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# Assessment of Medium-Sized Ontario Municipalities' Hiring Practices

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Assessment of Medium-sized Ontario Municipalities'  
Hiring Practices

MPA Research Report

Submitted to  
The Local Government Program  
Department of Political Science  
The University of Western Ontario

Andrea D'Souza  
July 2010

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## I. Introduction

Over the last 20 years, Canada has experienced continued immigration from non-European countries significantly increasing Canada's cultural diversity. In comparison to the other provinces in Canada, Ontario is expected to see the fastest growing visible minority population, resulting in an annual growth rate of approximately 4% until the year 2017<sup>1</sup>. Changes in Canada's ethno-cultural make-up, particularly in large urban areas, will create both challenges and opportunities in the areas of labour market integration, urban development, health and social services, and working of public institutions<sup>2</sup>. This will undoubtedly impact political decision making and planning, particularly in locals that, until recently, have experienced new influxes of immigrants.

It has been recognized both federally and provincially that the local level government plays an important role in the lives of immigrants and ethno-cultural groups. A report by the Ontario Ministry of Municipal Affairs stated that "[w]e in Ontario are increasingly multi-cultural, multi-racial, multi-lingual and multi-religious" and that "nowhere in the realm of government do these changes have more impact than at the local municipal level"<sup>3</sup>. The Federation of Canadian Municipalities also noted that "municipal governments must make equity and equality the cornerstone of the way they work, do business and govern to enjoy the full benefits of future growth and productivity"<sup>4</sup>. Therefore, there is an apparent need for municipalities to recognize the role they play in the lives of their citizenry, particularly visible minorities, and take necessary steps to address challenges these groups face.

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<sup>1</sup> Population projections of visible minority groups, Canada, provinces and regions: 2001-2017. (2005). Retrieved on June 1, 2010 from <http://www.statcan.gc.ca/pub/91-541-x/91-541-x2005001-eng.pdf>, 20

<sup>2</sup> Ibid, 1

<sup>3</sup> Ontario Ministry of Municipal Affairs. 1992. Employment Equity in the Municipal. Setting. Toronto: Ministry of Municipal Affairs, 1.

<sup>4</sup> Diversity: Vaughan's Greatest Asset. (2010). Retrieved on June 1, 2010 from: [http://www.city.vaughan.on.ca/vaughan/departments/recreation\\_culture/pdf/Diversity%20Strategy%20Revisions%20May\\_24\\_2010.pdf](http://www.city.vaughan.on.ca/vaughan/departments/recreation_culture/pdf/Diversity%20Strategy%20Revisions%20May_24_2010.pdf), 14

The literature indicates that one approach municipalities tend to take when responding to the needs of immigrants and ethno-cultural minorities is through the development of employment equity (EE) initiatives. Having a representative workforce by employing visible minority groups in the public sector allows these groups to contribute varying perspectives to help shape policies and programs for diverse communities<sup>5</sup>. Employment equity brings three key benefits to municipalities; one, it ensures that merit is the main principle during recruitment, selection, promotion, compensation and training; two, it identifies the changes within the workforce as a result of increases in immigration; lastly, it addresses the employment barriers that designated groups face<sup>6</sup>. The scope of EE initiatives, however, is found to vary by municipality<sup>7</sup>. This variance could partly be due to the absence of legislation requiring municipalities to commit to implementing EE or for other reasons such as limited resources or the absence of visible minorities in their population. Therefore, only those municipalities that have recognized the benefits of employing members of ethno-cultural groups within their organization have invested appropriate support and resources to implement EE initiatives.

The Royal Commission on Equality in Employment, commonly referred to as the 'Abella Commission', essentially started the legislation on equity in Canada. The work of this agency was focused on groups of people who had limited access to employment opportunities, and so it was mandated to look at ways in which barriers could be removed for these groups. In 1984, it recommended that the government pass EE legislation that would apply to four designated groups – women, visible minorities, Aboriginal Canadians and persons with disabilities. In 1986, the government passed the

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<sup>5</sup> Commission's Message. (2008). Retrieved from the Public Service Commission of Canada on April 10, 2010 from: <http://www.psc-cfp.gc.ca/ppc-cpp/barir/barir-msage-eng.htm>

<sup>6</sup> Ontario Ministry of Municipal Affairs. 1992. Employment Equity in the Municipal. Setting. Toronto: Ministry of Municipal Affairs, 2-3.

<sup>7</sup> Good, K. (2005). Patterns of Politics in Canada's Immigrant-Receiving Cities and Suburbs. Policy Studies. 26(3/4), 268.

Employment Equity Act which implemented many of the recommendations made by the commission. This anti-discrimination policy focuses on the four designated groups and ensures that no person can be denied employment or benefits for reasons other than their ability<sup>8</sup>. This Act, however, only applies to federal crown corporations and federally regulated organizations consisting of 100 employees or more.

The presence of human rights legislation in Ontario allows for the development of programs to reduce labour market disadvantages faced by designated groups, which has prompted employers to create voluntary EE programs<sup>9</sup>. However, this legislation only resolves cases of discrimination on an individual basis and does not impose requirements on employers<sup>10</sup>. Therefore, overarching provincial legislation focused on equity in employment, targeting all employers including municipalities, is lacking.

Large municipalities like Toronto have made significant progress with EE<sup>11</sup>, whereas medium-sized and small municipalities have made moderate to minimal efforts. In the absence of EE, municipalities can ensure that their human resource management systems (HRM) are equitable. HRM systems include, but are not limited to, hiring, promotion, training and compensation processes. Having these processes assessed and improved to provide equal access for everyone is part of comprehensive EE programs. However, incorporating equity principles within such systems can occur in the absence of EE and can have, to some extent, similar benefits.

There is limited research assessing these systems in a municipal setting. As such, this research paper will assess the recruitment and selection practices of medium-

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<sup>8</sup> Vladi, N. (2007). Race Ethnicity, and Workplace Diversity. In A. J. Mills et al. (Ed.), *Organizational Behaviour in a Global Context* (pp. 295-319). Peterborough, ON: Broadview Press, 311-12.

<sup>9</sup> Jain, H. C., Singh, P., & Agócs, C. (2004). Recruitment, Selection and Promotion of Visible Minority and Aboriginal Police Officers in Selected Canadian Police Services. *Canadian Public Administration*, 43(1), 52.

