



Supersedes: New Policy

Effective Date: 16-Mar-18

**PURPOSE**

To ensure consistent and equitable standards for the recruitment, assessment and selection of prospective employees, including persons with disabilities, to create a diverse and qualified talent pool to support current and future business needs.

**SCOPE**

This policy applies to all Dart Canada Inc. (“Dart”) employees, prospective employees, and applicants located in Ontario.

**POLICY**

Under the AODA, Ontario Regulation 191/11, entitled “Integrated Accessibility Standards Regulation” [the “Integrated Regulation”], came into force July 1, 2011. The regulation establishes accessibility standards for employment. Dart is included in the regulation’s definition of an “obligated organization”, and must comply with the phased-in requirements beginning January 1, 2016.

Dart is committed to transparent and merit based selection in all of its recruiting and hiring decisions. All applicants are given an equal opportunity for employment in compliance with the provisions of the Ontario Human Rights Code, the Accessibility for Ontarians with Disabilities Act, the Standard for Employment under the Integrated Accessibility Standards Regulation, and any other applicable legislation and/or regulations.

No job applicant or employee will receive less favourable treatment because of their race, colour, ancestry, creed (religion), place of origin, ethnic origin, citizenship, sex (including pregnancy), sexual orientation, age, marital status, family status, disability, record of offences, gender identity and expression, or will be disadvantaged by conditions or requirements that cannot be justified.

The process of recruitment and selection must be fair, systematic, efficient and effective, ensuring equality of opportunity. The criteria for selection will be based on relevant knowledge, skills, attitudes and physical ability to do the job as described in an up-to-date job description and person specification.

Throughout any proceedings under this policy, Dart will seek to ensure that confidentiality is maintained. However, this will not preclude Dart from disclosing information where necessary for the discharge of duties or as required by law, nor will this preclude Dart (where appropriate) from disclosing information about any outcome under this policy.

Nothing under this policy will be interpreted to permit Dart to hire a person who is not permitted to legally work in Canada.

**Definitions**

**Accessible formats:** may include (but are not limited to) large print, recorded audio and electronic formats, Braille, and other formats usable by people with disabilities. The format used will depend on the type of information and, most importantly, the requirements of the intended audience.

**Accommodation:** the special arrangements made, or assistance provided, so that persons with disabilities can participate in the experiences available to persons without disabilities. Accommodation will vary depending on the individual’s unique needs.

**Conflict of interest:** a situation where a member of the selection committee is in a position to derive personal benefit from actions or the decision made when hiring (e.g., they have a significant social or familial relationship with the applicant). Candidates can also have a conflict of interest that may compete with the public interests of Dart, and make it difficult to fulfill his/her duties impartially.



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**Disability:** is defined as:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device
- a condition of mental impairment or a developmental disability
- a learning disability or a dysfunction in 1 or more of the processes involved in understanding or using symbols or spoken language
- a mental disorder
- an injury or disability that benefits were claimed or received for under the insurance plan established under the Workplace Safety and Insurance Act, 1997

**Employee:** every person who provides services to Dart in return for wages.

**External candidates:** applicants who are not current employees of Dart. This includes candidates who may be contracted as consultants, employed through a special program (e.g., Foreign Skilled Workers Program), co-op students, summer students, employees placed or assigned through an external temporary employment agency, and individuals who have intern or mentoring placements.

**Internal candidates:** applicants who are current employees of Dart. This group excludes any individuals who are considered external candidates under the definition above.

#### **References and Related Statements of Policy and Procedure**

- Accessibility for Ontarians with Disabilities Act, 2005
- Ontario Human Rights Code
- Integrated Accessibility Standard Regulation (O.Reg.191/11)
- SPP AS 5.01 – Accessibility standard for employment policy, statement of commitment
- SPP AS 5.03 – Return-to-work
- SPP AS 5.04 – Performance management
- SPP AS 5.05 – Career development and advancement
- SPP AS 5.06 – Redeployment
- SPP AS 5.07 – Accessible formats and communication supports
- SPP AS 5.08 – Documented individual accommodation plans
- SPP AS 5.09 – Workplace emergency response information

#### **Principles of this Policy**

The following principles apply to this policy:

- Merit – All selections, appointments, and promotions will be based on considerations of merit, and ability to perform effectively in a position. Hiring decisions will be free of nepotism.
- Objectivity – Selection criteria will be developed in an objective and non-discriminatory manner and must be based on bona fide job-related requirements.
- Consistency – Selection systems and procedures will ensure that all candidates are treated in a fair and consistent manner.
- Equal opportunity – All recruitment practices and procedures must comply with the Ontario Human Rights Code. All internal and external candidates will receive equal treatment with respect to employment without discrimination because of race, ancestry, place of origin,



Supersedes: New Policy

Effective Date: 16-Mar-18

colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or disability.

