different National Occupational Classification (NOC) for the Thunder Bay Census Metropolitan Area. This report also highlighted the challenge Northern Ontario is facing with changing workforce demographics and the younger generation leaving these communities.

According to Statistics Canada, the job vacancies increased in all provinces from the second quarter of 2019 to the second quarter of 2021, with the largest increases in Quebec (+53,700; +38.3%) and Ontario (+51,300; +24.1%). Vacancies in health care and social support roles increased by 40,800 (+59.9%) from the second quarter of 2019 to the second quarter of 2021, the largest increase of any sector.

### **Retirement Risks:**

Research analysts predicted that many staff were deferring retirements during the pandemic. A recent RBC Economic publication reports, "A surge in retirements will worsen Canada's already declining labour force participation rate (...) with a rise in demand where job vacancies are back at pre-crisis levels, we expect this increase in voluntary job turnover to exacerbate post-pandemic labour shortages."

One of the biggest workforce risks identified by employers is related to changing workforce demographics associated with increased retirement and potential loss of organizational knowledge.

### **Succession Planning:**

Organizations that strategically invest in the development of staff and identify critical roles understand the external labour market has limitations. When an organization

develops a succession plan and supporting actions, they are taking control of their workforce challenges.

Succession planning is not solely focused on management positions. In fact, developing pools of talent for critical positions is more likely to occur in highly specialized technical positions.

In the absence of a workforce and succession plan, organizations will be reacting to the external labour market. Understanding likely future organizational demand for new staff will allow an organization to better plan and develop workforce strategies that will allow an organization to move beyond recruitment of external candidates.

### **Retention:**

As the labour market tightens and candidates with specialized skills become scarce, it is imperative that organizations are proactive and invest in an employee retention strategy. Retaining a skilled employee is the best outcome for an organization. Recruitment for a replacement employee is secondary.

A number of organizations focus a great amount of attention on retirement risk and recruitment of new staff at the expense of understanding potential voluntary turnover risk and developing an employee retention strategy. While there are a number of personal and external factors that drive an individual's decision to leave an organization, there are also reasons that are in the control of the organization.

In a challenging labour market developing a focus on employee retention is critical and drives the push by many organizations to create a respectful, inclusive and desirable workplace culture.

This highlights the need for employers to be proactive and invest in connecting their HR processes to strategic workforce planning and regularly conduct internal scans and external labour market scans for labour risk assessments.

Understanding potential risk pertaining to an organization's current workforce and forecasted workforce requirements is critical to ensure an organization has the ability to provide the services that citizens rely on.

For the City of Thunder Bay, this means understanding the potential risk and impact of future retirements and voluntary employee turnover. The development of the HR Strategic Plan provides an opportunity to incorporate an in-depth workforce planning review to identify risk and future needs to inform the development of goals and actions.

## **Impact of Pandemic**

In addition to making it more difficult to hire, the pandemic has also influenced the way organizations hire. Video interviews that were sparsely used in the past have become a standard. Organizations, hiring supervisors, and candidates are recognizing a number of benefits from video interviews. Hiring supervisors are able to consider candidates from other labour markets for little investment. Hiring panels can assemble without incurring the loss of productivity that was previously associated with travel.

One of the greatest impacts of the pandemic on the workplace was disrupting the way many employees work. The ability to work remotely expanded to organizations that were previously resistant or slow adopters overnight. As health measures recede, organizations will be challenged to provide greater flexibility on an ongoing basis. The environment has shifted significantly and organizations need to prepare.

## **Development of an HR Strategic Plan**

The development of a comprehensive HR Strategic Plan is scheduled to commence in 2022 and will position the organization well to meet future labour market challenges as identified above.

## Section Four: Recommendations

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The recommendations are presented to guide the City of Thunder Bay in modernizing the recruitment, selection and hiring process with an optimal solution that is aligned and consistent with the Corporate Digital Strategy. The recommendations also recognize that in the interim, a number of process efficiencies are possible that would address a number of the concerns identified by stakeholders.

The goal of the interim recommendations is to address the workload capacity issue that the Recruitment Team and hiring supervisors identified. Failure to create some capacity for HR Assistants will make it difficult to adopt and implement other interim solutions that hiring supervisors would find beneficial. Without freeing up capacity or adding temporarily to their capacity, interim solutions are likely to stall.

To assist hiring supervisors, the priority is to implement job specific screening questions to reduce the amount of effort required to shortlist job posting files and to implement recommendations that address shortening the period of time from candidate selection to new employee start date.

Recommendations have been categorized by themes and assigned a suggested timeframe. The assigned time frames used are **Immediate (I)** - next 6 months, **Medium Term (M)** - 6 to 12 months and **Long Term (L)** - year and beyond. Some recommendations are also flagged as a priority so that they can be addressed at the beginning of the process to free up capacity to support the implementation of the remaining recommendations.

### 4.1 Candidate Experience and Talent Attraction

The recommendations below are designed to modernize the front end of the recruitment process and address concerns identified during the review. In many cases, the recommended change is focused on how information is presented and should have a significant impact on attracting applicants by focusing candidates on jobs they are qualified for and saving hiring supervisor's time.

**Recommendation 1: Simplify and Redesign the Job Posting** (*Immediate*) The current Job Posting contains too much information and buries the key information of job responsibilities and qualifications. A redesigned Job Posting should clearly highlight whether a position is temporary, part-time, or full-time to avoid individuals applying for positions they are not interested in. Open postings should emphasize that individuals apply now to be considered now, creating a sense of urgency.

**Recommendation 2: Streamline Candidate Online Profile** (*Medium*) The current profile is cumbersome, time consuming to complete and, for some, intimidating. Creating a positive and focused profile will enhance the candidate experience. This



recommendation is tied to Recommendation 8 Reconfigure iCIMS Candidate Profile, Resume and Job Specific Screen Questions.