<sup>10</sup> Campbell, E. (1993). *Employment Equity, an overview of policies and programs in Ontario*. Toronto : Ontario Legislative Library, Legislative Research Service, 5.

<sup>11</sup> Good, K. (2007). *Multiculturalism Policy and the Importance of Place: An Uneven Policy and Jurisdictional Landscape*. Retrieved from the Queen University website on June 20, 2010 from <http://www.queensu.ca/edg/immd/8-DGoodpaper.pdf>, 16.

sized municipalities to determine whether their hiring systems are equitable. The elements used to assess the level of equity of these practices will be informed by the literature, mainly, studies relating to EE. Additionally, other contextual data will be collected including the proportion of visible minorities in municipal populations, the level of commitment by elected municipal officials and the size of municipal corporations, to assess whether these factors contribute to the development of equitable hiring practices. As one source notes, municipalities, being major public employers in the community must take measures to eliminate discriminatory barriers in employment and set an example for other employers within the community<sup>12</sup>. Therefore, since most municipalities haven't developed any kind of EE programming, this paper will illustrate the true nature of municipality's hiring practices and what forces drive the development of equitable hiring systems.

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<sup>12</sup> Ibid, 4

## II. Literature Review

### Employment Barriers in Recruitment and Selection Practices

According to the literature, visible minorities have faced disadvantages in the labour market, particularly more so than non-visible minorities. Studies specifically focused on the public sector have found that discriminatory practices exist against visible minorities. Such practices have resulted in differences in pay and employment rates for members of this group when compared to non-visible minorities<sup>13</sup>. Research produced by the Canadian Council on Social Development, involving the use of 1996 Census data and National Graduate Survey data, found that despite visible minorities having higher levels of education, they were less likely to obtain managerial or professional jobs than non-visible minorities who had the same level of education. Additionally, a higher proportion of visible minorities, particularly those foreign-born, experience education-occupation discrepancies compared to the other designated groups<sup>14</sup>.

Barriers to full employment for visible minority groups may exist – either intentionally or unintentionally – through decision-making processes, which result in differential treatment of these groups<sup>15</sup>. Specifically, the recruitment and selection processes of public sector organizations have been found to give rise to unintentional discrimination. A demographical study of visible minority groups in the federal public service identified that visible minorities are under-represented in the public service. It was determined that low levels of external recruitment of members of this group was a significant barrier to achieving representation. Another study on the public service, by the Public Service Commission of Canada, reported that there are a number of concerns in the Public Service relating to the recruitment of visible minorities. These issues were

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<sup>13</sup> Perinbam, L. (2000). *Embracing Change in the Federal Public Service. A Report by the Task Force on the Participation of Visible Minorities in the Federal Public Service*. Ottawa: The Treasury Board of Canada.

<sup>14</sup> Canadian Council on Social Development. 2000. *Unequal Access: A Canadian Profile of Racial Differences in Education, Employment and Income*. Toronto: Canadian Race Relations Foundation.

<sup>15</sup> Jain, H. C., Singh, P., & Agócs, C. (2004). Recruitment, Selection and Promotion of Visible Minority and Aboriginal Police Officers in Selected Canadian Police Services. *Canadian Public Administration*, 43(1), 53.

identified through the implementation of two surveys. One was aimed at understanding the perceptions of federal public service employment and the other was designed to gather information from new public service hires<sup>16</sup>. The findings of this study demonstrated that visible minorities were less positive about how they were being assessed in the Public Service, including the fairness of the hiring process<sup>17</sup>. In addition, it was found that traditional approaches used for recruitment (e.g. job fairs) were relatively ineffective ways of reaching visible minority groups<sup>18</sup>.

A report by the Race Relations and Policing Task Force in Ontario found that Caucasian men are more successful in recruitment and selection processes, than other designated groups. The authors indicated that this created a certain perception within ethno-cultural communities that police organizations were not welcoming of applications from members of their group. Another study focused on policing, looked at the recruitment, selection and promotion of visible minorities and aboriginal people in thirteen police services. Findings revealed that progress has been made in the representation of these groups. Canadian police services were using innovative recruitment methods, such as collaborating with community and ethno-cultural organizations. The authors concluded that although there have been improvements in recruitment, selection and promotion practices in some police services, representation rates still did not correspond to relevant labour markets<sup>19</sup>.

These research findings demonstrate that visible minority groups have been disproportionately discriminated against and that barriers exist in the hiring process, even in public sector organizations. It is important to note that while racial discrimination by employers may contribute to differences in labour market, there may be other factors

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<sup>16</sup> Visible Minority Recruitment Issues for the Federal Public Service. (2002). Retrieved on June 3, 2010 from the Treasury Board of Canada Secretariat website: <http://www.tbs-sct.gc.ca/res/vmv-eng.asp>, 5.

<sup>17</sup> Ibid, 16.

<sup>18</sup> Ibid, 14

<sup>19</sup> Jain, H. C., Singh, P., & Agócs, C. (2004). Recruitment, Selection and Promotion of Visible Minority and Aboriginal Police Officers in Selected Canadian Police Services. *Canadian Public Administration*, 43(1), 50.

at play. For instance, cultural and social factors may cause visible minorities to pursue different job opportunities than non-visible minorities, resulting in labour market discrepancies<sup>20</sup>. Factors such as private sector competition, nature of public service work, interest by visible minority members in very specialized fields and public sector organizations being located in areas with small visible minority populations, may also contribute to low visible minority employment<sup>21</sup>. Although discrepancies do exist, it is essential that employment related statistics are carefully examined and that true employment barriers faced by visible minority groups be identified and addressed to allow members of these groups access to equitable employment opportunities.

### Strategies Used to Overcome Employment Barriers in Recruitment and Selection Processes

Discrimination in the hiring process refers to attitudes or practices that, intentionally or unintentionally limit an individual's or a group's opportunities. For instance, a manager who refuses to hire ethnic minority applicants due to a personal prejudice is a form of intentional discrimination. In contrast, an organization that only relies on word-of-mouth hiring is unintentionally selecting a homogeneous pool of candidates<sup>22</sup>. These discriminatory practices are commonly found in both private and public sectors, however, as will be discussed in the section to follow, there are many strategies used by certain organizations.