- Accessibility – All recruitment practices and procedures must comply with the AODA requirements for developing, implementing and enforcing accessibility standards for internal and external candidates who may have a disability. This includes identifying and removing any barriers that may exist for persons with disabilities to apply for positions, and (if qualified) to participate in the interview process.

### **Responsibility**

Managers and Immediate Supervisors are responsible for ensuring that all employees follow the guidelines set out in this policy.

Each Manager and Immediate Supervisor is responsible for ensuring all employees are trained under the provisions of the Ontario Human Rights Code and the employment standards of the Integrated Regulation, this policy, and Dart's employment practices and procedures.

Management staff and other individuals who have responsibility for recruiting, hiring and employee selection or who supervise the work of Dart employees will ensure that the provisions in this policy are implemented.

Management/executives will identify and remove any employment practices or selection criteria that may result in employment barriers for any individual or groups. Such barriers would include any requirement that is not a bona fide occupational requirement, a necessary requirement under the collective agreement or statutory requirement, or a necessary requirement for the effective operation of Dart.

Management and local HR staff (or any other designated department) will:

- develop employment policies, procedures, guidelines, and tools that promote a fair and equitable process and support the Immediate Supervisor or designee in making the best hiring decision possible
- provide support to the Immediate Supervisor or designee in determining workforce planning requirements and specific recruitment strategies to attract quality candidates
- ensure that all recruitment activities and staffing decisions comply with statutory requirements, collective agreement and corporate policies and procedures
- participate in the recruitment process for difficult-to-fill, contentious, or senior positions as necessary
- perform candidate screening based on pre-determined objective criteria
- receive an up-to-date job description from the Immediate Supervisor or designee that outlines duties and requisite qualifications
- review the job description to ensure it is still accurate in terms of duties and requisite qualifications, and consult as required to complete this process
- post the position per established procedures
- ensure accessibility and accommodation is provided (as needed) for candidates
- safeguard the privacy and confidentiality of candidate information
- advise and support the Immediate Supervisor or designee to conduct a fair and equitable selection process as per the principles of this policy, and in accordance with the collective agreement and policies, procedures, and legislation
- Maintain documentation associated with all phases of selection process including collecting relevant information from the hiring manager or designate
- participate and conduct interview process with local HR as needed



Supersedes: New Policy

Effective Date: 16-Mar-18

- complete reference checking once consent is received, verify all licenses and professional designations, and confirm if there is a requirement for police background or credit check
- make the hiring decision, and ensure that the selected hire does not have any conflict of interest
- extend the offer of employment and seek the required approvals for any provisions outside of policy and/or collective agreement

Applicants will:

- Carefully read the position's posted requirements and apply only if they have the requisite knowledge, skills, abilities, and experience. Candidates who are students should read and comply with the Summer Student Recruiting Process.
- Complete the application process to meet the posted closing date, and accurately and fully disclose all related information to allow for an objective determination of knowledge, skills, and experience.
- Disclose any potential conflicts of interest at the beginning of the selection process, and not apply for roles where the Immediate Supervisor or Manager is a family member.
- Satisfy all employment conditions and provide proof of the qualifications identified on the posting if requested.
- Consult with local HR (or any other designated department) to disclose and request accommodation, as required, if they have a disability.
- Safeguard and keep confidential any Dart information disclosed during the recruitment process.

### **Procedures**

#### **Internal and External Candidates**

All candidates must meet the position qualifications to apply.

If an internal candidate and external candidate are both determined to equally meet all the selection criteria, preference for the selected position will be given to the internal candidate.

#### **Notice During Recruitment**

Dart will notify its current employees and the public about the availability of accommodation for applicants with disabilities in the recruitment process.

#### **Recruitment, Assessment and Selection Process**

Before recruiting for a new or existing position, the Immediate Supervisor (or designated person) must gather information about the nature of the job. This means thinking not only about the content (e.g., the tasks of the position), but also the purpose, the outputs required by the job holder and how it fits into the organization's structure.