**Recommendation 3: Continue Initiative to Expand Social Media Marketing and Sourcing** (*Immediate*) Social media provides organizations a significant opportunity to cheaply reach diverse audiences. The City has an action plan to expand its social media presence to advertise targeted job openings. This is a significant step in modernizing the image of the City as an employer.

**Recommendation 4: (Priority) Establish Clear Expectations of Candidates** (*Immediate/Medium*) Currently hiring supervisors and recruitment staff spend extra time verifying the information provided by candidates, and tracking down information to satisfy pre-employment conditions. The City should shift accountability for these tasks to the candidate, and evaluate candidates based on the information submitted in the application process. Likewise, deadlines should be set within which candidates must satisfy pre-employment conditions. This will address concerns raised and eliminate non-value add work by placing the responsibility for completing tasks with the candidate. This should apply to external and internal candidates. Appropriate change management and communication is required and labour relations should be consulted.

**Recommendation 5: Modernize the City of Thunder Bay Job Website** (*Medium*) Several issues have been identified with the current design of the website, as well as potential enhancements to attract candidates to hard to fill jobs through a greater visual presence. Appendix 7 provides an example of a revised web page that addresses the items identified in the report.

**Recommendation 6: Continue to Investigate iCIMS Job Alert Capability** (*Long Term*) Prior to launching a candidate job alert capability, the City will need to categorize jobs into meaningful job families that candidates can relate to and that would be aligned to future SAP Position Management definitions. The SAP roadmap for HR is being constructed during 2022/23 and will provide guidance on implementation of this recommendation. Organizations that implement job alerts have job family groupings and a modern website established. Targeted expansion of social media marketing will have a greater impact on sourcing new talent.

## 4.2 Optimal Technology Recruitment Solution

Modernization of the recruitment process will require the organization to transition from an applicant tracking focused system to a system that supports an end-to-end recruitment, selection, hiring and employee onboarding process.

**Recommendation 7: Comprehensive End to End Technology Solution Fully Integrated with SAP** (*Long Term*) The optimal recruitment technology solution will be driven by the upcoming SAP Roadmap, an in-depth evaluation of iCIMS technology, IT

Governance process, and approved funding. The optimal solution must be fully integrated with SAP, and must contain enhanced applicant screening, automated workflow, embedded forms and data analytics dashboard. This would eliminate standalone databases. A detailed business plan would be presented as part of the Corporate IT Governance process.

### **4.3 Interim iCIMS Solutions**

The current iCIMS system functionality is underutilized. While awaiting a comprehensive end to end technology solution, additional iCIMS functionality may be available to address interim or longer term needs.

**Recommendation 8: Reconfigure iCIMS** (*Immediate/Medium*) Revising the application process will create numerous opportunities to enhance the candidate experience and address the number request raised by hiring supervisors, which is to improve screening of candidates for required job specific skills. The timing of this recommendation is dependent on several factors, including resources and an effective change management plan. A phased transition should be considered based on specific positions or unions. There is significant time saving potential for hiring supervisors who are required to screen large numbers of applications.

The phasing out of the traditional online job application and cover letter is recommended, with a new focus on a shortened candidate profile submission of a resume (if required), and answering a set of job specific screening questions. The resume requirement may be eliminated on an exceptional basis at the request of the hiring supervisor. In these situations, the hiring supervisor would have access to the basic candidate profile and the answer of screening questions. This may be ideal for entry level positions where job requirements are relatively few or in positions identified as non-competitive that are tied to seniority.

This focused approach for candidate information collection will save hiring supervisors time when shortlisting candidates.

**Recommendation 9: Investigate Hosting Job Descriptions in iCIMS** (*Medium*) A common feature of applicant tracking and recruitment systems is to host job descriptions in the system so that job postings can be created more efficiently. The City of Thunder Bay currently has an accessible job description library that supervisors use. The implementation of hosting them in iCIMS must be investigated to avoid any unintended negative consequences.

**Recommendation 10: Create Job Offers Directly from iCIMS** (*Medium/Long Term*) This is a common feature that organizations utilize to streamline the process of creating offers. Given the number of unions and unique employment terms, an assessment of

overall effectiveness would need to be made. Working within one integrated system is best practice and typically more efficient.

**Recommendation 11: Integrated Digital Calendar Scheduling for Interviews**

*(Immediate/Medium)* The iCIMS system has the capability to facilitate the scheduling of interviews with shortlisted applicants. This should be considered as an option along with Recommendations 15: Implement Alternative Approaches to Scheduling.

**Recommendation 12: Earlier Access to Candidate Applications** *(Medium)* Several hiring supervisors asked that they be able to view applications while a job posting is still active. This is particularly relevant for hard to fill jobs where the open posting period is utilized. Further investigation of system capability with iCIMS is required to ensure that system security and candidate privacy is not compromised. Allowing a select number of hiring supervisors access to the system could address concerns about timeliness.

**Recommendation 13: iCIMS Superuser** *(Immediate)* As a cloud based application, iCIMS regularly releases new features and changes to functionality. It is recommended that the City assign responsibility to monitor iCIMS new features and release notes to a superuser. In conjunction with Corporate Information Technology (CIT), the superuser will evaluate improvements and determine whether to enable the new capabilities. It may be appropriate to assign this role in the interim to an individual responsible for the implementation of the recommendations.

#### **4.4 Interim Non iCIMS Technology Solutions**

A number of potential interim technology solutions were identified that merit a closer review.