Research on the private sector, specifically on federally-regulated organizations, has reported the benefits these companies see in employing a representative workforce and the strategies they use to overcome barriers. Information collected through

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<sup>20</sup> Jain, H. C., & Lawler, J. J. (2004). Visible minorities under the Canadian Employment Equity Act, 1987-1999. *Relations Industrielles/Industrial Relations* 59 (3): 587.

<sup>21</sup> John Samuel and associates (1996) visible minorities and the public service of Canada. Ottawa: a report submitted to the Canadian human rights commission.

<sup>22</sup> Campbell, E. (1993). *Employment Equity, an overview of policies and programs in Ontario*. Toronto : Ontario Legislative Library, Legislative Research Service, 6.

interviews and questionnaires, targeting firms in the banking, communications and transportation sectors, revealed that, overall, these companies felt that cultural diversity benefits their business and helps them serve their clientele better. These companies were also aware of the negative implications of hiring a labour force that is not representative. In recognizing that newcomers may be qualified but may not have certain skills to meet minimal requirements, some banks partner with not-for-profit organizations to offer paid internships to these individuals with international experience. One major bank highlighted that the results of hiring, promoting and retaining visible minorities has lead to increased productivity within their organization<sup>23</sup>.

These efforts by the private sector are promising; however, a recent study found that those companies subject to scrutiny by the public or regulators are more likely to make their workplaces more representative. Companies that see cultural diversity as a profit driver also make similar efforts. This suggests that although the private sector can be recognized as making progress with addressing employment barriers for ethno-cultural groups, these efforts are predominate in only certain private sector companies who have specific motives. The report also found that public sector agencies, boards and commissions faired better than the private sector when hiring minorities<sup>24</sup>.

It is commonly cited in the literature that organizations looking to make their hiring practices and policies more equitable should begin by reviewing these processes. This method allows for the identification and elimination of barriers in recruitment and

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<sup>23</sup> Chapter 6: Visible Minorities and the Private Sector. (2008). Retrieved from the Government of Canada website on June 11, 2010 from: [http://www.chrc-ccdp.ca/publications/visibleminorities\\_minoritesvisibles/page6-en.asp](http://www.chrc-ccdp.ca/publications/visibleminorities_minoritesvisibles/page6-en.asp)

<sup>24</sup> Paperny, A. M. (2010). Minorities still under-represented in the workplace, study shows. Retrieved from The Globe and Mail website on June 12, 2010 from: <http://www.theglobeandmail.com/news/national/toronto/private-sector-lags-public-on-hiring-visible-minorities-report/article1599228/?cmpid=rss1>.

selection processes which can have unfavourable effects on visible minorities<sup>25</sup>. As part of Carleton University's Guidelines on the Recruitment and Selection of Instructors and Faculty, a review of previous recruitment and selection records to assess past procedures is undertaken before any EE initiatives are put in place<sup>26</sup>. This has ensured that problems in these processes are identified and that appropriate steps can then be taken to improve overall hiring practices.

The following information will outline specific strategies used by public sector organizations to address barriers in the recruitment and selection processes.

### *Recruitment*

Recruitment is defined as 'the process of locating and encouraging potential applicants to apply for existing or anticipated job openings'<sup>27</sup>. As previously mentioned, systemic discrimination in the workplace related to recruitment can involve restricted recruitment methods resulting in a limited pool of applicants<sup>28</sup>. Expanding recruitment methods, beyond traditional approaches such as word-of-mouth recruiting or internal job postings to reach a wider group of qualified candidates, will ensure that members of designated groups are reached. To access visible minorities, the use of ethnic media sources and/or collaboration with organizations that represent visible minorities have often been used by organizations. Additionally, when these organizations work with key

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<sup>25</sup> Hiring Practices for Equity in Employment : Interviewing Guide. (2006). Retrieved from the Nova Scotia Barristers' Society website on June 13, 2010 from: [http://www.nsbs.org/documents/equity/EQ120407\\_HiringIntrvwGuide.pdf](http://www.nsbs.org/documents/equity/EQ120407_HiringIntrvwGuide.pdf)

<sup>26</sup> Human Rights Policies and Procedures. (2010). Retrieved from Carleton University website on June 13, 2010 from: <http://www2.carleton.ca/equity/human-rights/policy/human-rights-policies-and-procedures/>

<sup>27</sup> Stewart, E., Belcourt, M., Bohlander, G., & Snell, S. (2006). *Essentials of Managing Human Resources*. 3rd Cdn. Ed. Scarborough, ON: Thomson, 113.

<sup>28</sup> Campbell, E. (1993). *Employment Equity, an overview of policies and programs in Ontario*. Toronto : Ontario Legislative Library, Legislative Research Service, 6.

players within ethno-cultural communities on public awareness initiatives, members of this group become aware that a given organization is receptive to their applications<sup>29</sup>.

In addition to using these organizations as recruiting sources, organizations serving visible minorities can play an essential role in assisting companies identify barriers in the recruitment process. Canadian banks, being federally regulated entities, tend to develop relationships with ethno-cultural organizations. In using this approach, some banks have determined that visible minorities may be desirable candidates but may lack certain skills required to meet minimum job requirements (as already mentioned). As such, a strategy developed by one Canadian bank involves the adoption of a bridge training program whereby a co-operative relationship is established with one or more Boards of Education. Classroom or on-the-job training can then be provided<sup>30</sup>.

Potential barriers have also been identified in the way job requirements are listed for vacant positions. Hiring managers, having the ability to dictate the parameters applicants must meet to be eligible, can limit the pool of candidates. For instance, inflating requirements by listing requirements that are not necessarily related to the job, increases the likelihood of individuals not possessing all requirements, thereby reducing the pool. In other words, listing more skills and qualifications, rather than minimal requirements, is a barrier in the recruitment process. Some hiring managers may use this approach to limit the pool to the most qualified applicants, however, this may inadvertently restrict the employment information reaching all candidates, including visible minority candidates<sup>31</sup>. It is often the case that minorities do not have the same experiences and skill set as non-minorities, and may not view postings if they feel under-qualified. A frequently used approach, and one which is listed as part of the guidelines in

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<sup>29</sup> Leck, J. D., & Saunders, D. M. (1992). Canada's employment Equity Act: Effects on employee selection. *Population Research and Policy Review*, (11), 45.

<sup>30</sup> de Laurentiis, J. (1991). Eliminating barriers. *Canadian Business Review*, 18(2), 33-35.