The local HR representative, the Immediate Supervisor, or any designated parties must consider the skills and personal attributes needed to perform the role effectively. A job description states the essential and desirable criteria for selection. This is based on a set of competencies identified as necessary for the performance of the job. The job description should be used to inform the criteria you use to short-list applicants. In general, specifications should include, at a minimum, details of:

- skills, aptitude, knowledge and experience
- qualifications (should be only those necessary to do the job)
- personal qualities relevant to the job (e.g., ability to work as part of a team)



Supersedes: New Policy

Effective Date: 16-Mar-18

Job postings/advertisements must be inclusive, with careful consideration of how people with disabilities are portrayed. Additionally, all advertisements must contain as much information as possible to ensure the correct recruitment group is targeted, and to reduce unsuitable applications, while remaining as inclusive and as cost-effective as possible.

The application form will be available in an alternative format and/or communication support upon request.

In drawing up the job description and conditions of service, Dart will ensure that no job applicant receives less favorable treatment than another on the grounds of disability, as well as race, colour, ancestry, creed (religion), place of origin, ethnic origin, citizenship, sex (including pregnancy), sexual orientation, age, marital status, family status, record of offences, or gender identity and expression, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions that have a disproportionately adverse effect on a particular group.

Applicants are encouraged to ask for accommodation for any disabilities as defined under the AODA, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be considered on their merits.

Applicants will be asked the following:

- to supply the contact information of at least 2 people from whom references can be obtained, 1 of whom should be the applicant's current or most recent employer
- to declare whether they have ever been convicted of any criminal offence where a pardon has not been granted
- to declare if they are related to any member of staff within the organization

No manager should be put into a position where he/she is asked to interview a person to whom they are related.

All completed applications are private and confidential, and will only be made available to those directly involved in the recruitment and selection process. Once received, all applications will be collated by the local HR representative or the Immediate Supervisor for shortlisting purposes. Received applications will be considered using the essential and desirable criteria contained in the job description and job advertisement, and by assessing application forms against these criteria.

Applicants who are chosen to participate in the selection process will be notified that accommodations are available upon request in relation to the materials and/or processes to be used. If an applicant requests an accommodation during the selection process, Dart will consult with the applicant and provide or arrange for the provision of a suitable accommodation in a manner that takes into account the applicant's accessibility needs due to disability.

All short listed candidates will be offered an interview as a minimum selection method. In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare. During any additional testing for recruitment purposes, accommodation will be provided to those candidates that request it.

If an applicant requests an accommodation during the selection process, Dart must consult with the applicant and provide or arrange for the provision of a suitable accommodation in a manner that takes into account the applicant's accessibility needs due to disability. Once an accommodation has been requested and analyzed, an individual accommodation plan will be drafted, and all assessments used must respect and take into consideration the candidate's individual plan. When making and



Supersedes: New Policy

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processing the final selection decision, all appointments will be made strictly on merit and be related to the requirements of the job considering the individual accommodation plan, if applicable.

Once a candidate has been selected, the terms and conditions to be offered should be agreed between local HR and the Immediate Supervisor before making an offer of employment. If and when Dart makes an offer of employment, it will notify the successful applicant of its policies for accommodating employees with disabilities.

The contract of employment (set out in an offer letter) must be accepted and signed before the employee commences work.

### **Orientation**

As soon as practicable following the start of employment, new employees will be informed of Dart's policies to support its employees with disabilities, including (but not limited to) policies on the provision of job accommodations that take into account an employee's accessibility needs due to disability.

### **Recruitment monitoring**

Dart seeks to recruit employees on the basis of their ability and the requirements of the post, and will ensure that no applicant receives less favourable treatment than another on the grounds of disability, race, colour, ancestry, creed (religion), place of origin, ethnic origin, citizenship, sex (including pregnancy), sexual orientation, age, marital status, family status, record of offences, gender identity and expression.

### **Violations of this Policy**

Failure to comply with this policy and its associate procedures, or any attempt to improperly influence a recruitment or selection decision will be reviewed by management and, if verified, result in disciplinary action up to and including termination of employment.

Candidates who do not comply with responsibilities listed above may be disqualified from the selection process.

This policy is available in an accessible format upon request.

### **Federal and Provincial Law**

Where any applicable law conflicts with the provisions of this policy, the policy will be deemed amended as necessary to comply with the law while preserving the principles and intent of the policy.

### **Exceptions**

Any exception to this policy must be approved by a Vice President in consultation with the Vice President of HR.