**Recommendation 14: (Priority) Multiple User Spreadsheets Capability** *(Immediate)* CIT has identified a way for HR Assistants to access the same spreadsheet at the same time. This would address one of the frustrations they currently experience when completing tasks related to tracking data.

**Recommendation 15: Expedite HR Access to Microsoft 365 Products** *(Medium)* Prioritizing access to Microsoft 365 tools for the entire division of HR would significantly enhance the ability and efficiency associated with working on the same document. This could open up a host of other improvement opportunities during this interim period before the implementation of the optimal solution. Organizations that have shifted to cloud collaboration software experience significant gains in efficiency and quality.

**Recommendation 16: Duplicate or Copy TB483 Functionality** *(Medium)* Hiring supervisors responsible for bulk hiring are required to fill out a blank TB 483 Form for each individual hired. The recommendation is for the supervisor to create a duplicate TB 483 with job specific information which the supervisor can edit for each hire to add employee specific information. This would be a significant time savings for hiring

supervisors who hire multiple people for the same position. This functionality may also be applicable to the Request to Hire online Form.

**Recommendation 17: (Priority) Implement Alternatives Approaches to Scheduling Meetings - Digital Assist Scheduling App** (*Immediate/Medium*) Scheduling apps are used to provide a number of individuals with access to specific time slots available for an interview. Candidates select a spot and confirm their interview. The process is confidential and no candidate knows who else is booking. This avoids the process of chasing candidates to schedule interviews and is more efficient for hiring supervisors.

Consideration should be given to expanding this capability beyond hiring supervisors to the scheduling of meetings with external parties in general. The use of this technology could be used to shift the scheduling of some meetings from the HR Assistants to free up time. It is common for professional staff to schedule their own meetings given today's technology.

**Recommendation 18: (Priority) Linking Seniority to Candidate Listing** (*Immediate*) Currently, the HR Assistants must manually search for an employee's seniority and manually add the information to the internal candidate listing prior to forwarding to the hiring supervisor. Potential solutions were identified by CIT that could address this issue through a download from SAP. A verification of seniority is currently being conducted that will increase data accuracy and that will allow this automation to happen with confidence. Placing accountability on the candidate to identify themselves as an employee and include their employee number on their applicant profile will also streamline this process. This item has been actioned and work is underway to resolve the issues.

## 4.5 Process and Procedure Related

**Recommendation 19: (Priority) Require one Formal Probationary Review** (*Immediate*) Many positions within the City currently require three probationary reviews to be completed by the hiring supervisor, which is time consuming process for both the hiring supervisor and the HR Assistants who manually track completion and follow up with the supervisor when reviews have not been completed. When a specific number of probationary reviews are expected and all are not completed the organization runs the risk that the outcome of the probationary period may be called into question. The municipal benchmark standard is a single formal probationary review supplemented by additional performance discussions when required.

The probationary review date for newly hired or transferred employees should be stored in SAP and not on an Excel spreadsheet. At the time of hire, the HR Assistant would provide the supervisor with the probationary report and date for completion. The HR Assistant would not follow-up or track.

**Recommendation 20: (Priority) Maintain Nepotism Procedure but Eliminate Name Recognition** (*Immediate*) The name recognition process was raised by stakeholders as an unnecessary allocation of time to get General Manager approval. No municipal benchmark organization has a name recognition procedure. Eliminating this requirement would align Thunder Bay with benchmark municipalities and save hiring supervisor, HR Assistants and General Managers time and reduce the time to fill.

**Recommendation 21: Reference Check** (*Medium*) The reference check process should be amended to better fit the risk and value-added benefit. It is recommended that internal hires have a single reference from their current supervisor and that the requirement for external candidates be reduced from three references to two references. An email or digital reference check process should be introduced as an option for hiring supervisors. Additionally, hiring supervisors should be provided the option to outsource reference checks to a third party with expenses incurred by the hiring department.

**Recommendation 22: Satisfying Conditions of Employment** (*Immediate/Medium*) The City should explore allowing flexibility in allowing some new hires to start employment prior to satisfying all employment conditions in extenuating cases. An example might be where an individual is waiting for a Criminal Record and Judicial Matters Check (CRJMC) Type 1 police check to be completed in situations where the candidate lives outside of Thunder Bay. Continued employment would be conditional on the City receiving a satisfactory police check by a specified date. HR Assistants currently track the status of employment term completion manually. This change would require manual tracking to ensure the condition is satisfied by the designated date similar to the tracking that currently occurs. Given the competitive job market and the impact of losing a potential candidate at this late stage of the process this additional flexibility is recommended. This should be restricted to positions where the job market is extremely competitive and not apply to all job openings.

The City should also explore whether the process of clearing conditions associated with driving a city vehicle could be expedited by having hiring supervisors review whether a position requires a G or G2 licence and in the case where the employee will not be driving a city vehicle having the employee sign a form confirming they will not.

**Recommendation 23: Posting Flexibility Phased in as Capacity Become Available** (*Medium/Long Term*) Additional flexibility to the post more positions off-cycle is conditional on freeing up HR Assistant time with the implementation of recommendations in this report. Current workload does not allow for a shift from the posting process. It is recommended that the organization move from the current bi-weekly batch posting process to a weekly batch process for all groups that are not subject to the pay stub posting requirement. It is recommended that this is phased in overtime as HR Assistant capacity allows starting with CUPE 7 day temporary positions.

There is usually a greater sense of urgency associated with a temporary position because of the immediate needs to cover a short service period.

**Recommendation 24: Maintain Recent Improvements and Flexibility** (*Immediate*)

Several recruitment process improvements have been implemented in response to the challenging hiring environment and COVID-19 Pandemic. These have been effective and should be maintained. These include virtual interviews, virtual employee orientation, open job postings and selective off-cycle job postings to address urgent needs. The virtual orientation was identified by several hiring supervisors as a more efficient and less disruptive process.