<sup>31</sup> Catano, V. M., Wiesner, W. H., & Hackett, R. D. (2009). *Recruitment and Selection in Canada*. Toronto: Nelson Education Ltd.

the Federal Contractors Program<sup>32</sup>, is listing only those skills and knowledge required for the job (i.e. minimal job requirements)<sup>33</sup>. This ensures that only those requirements that are most related to the vacant position will be listed.

Another strategy used by organizations is the inclusion of a statement in job postings indicating that the employer is committed to hiring members of designated groups. Some Canadian banks review their advertisements for cultural or racial bias and ensure that they specify that they are committed to fair and equitable employment practices<sup>34</sup>. The following statement is used in all of Carleton University's advertisements:

“Carleton University is committed to equality of employment for women, Aboriginal peoples, visible minorities and disabled persons. Interested persons from these groups are encouraged to apply”<sup>35</sup>.

The inclusion of such statements conveys to minorities that a particular organization is interested in their application, leading to improvements in recruitment levels of members of minority groups.

### *Selection*

Selection is defined as “the process of choosing individuals who have relevant qualifications to fill existing or projected job openings”<sup>36</sup>. Forms of systemic discrimination that can be part of the selection process can include linguistic and/or cultural biases (e.g. adverse attitudes toward cultural behavioural patterns and different

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<sup>32</sup> As part of this program, provincially regulated employers with a national workforce in Canada of 100 or more employees, are required to commit to employment equity.

<sup>33</sup> Federal Contractors Program. (2003). Retrieved from Skills Development and Human Resources Canada on June 15, 2010 from: <http://www.rhdcc-hrsdc.gc.ca/eng/lp/lo/lswewe/programs/fcp/index-we.shtml>

<sup>34</sup> Chapter 6: Visible Minorities and the Private Sector. (2008). Retrieved from the Government of Canada website on June 11, 2010 from: [http://www.chrc-ccdp.ca/publications/visibleminorities\\_minoritesvisibles/page6-en.asp](http://www.chrc-ccdp.ca/publications/visibleminorities_minoritesvisibles/page6-en.asp)

<sup>35</sup> Human Rights Policies and Procedures. (2010). Retrieved from Carleton University website on June 13, 2010 from: <http://www2.carleton.ca/equity/human-rights/policy/human-rights-policies-and-procedures/>

<sup>36</sup> Stewart, E., Belcourt, M., Bohlander, G., & Snell, S. (2006). *Essentials of Managing Human Resources*. 3rd Cdn. Ed. Scarborough, ON: Thomson, 125.

accents). The use of selection criteria has been used as a fair and equitable method for screening applications for a given vacant position. This approach is found to be an objective way of selecting qualified individuals and provides a measurable comparison between candidates. Such a rating system allows candidates to be ranked and then selected to proceed to the assessment stage<sup>37</sup>. Therefore, the use of selection criteria significantly reduces any form of bias in the selection of applicants.

The assessment stage follows the screening process and involves the use of assessment tools, such as, behavioural interview and/or job-specific knowledge or skill tests. The use of more than one tool to evaluate candidates is a reliable approach to gathering information about an individual's skill set and determine how knowledgeable they are. Interviews are the most common form of assessment used, however, this tool can be subjective and susceptible to hidden prejudices by one or more interviewers. As such, interviews should be one of several selection techniques used and not be given a heavy weight compared to other tools<sup>38</sup>. These assessment tools should also be applied consistently to all applicants.

Those part of the selection panel, who may be involved in conducting interviews or administering other assessment tests, should be trained on employment equity or cultural/linguistic sensitivity. Organizations that choose to have equitable hiring practices in place, typically provide hiring staff with awareness sessions that create a better understanding of employment equity objectives and help address misconceptions towards EE initiatives. With respect to visible minorities, training on linguistic and cultural sensitivity ensures that those on the selection panel are aware of potential barriers these groups can face during the assessment process. Differences in communication patterns,

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<sup>37</sup> Part III - Increased Awareness. (2008). Retrieved from the Public Service Commission of Canada on June 24, 2010 from: <http://www.psc-cfp.gc.ca/ppc-cpp/barir/barir-part3-eng.htm>

<sup>38</sup> Jain, H. C. (1987). Recruitment of Racial Minorities in Canadian Police Forces. *Industrial Relations*, 42(4), 790-805.

work styles and other cultural behaviours can be easily misinterpreted by the interviewer and can have an impact on the interviewer’s evaluation of the candidate<sup>39</sup>. As such, it is beneficial when those on the selection panel receive linguistic and cultural sensitivity training so that the quality of the candidate’s responses is appropriately assessed.

Through this literature review, it was demonstrated that recruitment and selection processes can create barriers for members of visible minorities. HRM practices, specifically those relating to hiring, are effective in identifying and addressing these barriers. The strategies identified through the literature that are associated with equitable selection and recruitment of designated groups, and some being specific to visible minorities, have been summarized in **Table 1**.

**Table 1: Summary of Recruitment and Selection Strategies**

Recruitment Strategies	Selection Strategies
- Expanding recruitment methods (e.g. recruitment agencies, job postings)	- Training those part of the selection panel on employment equity awareness
- Focusing recruitment methods on visible minorities (e.g. ethnic media)	- Training those part of the selection panel on cultural and linguistic sensitivity
- Listing only minimal occupational requirement in job postings	- Use of selection criteria when screening applications
- Inclusion of a statement indicating commitment to hiring members of designated groups	- Use of multiple assessment tools in addition to interviews
	- Use of rating guide to score candidates’ responses
	- Assessing all candidates the same way

As previously noted, there has been a general improvement in hiring practices of public sector organizations to ensure that visible minorities receive equal opportunities for employment. It is unknown to what extent municipal hiring practices encompass

<sup>39</sup> Hiring Practices for Equity in Employment : Interviewing Guide. (2006). Retrieved from the Nova Scotia Barristers’ Society website on June 13, 2010 from: [http://www.nsbs.org/documents/equity/EQ120407\\_HiringIntrvwGuide.pdf](http://www.nsbs.org/documents/equity/EQ120407_HiringIntrvwGuide.pdf), 8.

elements of equity, and whether these focus on visible minorities. The abovementioned strategies will be used as a basis for analyzing Ontario medium-sized municipalities' recruitment and selection practices.