As outlined earlier in the report, employers need to be innovative and flexible to meet the changes of tightening labour markets. Implementing 'open postings' is a great example of finding a creative solution to address an urgent need. It is imperative that deviations from standard practice be limited to only the most urgent or unique situations in order to maintain efficiencies that are achieved through standardization. A recent example of flexibility is the approach to hire Screener positions by advertising the willingness to interview all applicants received which addressed an urgent need with an equally urgent response

**Recommendation 25: Bargaining Preparation** (*Medium*) In preparation for future bargaining, labour relations should continue to consult with hiring supervisors and the Recruitment Team to identify collective agreement terms that have an adverse impact on the recruitment, selection and hiring process. The preparation should include a review of the four items identified by stakeholders as part of this review. The four items are:

- Job postings appearing on and pay stubs requirement;
- Two days to accept a new position;
- Schedule "A" Temporary Employees - Short Term Assignments and Requirement to Terminate; and
- Staff Movement Within Temporary Positions.

**Recommendation 26: Process Accountability** (*Immediate/Medium*) The overarching principle is that hiring supervisors are accountable for following the recruitment process and for the quality and appropriateness of their hiring decision. Any issues should be addressed by their manager. The Recruitment Team should continue to perform an oversight review in the areas of underfill candidate selection and where an external candidate is hired rather than an internal union employee who has seniority rights. Conditional job offers should continue to be made by recruitment staff except where this responsibility has been formally delegated such as for non-affiliate hiring.

**Recommendation 27: Establish Recruitment Service Standards for Issuing Job Offers** (*Immediate*) Establishing service standards for the issuing of job offers will provide clarity to hiring supervisors of the expected turnaround for notifying the

successful candidate. This will start the process of a candidate satisfying any job related conditions and would address the concern raised by hiring supervisors of potentially losing their preferred candidate during the offer stage due to timing.

**Recommendation 28: Establish Interview Questions Repository** *(Long Term)*

Hiring supervisors identified the need for an interview questions repository to assist them to prepare for interviews. The tool would assist hiring supervisors to select appropriate interview questions based on the skill requirements for the job.

## 4.6 Resourcing

**Recommendation 29: (Priority) Recruitment Consultant** *(Immediate)* The Grant Thornton LLP review identified the need for a new position to support the recruitment process. Hiring supervisors also identify the need for this assistance given labour market challenges and difficulty filling hard to fill positions. The role would support the identification of future hiring needs and the development of sourcing strategies for hard-to-fill positions. Responsibilities may include advancing workforce and succession planning, website enhancements, social media marketing, strengthening relationships with post secondary institutions and other strategies to recruit new talent. The role is critical to support the implementation of process improvements and recommendations. Successful implementation of the majority of the recommendations is contingent on this additional resource.

**Recommendation 30: (Priority) Temporary HR Assistant** *(Immediate)* The review found that the current workload for the HR Assistants is not sustainable and service to hiring supervisors is being impacted. In addition, the implementation of recommendations will require input from the experienced staff to ensure solutions are designed and tested appropriately. Temporary additional recruitment support is vital for supporting the implementation of project recommendations and without it several recommendations will not be implemented. This resource is expected to be in place for up to eight months (subject to review during that period of time) and will be funded by redirecting existing funds within the 2022 budget.

**Recommendation 31: Diversity, Equity and Inclusion Consultant** *(Long Term)*

The City has a number of foundational pieces in place to build strong employment outreach. To advance these outreach efforts a dedicated resource is required to focus on building relationships through community partnerships. This resource would work to advance the actions outlined in the 2020 Employment Equity Report. This resource will develop and implement programs that will enhance recruitment and retention efforts by fostering an equitable and inclusive workplace that is committed to diversity.

**Recommendation 32: Resourcing Optimal Recruitment Solution** *(Long Term)*

Identifying and implementing the optimal recruitment solution is a significant project and should follow the approach outlined in the Corporate Digital Strategy for significant

technology projects. Given the volume of work that has been identified to implement transitional recommendations in 2022, work on evaluating an optimal recruitment solution could start in 2023. This will be dependent on the approved SAP Roadmap and budget funding. Dedicated project leads will be required to support the business area and CIT and should be budgeted accordingly.



## Section Five: Summary

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### 5.1 Project Management

A critical element in advancing implementation of the recommendations is to address the current workload of the HR Assistants. Recommendations that will have a more immediate impact on lessening some of their workload have been identified as priority. Addressing these items first is an important enabler for implementation of the remaining recommendations.

The recommendations outlined in this report require a project management approach and assignment of a dedicated resource to develop, test and action the recommended solutions. Securing the resources outlined in Recommendation 26 Recruitment Consultant and Recommendation 27 Temporary HR Assistant is vital for adopting a project management approach.

### 5.2 Collaboration with Corporate Information Technology

The Corporate Digital Strategy has identified a project called HR Recruitment Interim Solutions for the first half of 2022. CIT is a key collaborator with HR on evaluating and implementing all system related recommendations including iCIMS related improvement. Throughout this project, CIT staff have shared their unique knowledge of current systems and influenced a number of the recommendations identified in this report. Continued collaboration will ensure the best outcomes and alignment with the Corporate Digital Strategy. In addition, CIT staff could be a valuable resource in supporting the review of iCIMS release notes to assess potential improvement opportunities during the transition period.

### 5.3 Change Management

Our recommendations will impact the City's processes, systems, tools, candidates and staff. Several of these recommendations will bring significant change and will require communication and continuous monitoring.