### III. Factors affecting the development of equitable hiring practices

In addition to assessing the hiring processes of mid-sized Ontario municipalities, this paper also seeks to examine contextual factors that may contribute to the development of equitable hiring practices. There is no literature specifically evaluating this relationship, however, there are a few studies looking at factors that may contribute to the achievement of a representative workforce, such as environmental characteristics, size of an organization and commitment from those in leadership positions<sup>40,41</sup>.

Specific environmental characteristics can influence organizations to achieve a workforce that resembles their labour market. For instance, an increase in the number of immigrants and visible minorities creates pressure for municipalities to be more responsive to members of these groups. It has been reported that a municipality's population size and composition is a factor in the range of municipal services provided to the public<sup>42</sup>. A study that looked at demographical changes to ethno-cultural municipal populations and its effects on municipal responses, found that municipalities tend to adjust their governance structures and service delivery mechanisms in an attempt to increase immigrant and ethno-cultural access to municipal services<sup>43</sup>. This study reported that municipalities can respond to cultural changes in their population by developing EE initiatives for their organization and encourage other organizations within their community to do so as well<sup>44</sup>. Federally-regulated private sector companies, being profit driven, respond to increases in cultural diversity by hiring top quality individuals from designated groups. By managing diversity within their organizations, they are better

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<sup>40</sup> Leck, J. D., & Saunders, D. M. (1992). Canada's employment Equity Act: Effects on employee selection. *Population Research and Policy Review*, (11), 21-49.

<sup>41</sup> Jain, H. C., & Lawler, J. J. (2004). Visible minorities under the Canadian Employment Equity Act, 1987-1999. *Relations Industrielles/Industrial Relations* 59 (3), 585-611.

<sup>42</sup> Ontario Ministry of Municipal Affairs. 1992. *Employment Equity in the Municipal. Setting*. Toronto: Ministry of Municipal Affairs, 7.

<sup>43</sup> Good, K. (2005). Patterns of Politics in Canada's Immigrant-Receiving Cities and Suburbs. *Policy Studies*. 26(3/4), 282.

<sup>44</sup> *Ibid*, 268.

able to serve their clientele better and be more competitive<sup>45</sup>. Therefore, organizations tend to increase the representation of their workforces either by force or by choice, to better serve their diverse citizens or customers.

The size of the organization is also a factor in the achievement of a representative workforce. Larger companies being more visible to the public, make more efforts with representing designated groups within their organization in an attempt to avoid negative publicity. As well, large organizations tend to have more resources to dedicate towards initiatives that assist the organization in employing members of designated groups<sup>46</sup>. A study specifically examining the development of EE programs by municipalities in Ontario, Alberta and British Columbia, found that very few municipalities have EE initiatives in place. Further, it noted that “competing priorities and limited resources compound the lack of interest [in employment equity by smaller municipalities]”<sup>47</sup>. Another study confirmed these findings by demonstrating that, due to financial constraints, municipalities tend to become involved in developing multiculturalism policies only if they are pressured to do so<sup>48</sup>. As such, municipalities that are smaller and have fewer resources have limited capacity to develop EE related initiatives.

It was found that commitment at higher levels, such as chief executive officers, in private sector companies was a significant factor in the attainment of employment

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<sup>45</sup> Chapter 6: Visible Minorities and the Private Sector. (2008). Retrieved from the Government of Canada website on June 11, 2010 from: [http://www.chrc-ccdp.ca/publications/visibleminorities\\_minoritesvisibles/page6-en.asp](http://www.chrc-ccdp.ca/publications/visibleminorities_minoritesvisibles/page6-en.asp)

<sup>46</sup> Jain, H. C., & Lawler, J. J. (2004). Visible minorities under the Canadian Employment Equity Act, 1987-1999. *Relations Industrielles/Industrial Relations* 59 (3), 591

<sup>47</sup> Elling, B. V., & Elling, R. C. (2007). Municipal Employment Equity in Three Canadian Provinces: “What, Me Worry?”. Retrieved from the Canadian Political Science Association website: <http://www.cpsa-acsp.ca/papers-2007/Elling.pdf>, 11.

<sup>48</sup> Chong, D. (1991). *Collective action and the civil rights movement*, Chicago, IL: University of Chicago Press.

equity<sup>49</sup>. Similarly, from a public sector perspective, the establishment of diversity programs is more successful if there is commitment from mayors and other elected officials. These individuals are able to communicate to the organization the benefits diversity initiatives bring to the organization<sup>50</sup>. As well, equity issues may arise on the political agenda as a result of public concerns, which can prompt councilors to take on a leadership role and request for the development of EE initiatives<sup>51</sup>.

Based on this literature, it is expected that municipalities that have a high percentage of visible minorities in their population, are larger corporate entities and have commitment from elected officials, are more likely to have equitable hiring practices in place. Assessing the municipalities on these three contextual factors will also provide insight into the variation in equitable hiring practices between municipalities.

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<sup>49</sup> Chapter 6: Visible Minorities and the Private Sector. (2008). Retrieved from the Government of Canada website on June 11, 2010 from: [http://www.chrc-ccdp.ca/publications/visibleminorities\\_minoritesvisibles/page6-en.asp](http://www.chrc-ccdp.ca/publications/visibleminorities_minoritesvisibles/page6-en.asp)

<sup>50</sup> Riccucci, N. (2002). *Managing Diversity in Public Sector Workforces*. Colorado: Westview Press, 28.

<sup>51</sup> Ontario Ministry of Municipal Affairs. 1992. *Employment Equity in the Municipal Setting*. Toronto: Ministry of Municipal Affairs, 7.

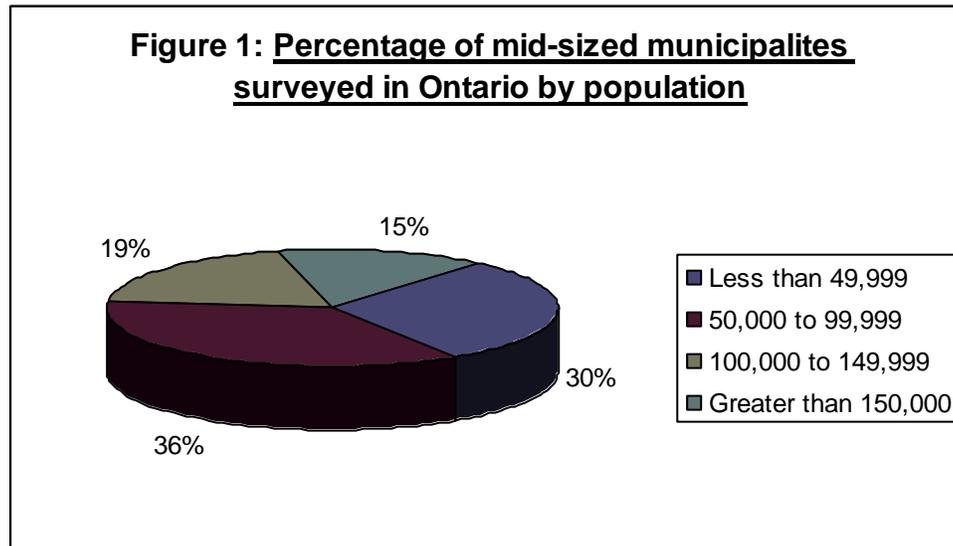
## IV. Methodology

### Research Goals

As already mentioned, the research question this paper aims to answer is whether municipalities incorporate equitable principles within their hiring practices and policies. The first goal of this research is 1) to assess medium-sized municipalities' recruitment and selection processes based on the extent to which strategies, as identified in the literature, are incorporated; and 2) to determine the factors that are associated with the development of equitable hiring practices. It is hypothesized that municipalities with a high percentage of visible minorities in their population, being larger corporate entities and having strong commitment from elected officials, are more likely to have integrated strategies into their recruitment and selection processes.

### Research Design

A cross-sectional study design was used where both qualitative and quantitative data were collected at one point in time. The sample consisted of medium-sized Ontario municipalities with a population between 30,000 and 250,000. These municipalities were identified using Statistics Canada's 2006 Census data. Mid-sized municipalities were of particular interest since small municipalities are found to lack 'personnel management infrastructure' required to develop employment equity initiatives, while large municipalities have already made significant efforts to create equitable hiring practices. Therefore, selecting municipalities based on this criteria produced 47 municipalities (see **Appendix A**). **Figure 1** presents these municipalities by population and reveals that 30% of the municipalities surveyed have a population of less than 49,999, 36% falling between 50,000 and 99,999, 19% falling between 100,000 and 149,999, and 15% having a population greater than 150,000.



Data for this research was collected through an anonymous and voluntary online survey (see **Appendix D**) that was sent to Chief Administrative Officers (CAOs), City Managers and human resources personnel working in the capacity of senior level management. These individuals were selected as they are known to be the most knowledgeable on hiring practices and corporate wide EE initiatives. Email addresses of these individuals were obtained through their respective municipality’s websites or by contacting the municipalities directly. A cover letter stating the purpose of this research along with a link to the secure online survey was emailed to these individuals on June 28, 2010 (see **Appendix B**). Respondents were provided with 11 days (equivalent to 9 business days) to complete the survey. A reminder email was sent to respondents, 6 days following the initial email, on July 4, 2010 (see **Appendix C**). A total of 91 individuals were contacted and sent a link to the survey.

One objective of the survey was to collect data on contextual factors and hiring practices. Three questions were asked about the proportion of visible minorities in the municipal population, the size of the municipal corporation and the level of commitment from elected officials. To ensure anonymity and avoid having respondents identify their

respective municipality, Statistics Canada census data was provided in the survey and respondents were asked to select the size of their population and the proportion of visible minorities through pre-determined ranges. Fifteen questions were specifically focused on municipalities' recruitment and selection practices and policies. The following strategies from **Table 1** were used to develop survey questions.

- Expanding recruitment methods (e.g. recruitment agencies, job postings)
- Training those part of the selection panel on employment equity awareness
- Focusing recruitment methods on visible minorities (e.g. ethnic media)
- Training those part of the selection panel on cultural and linguistic sensitivity
- Listing only minimal occupational requirement in job postings
- Use of selection criteria when screening applications
- Inclusion of a statement indicating commitment to hiring members of designated groups
- Use of multiple assessment tools in addition to interviews
- Use of rating guide to score candidates' responses
- Assessing all candidates the same way

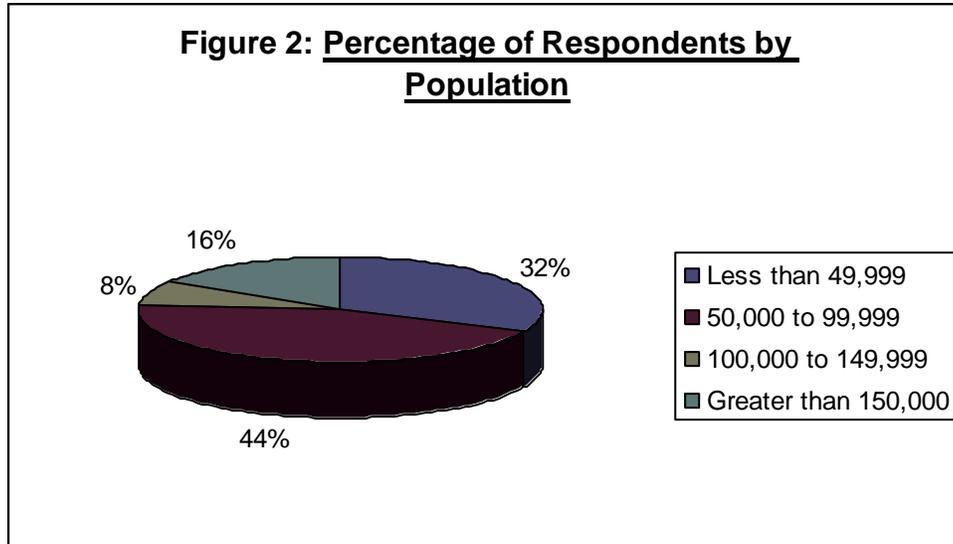
Using this approach will allow for the assessment of whether principles of equity are included in hiring practices.

## V. Results & Analysis

### Response Rate

Out of the 91 surveys sent out, 25 responses were received which translates to a response rate of approximately 28%. Since surveys were sent out to more than one person per municipality, the question inquiring about the number of full-time employees within a respondent's organization was used to determine whether multiple responses were received from one municipality. As part of standard human resource practice, the exact number of full-time employees is calculated on a regular basis for pay roll and other purposes, and is communicated to employees and the public annually. Considering that all responses were different, it can be assumed that 25 separate municipalities participated, indicating a municipal response rate of approximately 49% (25 out of 47).