There are various approaches to change management and what works for one project or organization may not deliver the same results for the other. Change management is both an art and a science and no single approach will address all situations. The art is in understanding the target or impacted audience, organizational culture and selecting the appropriate approach. This project approach sets the groundwork for the organization to navigate change management. The extensive stakeholder engagement was a start of the process but moving to development and implementation requires additional considerations.

Some of the changes proposed here will impact current employees when they apply on future job openings. It is recommended that labour relations be consulted on how best to share and discuss recommendations and in particular expectations for internal applicants in the future.

Stakeholder involvement and input are key elements of any change effort. The Recruitment Team has been successful in the past at implementing significant change with the implementation of iCIMS. Many of the approaches used and lessons learned are valuable to selecting the appropriate process to use during implementation of these recommendations.

## **5.4 Impact and Benefit Realization**

Based on the Municipal Program and Service Review conducted by Grant Thornton LLP, the recommendations pertaining to the recruitment process were categorized as potential process efficiency review or requiring further review.

The Grant Thornton LLP review identified the need to make the recruitment process more efficient so that frontline supervisor time could be redirected to service delivery. Creating process efficiency is consistent with the goals of the Ontario government Audit and Accountability Fund program that was established to help municipalities improve local service delivery and ensure taxpayers' dollars are being used efficiently. Once fully implemented, the recommendations outlined in this report will create efficiencies for HR Assistants and hiring supervisors. The majority of the recommendations will result in incremental and distributed time savings across the organization.

Any time savings for hiring supervisors will be redirected to service delivery. The actual impact of savings on a hiring supervisor's time is dependent on that individual's volume of recruitment within a given year. It is estimated that once the job specific screening questions are fully implemented, hiring supervisors for union and non-union competitions could save up to two hours per competition. This would roughly equate to about 1,082 hours of supervisory time diverted back to operations. In addition, expanded use of off-cycle posting for temporary CUPE positions, non-union positions and other eligible positions could reduce time to fill by three or more days. This would allow hiring supervisors to begin the recruitment process sooner and could reduce overtime costs associated with filling vacant shifts to ensure continuity of services to citizens.

Time savings for HR Assistants will be redirected to implementing the changes and improving services to hiring supervisors. Without implementation of the

recommendations and the anticipated efficiencies, an additional permanent HR Assistant would be required to maintain and meet future service demands.

The implementation of a new Recruitment Consultant position is essential to meeting the challenges of current and future labour markets. This role, through the development of sourcing strategies, will support hiring supervisors and shorten the time to fill for hard to fill positions. This would allow hiring supervisors to redirect their time to service delivery by minimizing the necessity to repost hard to fill positions.

An end-to-end recruitment system that is fully integrated with SAP and utilizing a properly configured position management module has the potential to reduce 0.5 or more of an HR Assistant's time. This estimate is based on reducing time associated with job posting preparation by hosting job descriptions in the system. A fully integrated system will eliminate manual data lookup, increase efficiency by generating offer letters directly from the system, and provide status updates to hiring supervisors directly through a dashboard. This would shift more support from administration functions to value-added recruiting consultant services. A fully integrated system would avoid additional HR staff costs that would be incurred to meet the organization's future needs.

## Section Six: Summary

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The Recruitment Process Improvement Project conducted an in-depth review of the recruitment, selection and hiring process. A number of improvement opportunities were identified that could be implemented within a year using the current iCIMS Applicant Tracking System.

The Corporate Digital Strategy recommends a comprehensive HR Process Management System that would address a number of needs and capabilities including applicant tracking and online recruitment. This work is dependent upon the SAP roadmap. The interim solutions recommended in this report are consistent with the direction of the Corporate Digital Strategy and the need to implement some interim solutions, specifically interim improvement to the recruitment process until the more comprehensive solution can be initiated starting in 2023.

The interim solutions recommended will provide improvements that would be beneficial for all stakeholders, significantly improving the candidate experience, and advancing the modernization of the recruitment process.

## **Appendix 1: List of Stakeholders and Municipal Benchmark**

1. Karie Ortgiese, Director Human Resources & Corporate Safety
2. Lorraine MacPhail, Staffing, Development & Support Services
3. Bevin McIlwain, Coordinator Recruitment & Support Services
4. Cindy Howarth, Human Resources Assistant
5. Vicki Kuz, Human Resources Assistant
6. Karen Bonazzo Coordinator – Recruitment & Support Services
7. Carly Topozzini, Classification Analyst
8. Kaitlin Kopechanski, HR Analyst
9. Tonya Koski, Human Resources Assistant
10. Greg Hankkio, Fire Chief
11. Martin Hynna, Division Chief, Training Division Fire Services
12. Dana Earle, Deputy City Clerk
13. Andrew Dillon, Deputy Chief Superior North EMS
14. Marika Listenmaa Superintendent, Superior North EMS
15. Jackie Jacklitch, Community Services, Child Care
16. Kathleen Cannon, Director Revenue
17. Kayla Dixon, Director, Engineering & Operations
18. Michelle Warywoda, Director Environment
19. Leslie McEachern, Director Planning Services
20. Paul Pepe, Manager Tourism, CEDC
21. Eric Zakrewski, CEO Economic Development Commission
22. Jack Avella, Manager Corporate Information Technology
23. Terry O'Neill Manager Labour Relations
24. Anne Turuba, Manager Compensation & Benefits
25. Jason Sherband, Manager – Solid Waste and Recycling Services
26. Cameron Heroux, Supervisor Transit Services
27. Jesse Mikulinski, Supervisor Roads
28. Pat Berezowski, Supervisor Golf Operations
29. Adam Tempelman, Supervisor, WD/WWC Operations & Maintenance
30. John Pogue Supervisor, Landfill Operations
31. William Heinrich, Supervisor Traffic Control and Street Lighting
32. Ian Spoljarich, Supervisor Roads (South)
33. Tom Forsythe, Supervisor, Parks Operations (South)
34. Jeff Track - Supervisor Contract Services
35. Chrissie Dysiveck, Supervisor IT Service Desk
36. Jeannette Belluz, Supervisor Business Applications
37. Sean Malcolm, Supervisor Equipment - Transit
38. Heather Mihichuk, Program Manager Pioneer Ridge
39. Chris Borutski, Supervisor Utilities and Food Services Pioneer Ridge
40. Sheila Hansen, Director Nursing Services, Pioneer Ridge

41. Lee Mesic, Administrator, Pioneer Ridge
42. Joanne Screba, Supervisor Admin Support Services
43. Michelle Reimer, Supervisor, Central Support
44. Paul Burke, Supervisor Sports & Community Development
45. Sarah Smart, Program Supervisor – Children, Youth and Junior Inclusion Services
46. Nina Arcon, Program Supervisor – Children, Youth & Strategic Initiatives
47. Dana Vacek, CUPE
48. Rob Thibodeau, IBEW
49. Dennis Brescacin, Thunder Bay Professional Fire Fighters Association

**External Consultations:**

1. iCIMS demonstration
2. Ben Perry of Perry Consulting Group

**Municipal Benchmark Contact Interviews**

1. Ajax- Mary Lou Cosentino, Manager, HR Services
2. Brantford - Anita Szaloky Director of Human Resources
3. Chatham-Kent - Lucas Chambers Manager, Talent Acquisition and Development; Mackenzie King - Talent Acquisition and Development Officer
4. Guelph - Jeff Beaton Manager, Labour Relations and Customer Service
5. Halton Region - Daniela Verna, Acting Manager Talent Acquisition; Zehar Ovais - HRIS Coordinator;
6. Mississauga - Christine Gabany, Manager, Talent Acquisition; Alice Benningzubek Talent Acquisition Consultant
7. Oshawa- Sara Ingram, Manager, Talent and Organizational Development
8. Region of Peel - Judy McArthur Manager, Talent Acquisition
9. Sault Ste. Marie- Tiffany Fleming Recruitment & Training Coordinator; Human Resources; Brooke Campbell, HR Assistant
10. Whitby - Dana Johnston Senior Manager, HR Advisory Services
11. Windsor - Dan Iatonna, Manager Employment and Consulting Services

## **Appendix 2: Research Sources**

### **Annual Surveys and White Papers**

1. Talent Management Report, Conference Board of Canada
2. HR Technology Pulse Survey 2020
3. Transforming HR through Technology, SHRM
4. HR Technology Pulse Survey Gallagher 2020
5. Gartner Talent Acquisition Quarterly 2020
6. Your Approach to Hiring Is All Wrong - Outsourcing and algorithms won't get you the people you need. Peter Campbell Harvard Business (May–June 2019)
7. Talent Board North American Candidate Experience Research Report 2017
8. LinkedIn Talent Solutions Ultimate Recruiting Toolbox 2018
9. Corporate Human Resources Strategy- Three Year Plan: City of Edmonton, 2007
10. Your Candidate Experience; Creating an Impact or Burning Cash, Deloitte 2017
11. Global Talent Trends, LinkedIn Talent Solutions 2019
12. Jobvite: Recruiting Benchmark Report 2018
13. Global Recruiting Trends 2018
14. RBC Economics: Will a return to pre-pandemic retirement and job quitting levels worsen emerging labour shortages in Canada? By Andrew Agopsowicz, July 2021
15. The Daily, Statistics Canada, September 2021
16. Northern Policy Institute, Briefing Note 9 Assessing Labour Market Shortages in the City of Thunder Bay, by Alex Ross March 2020

### **Web and other resources**

1. Softwareadvice.com
2. SHRM.org
3. Conference Board of Canada
4. Capterra.ca
5. iCIMS video library on YouTube
6. Talent Board Jobvite Recruitment Benchmarking etc.

## Appendix 3: Documents Reviewed

1. City Program and Service Review - Phase One, Grant Thornton LLP (December 2019)
2. City of Thunder Bay Program and Service Review – Phase Two, Grant Thornton LLP (June 2020)
3. Hiring Criteria Shortlisting Guide August-2020
4. Organization charts
5. Recruitment Grievances (2017-2020)
6. ATU Collective Agreement (2017-2020)
7. CUPE Collective Agreement (2015 - 2019)
8. IBEW Local 339 Collective Agreement (2016-2019)
9. ONA Collective Agreement (2018-2020)
10. TBPFFA Collective Agreement (2015-2017)
11. UFCW Collective Agreement (2017-2020)
12. UNIFOR Collective Agreement Jasper Place (2016-2019)
13. UNIFOR Collective Agreement Pioneer Ridge (2016-2019)
14. UNIFOR Collective Agreement SNEMS City (2015-2020)
15. UNIFOR Collective Agreement SNEMS District (2015-2020)
16. Hiring Process map
17. Job Advertising list
18. Outreach Agency List
19. Interviewing Guide August 2020
20. Recruitment-Selection-Hiring-Processes Manual
21. Reference Checking Guide August-2020
22. CUPE Hiring Checklists & Forms
23. Non - Affiliated Hiring Checklists & Forms
24. Non - Union Hiring Checklists & Forms
25. Union Except CUPE & UNIOR Hiring Checklists & Forms
26. CTB Supervisory Experience Definition - Aug 2016
27. CTB-Virtual-Interview-Guide-using-Microsoft-Teams
28. Note to File Form
29. Unsuccessful letter to candidate (April 2016)
30. Recruitment Selection Hiring - Training Outline (Orientation Session)
31. Corporate HR Procedures
32. Age Min Max HR-01-34
33. Validation of Credentials HR-01-35
34. Crossing Guard Hiring Process & Testing HR-01-58
35. Employment Contracts HR-01-55
36. 2020 Employment Equity Report R 77/202
37. Employment Equity HR-01-38
38. Firefighter Pre-Health Screening HR-01-60