When the responses are broken down by population (see **Figure 2**), the municipalities that had a population of less than 49,000 and greater than 150,000, had almost the same percentage distribution as in **Figure 1**. Populations between 50,000 to 99,999, somewhat resembled the distribution, while the population between 100,000 and 149,999 did not reflect the distribution. This indicates that the results of this research is more generalizable to municipalities in the survey sample having a population ranging from 30,259 to 99,999 and from 150,000 to 238,866, is somewhat generalizable for municipalities with a population ranging from 50,331 to 97,475 and not generalizable to municipalities with a population ranging from 108177 to 141590.



### Respondent Characteristics

One survey question asked respondents to identify their position. Responses revealed that respondent positions ranged from the CAO to Directors/Managers of Human Resources to Advisors/Coordinators/Administrative Assistants of Human Resources to Human Resource Consultants. The survey cover letter specified that those working in the capacity of a CAO or HR senior management respond to the survey, however, 6 out of 25 respondents worked in HR but were non-management. Although this is the case, it is assumed that these respondents were sent the survey by the initial recipient for two reasons; one being that the survey recipients were not available or did not have the time to complete the survey and, two, they felt that they were not knowledgeable enough about the information the survey was seeking and passed the survey down to more knowledgeable individuals. As such, surveys completed by HR non-management personnel have not been disregarded.

### Hiring Practices

When respondents were asked about whether there had been an internal review of their municipality's hiring policies and practices to identify barriers to the employment

of under-represented designated groups, the results varied. Of the 23 respondents, 30% (7/23) had conducted a review while 65% (15/23) had not. One respondent indicated that they were unsure of whether such a review had taken place. Only 3 out of the 23 respondents noted that their hiring practices were specifically focused on visible minorities. Furthermore, when asked if their municipality collaborates with ethno-cultural organizations to identify employment barriers, 35% (8/23) said that they did, 61% (14/23) selected that they did not and one municipality was not sure.

### *Recruitment*

For the question inquiring about the recruitment methods used by municipalities, 3 out of 23 respondents indicated that all the recruitment methods listed (e.g. recruitment agencies, job advertisements, word-of-mouth, unsolicited applicants and employee referrals) were used by their municipality. One respondent noted that in addition to using job advertisements, social media was also used as a method. In a follow-up question, 30% (7/23) of respondents specified that multiple recruitment methods were used in any given hiring process 'all the time', 65% (15/23) indicated that this approach was used 'sometimes' and one respondent was unsure. Only 3 of the 23 respondents mentioned that their recruitment methods were specifically designed to reach members of visible minorities. These respondents further noted that they advertise their job postings at ethno-cultural organizations and all their community centres. One of the respondents mentioned that they recently entered into a contract with TalentOyster which is an online diversity job board that includes information for job seekers, advertisers and potential employers. Resources available through their website range from job postings, news, to information on skills development and career advancement.

Two questions in the survey instrument were directly related to job advertisements. In order to determine whether municipalities include only those

requirements (e.g. qualifications, skills, relevant years of experience and/or duties) related to the position, a question was asked about whether extensive or minimal number of occupational requirements are listed in job postings. Out of the 23 respondents, 48% (13/23) indicated that they listed extensive number of requirements, while 39% (10/23) said that they only listed minimal requirements. By listing extensive requirements, it is likely that some requirements may be less relevant to the position than others. Another question associated with job postings assessed whether municipalities included a statement implying that they were committed to receiving applications from qualified members of designated groups. Twenty-six percent (6/23) selected that all their postings included a statement of this nature, 61% (14/23) chose none and 13% (3/23) were unsure.

### *Selection*

When asked about the training received by those involved in hiring, it was more common that hiring managers received training on employment equity awareness than on cultural/linguistic sensitivity. Fifty-two percent (12/23) indicated that hiring managers received training on employment equity awareness, while 35% (8/23) said that this was the case for cultural/linguistic sensitivity training. About 3-4 respondents out of 23 indicated that they were unsure about the type of training received by those who sit on the selection panel. When selecting candidates from a pool of applications, majority (78%, 18/23) of respondents specified that their municipality used formal criteria as a screening tool. Fewer (17%, 4/23) said they did so 'sometimes' and only 1 respondent noted that their municipality didn't use a screening tool.

There were three questions relating to the assessment of candidates. Only 26% (6/23) noted that they used one or more assessment tools 'all the time' in addition to interviews and 74% (17/23) said they did so 'sometimes'. Majority (96%, 22/23) of the

respondents noted that candidates are assessed in the same manner (i.e. same employment tests and/or interview questions used for all candidates) 'all the time', while only 1 respondent said this happened 'sometimes'. Similarly, most of the respondents (70%, 16/23) specified that a rating guide was used to assess candidates' responses, whereas 30% (7/23) said this occurred sometimes.

### Contextual Factors

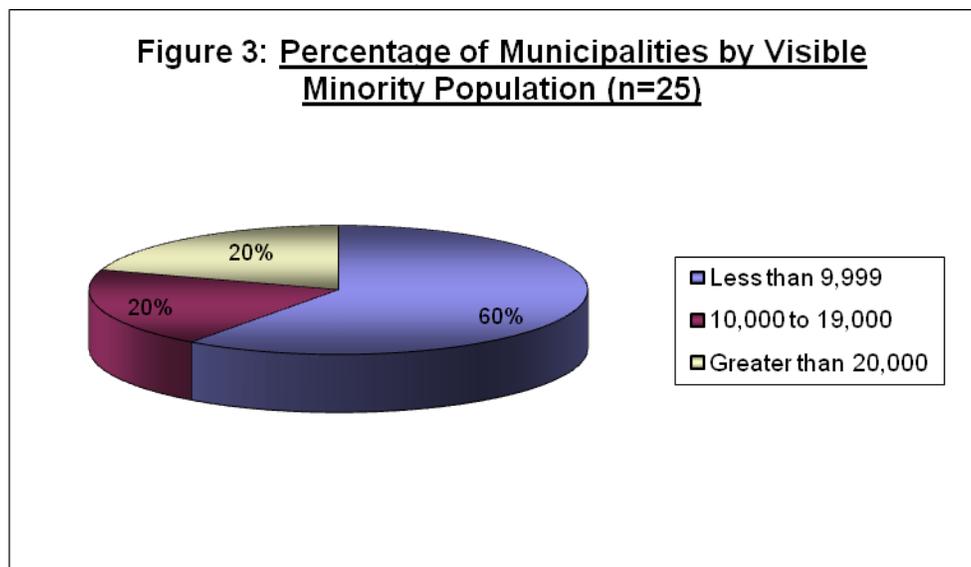
Although the purpose of the survey was to assess the hiring practices of municipalities rather than employment equity per se, respondents were asked whether their municipalities developed a corporate EE program. This program was described to be one which is focused on positive policies and/or practices designed to identify disadvantages and under-representation of designated groups. This particular question was included in the survey instrument because the contextual factors identified in the literature were found to impact the development of EE initiatives. One of the goals of this research paper is to determine whether these factors have an influence on whether municipalities use strategies to make their hiring practices more equitable. It would be important to examine if these factors impact both the development of an EE program and equitable hiring practices the same way.