39. Hiring of Full-Time, Temporary, Part-Time, Seasonal and Relief Staff HR-01-28
40. Hiring of Retired City of Thunder Bay employees HR-01-29
41. Interviewing HR-01-32
42. Job Descriptions Preparation and Amendments HR-01-10
43. Mandatory Corporate Training HR-01-61
44. Nepotism HR-01-30
45. Offer & Confirmation of Employment HR-01-50
46. Orientation HR-01-56
47. Police Record check HR-01-39
48. Probationary Period Eval HR-01-57
49. Providing Reference Check HR-01-40
50. Real Estate and Legal Fees during Relocation HR-01-54
51. Reference Checking HR-01-33
52. Moving and Relocation Relocation HR-01-53
53. Request To Hire Procedure HR-01-21
54. Student Hiring Recreation and Aquatics and Fitness HR-01-26
55. Student Hiring HR-01-24
56. Student Hiring/spl training HR-01-25
57. Summer Student Performance Evaluation HR-01-27
58. TB Testing HR-01-59
59. Testing HR-01-37
60. Notification to unsuccessful applicants HR-01-51
61. Work Fitness Testing HR-01-52
62. Job Descriptions of HR staff
63. City of Thunder Bay Corporate Digital Strategy 2021

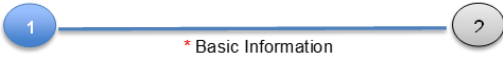
## Appendix 4: Proposed Timeline & Priority of Recommendations

**Underway (U); Immediate (I)** - next 6 months; **Medium Term (M)** - 6 to 12 months; **Long Term (L)**- year and beyond; **Priority** - Some recommendations that can be addressed the beginning and free up capacity to support the implementation of the remaining recommendations

Recommendation	U	I	M	L
<b>A. Candidate Experience &amp; Talent Attraction</b>				
1. Simplify and Redesign the Job Posting		I		
2. Streamline Candidate Online Profile			M	
3. Continue Initiative to Expand Social Media Marketing and Sourcing	U	I		
4. (Priority) Establish Clear Expectations of Candidates		I	M	
5. Modernize the City of Thunder Bay Job Website			M	
6. Continue to Investigate iCIMS Job Alert Capability				L
<b>B. Optimal Technology Recruitment Solution</b>				
7. Comprehensive End to End Technology Solution Fully Integrated with AP				L
<b>C. iCIMS Interim Solutions - Current Configuration &amp; Underutilized System Capabilities</b>				
8. Reconfigure iCIMS		I	M	
9. Investigate Hosting Job Descriptions in iCIMS			M	
10. Create Job Offers Directly from iCIMS			M	L
11. Integrated Digital Calendar Scheduling for Interviews		I	M	
12. Earlier Access to Candidate Applications			M	
13. iCIMS Superuser		I		
<b>D. Interim Non-iCIMS Technology Solutions</b>				
14. (Priority) Multiple User Spreadsheets Capability		I		
15. Expedite HR Access to Microsoft 365 Products			M	
16. Duplicate or Copy TB483 Functionality			M	

<b>Recommendation</b>	<b>U</b>	<b>I</b>	<b>M</b>	<b>L</b>
17. (Priority) Implement Alternatives Approaches to Scheduling Meetings - Digital Assist Scheduling App		I	M	
18. (Priority) Linking Seniority to Candidate Listing	U	I		
<b>E. Process &amp; Procedure Related</b>				
19. (Priority) Require one Formal Probationary Review		I		
20. (Priority) Maintain Nepotism Procedure but Eliminate Name Recognition		I		
21. Reference Check			M	
22. Satisfying Conditions of Employment		I	M	
23. Posting Flexibility Phased in as Capacity Become Available			M	L
24. Maintain Recent Improvements and Flexibility	U	I		
25. Bargaining Preparation			M	
26. Process Accountability		I	M	
27. Establish Recruitment Service Standards for Issuing Job Offers		I		
28. Establish Interview Questions Repository				L
<b>F. Resourcing</b>				
29. (Priority) Recruitment Consultant		I		
30. (Priority) Temporary HR Assistant		I		
31. Diversity, Equity and Inclusion Consultant (2023)				L
32. Resourcing Optimal Recruitment Solution				L

# Appendix 5: Candidate Profile - City of Thunder Bay



\* Basic Information

**\* Resume:** Provide your general resume below to pre-fill your profile. Existing data in the form will be replaced. **If you update your resume the new information will be applied to all competitions you have previously applied on.**

My Computer	OneDrive	Google Drive	Dropbox
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**Create your profile:**

Legal First Name	Legal Last Name	Email
<input type="text"/>	<input type="text"/>	<input type="text"/>
*Login	*Password	*Password Re-enter
<input type="text"/>	<input type="text"/>	<input type="text"/>
*Street Address	*City	*Postal Code
<input type="text"/>	<input type="text"/>	<input type="text"/>
*Province	*Country	*Phone Number
<input type="text"/>	<input type="text"/>	<input type="text"/>



**\* Mandatory Profile Questions:**

Yes	NO	
<input type="checkbox"/>	<input type="checkbox"/>	*1. Are you legally eligible to work in Canada? (Being Canadian citizen, have a valid Permanent Resident status, or have a valid open work permit (work permit which does not have limitation on the type of work nor where you can work))
<input type="checkbox"/>	<input type="checkbox"/>	*2. Are you under 18 years of age?
<input type="checkbox"/>	<input type="checkbox"/>	*3. Are you a current employee?
<input type="checkbox"/>	<input type="checkbox"/>	*4. Employee Payroll number * _____

**Acknowledgement\***

- I certify that the information I have submitted as part of this employment application and included in my resume is complete and true.

## Appendix 6: Sample Job Posting

### Instructor - Aquatics Part-Time



<b>Competition Number</b> REC-28-21	<b>Department</b> Community Services	<b>Posting Category</b> Open
<b>Division</b> Recreation & Culture	<b>Job Type</b> Part-Time	<b>Number of Positions</b> Several
<b>Affiliation</b> Non-Affiliated	<b>Site</b> Canada Games Complex	<b>Min</b> CAD \$15.71/Hr.
<b>Max</b> CAD \$16.70/Hr.	<b>Pay Band</b> 3	<b>Closing Date</b> December 31, 2021

### Apply Now and Be Considered Now

#### Job Description

**POSITION SUMMARY:** Under the general supervision of the Program Supervisor and the technical direction and guidance of the Senior Instructor, provides safe and enjoyable instruction to program participants.

#### MAJOR RESPONSIBILITIES:

1. Instructs program participants using core program and lesson plans for all classes.
2. Return any equipment to its proper location and maintain a clean pool site.
3. Supervises classes in a safe manner.
4. Participates in training and staff meetings as required.
5. Completes report forms relating to timesheets, accidents, unusual events, thefts, complaints and instructional programs.
6. Repairs equipment or takes appropriate action; advises supervisor of any equipment maintenance or replacement needs.
7. Ensures familiarity with emergency procedures of the facility.
8. Pre-tests students, prepares test sheets, and prepares for LSS Examiner, where applicable.
9. Performs such other related duties as may be assigned.

#### QUALIFICATIONS:

Education/Experience:

- Current certifications: CRCS/LSS Instructor, RLSSC Aquatic Emergency care or Standard First Aid and CPR Level C

Skills/Abilities:

- Must be customer service orientated and be able to get along with other members of the staff team
- Must demonstrate initiative and show a positive attitude

Assets:

- National Lifeguard

**CONDITIONS OF EMPLOYMENT:**

- Must maintain all awards current from date of application until end of employment period
- Must attend and complete within three months of employment, customer service training and WHMIS training
- Must undergo a successful Police Vulnerable Sector Check (PVSC)
- Will be required to work irregular hours and weekends

**NOTE:**

1. Application forms must reference the competition number and be submitted to Human Resources by 11:59 p.m. on the closing date
2. We would like to thank you for your interest in applying to City of Thunder Bay jobs. Please note only those applicants selected for an interview will be contacted.
3. The Corporation of the City of Thunder Bay is an Equal Opportunity Employer. The City of Thunder Bay encourages applications from Indigenous peoples, persons with disabilities, members of visible minority groups and women.
4. The City of Thunder Bay will provide reasonable accommodations upon request for all parts of the recruitment process.
5. Any collection of personal information is made under the authority of the Municipal Act, 2001. Personal information is collected in compliance with the Municipal Freedom of Information and Protection of Privacy Act.

Personal information is collected for the purpose of recruiting candidates for employment opportunities with the City of Thunder Bay. None of your personal information will be shared, rented, sold or otherwise released to any third party without your consent.

Any questions about this collection should be directed to: Supervisor – Staffing, Development & Support Services, Human Resources & Corporate Safety Division [T] 807-625-2585 [F] 807-625-3585 [lorraine.macphail@thunderbay.ca](mailto:lorraine.macphail@thunderbay.ca)

Your personal information may be stored outside of Canada, but it will remain in North America. The City of Thunder Bay values your privacy and will ensure that reasonable measures are taken to safeguard your personal information

## Appendix 7: Sample of A Potential Jobs Page for City of Thunder Bay

The screenshot displays the City of Thunder Bay website interface. At the top, there is a navigation bar with links for 'A-Z Directory', 'Accessibility', 'Connect', 'Maps', and 'Translate'. A search bar contains the text 'What are you looking for?' and a 'I Want To...' dropdown menu with a plus sign. Below the navigation bar is the City of Thunder Bay logo and a horizontal menu with categories: 'CITY SERVICES', 'RECREATION', 'BUSINESS', and 'CITY HALL'. On the left side, there is a 'Follow us' section with social media icons for Twitter and LinkedIn. Below this is a 'Jobs' section with a list of links: 'Featured Jobs', 'Learn about City Careers', and 'Frequently asked Qs'. The main content area is a grid of six job-related tiles:

- Tile 1:** Features a laptop displaying 'GET INVOLVED IN YOUR CITY'S FUTURE' with the text 'Want to make a difference in your community? Add your voice and join a Committee!' and a link to 'Apply for Jobs'.
- Tile 2:** Features a photo of children and the text 'WE'RE HIRING FOR CASUAL POSITIONS IN CHILD CARE' with a 'CHILD CARE CENTRE' logo and a link to 'Featured Jobs' for 'Childcare, Aquatics, Screeners'.
- Tile 3:** Features a photo of a lifeguard at a pool and a link to 'Hear about us from our employees' with the subtext 'Showcase City employees videos'.
- Tile 4:** Features a colorful bus with a cartoon design and a link to 'Top reasons to work here' with the subtext 'Separate FAQs and top reasons to work here'.
- Tile 5:** Features a tree where the leaves are colorful hands and a link to 'Diversity & inclusion'.
- Tile 6:** Features a photo of a suspension bridge over a forest and a link to 'Relocating to Thunder Bay'.