Of the 25 respondents, 24% (6/23) indicated that such a program was put in place by their municipality, whereas 68% (17/23) said there was no program of this kind. Two respondents said that they were unsure of whether there was a program of this nature in place. To determine whether a relationship exists between the development of an EE program and each of the three contextual factors, frequencies of survey responses were organized in contingency tables (see **Appendix D**). Contingency table **number 3** was further analyzed by combining the following categories: 'Less than 49,999' with '50,000 to 99,999' and '100,000 to 149,999' with 'Greater than 150,000'.

This was done to increase the number of frequencies in each cell and avoid skewing the interpretation of the data. This analysis revealed that municipalities that had developed an EE program also have a high proportion of visible minorities in their population, are larger corporate entities and have elected officials that are committed to EE.

### *Visible Minority Population*

**Figure 3** illustrates, that of the 23 respondents, majority (60%, 15/23) had less than 9,000 visible minorities in their population while the same number of respondents (20% each, 5/23 each) fell into the following categories: '10,000 to 19,000' and 'Greater than 20,000'.



To assess whether a relationship exists between visible minority population (independent variable) and various hiring practices (dependent variables), the frequency of responses were organized into contingency tables (see **Appendix F**). In comparing visible minority populations, there appears to be a difference in most hiring practices based on the number of visible minorities. Municipalities with a greater proportion of visible minorities, indicated that they reviewed their hiring practices, focused their hiring practices on two designated groups (persons with disabilities and visible minorities) and

worked with associations that represent visible minorities to identify employment barriers.

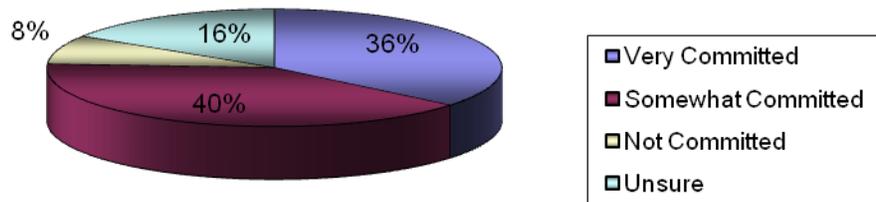
With respect to recruitment, municipalities with a high number of visible minorities designed their recruitment methods to reach visible minorities. No relationship was found with the types of recruitment methods used (except for recruitment agencies), the use of multiple recruitment methods, listing of occupational requirements and the inclusion of a statement indicating commitment to employing members of designated groups.

In terms of selection, municipalities with a higher proportion of visible minorities used formal criteria, 'all the time' rather than 'sometimes', to narrow down a pool of applicants for a vacant position, trained those involved in hiring candidates on employment equity awareness and cultural/linguistic sensitivity and used multiple assessment tools 'all the time' rather than 'sometimes'. No relationship was found with assessment of all candidates the same way and the use of a rating guide to assess candidates' responses to questions.

#### *Commitment from Elected Municipal Officials*

In **Figure 4**, 36% (9/23), 40% (10/23), 8% (2/23) of respondents have indicated that their elected municipal officials are very committed, somewhat committed and not committed, respectively, to EE. The remainder of respondents, 16% (4/23) were unsure of the level of commitment by their elected officials.

**Figure 4: Percentage of Municipalities by Commitment from Elected Municipal Officials (n=25)**



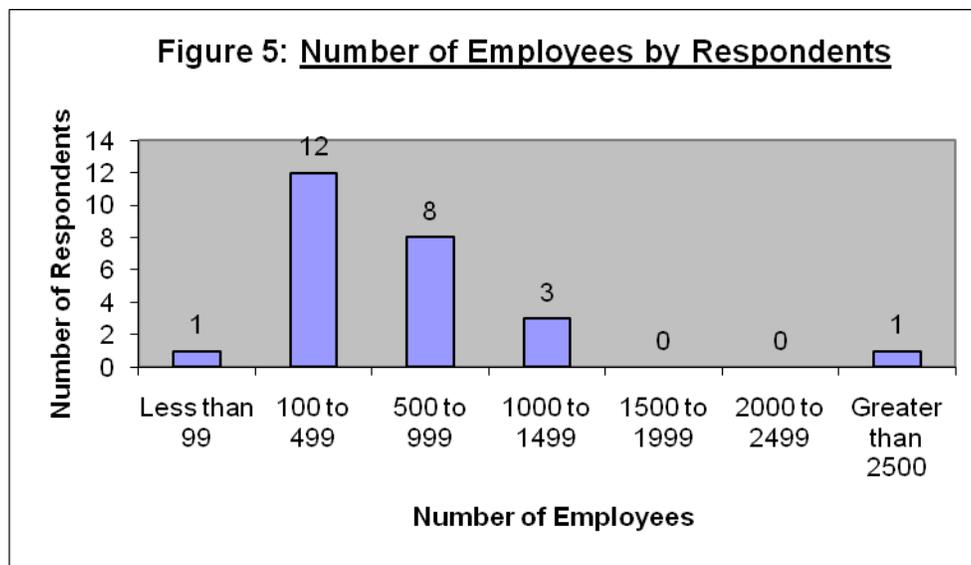
Similarly to the population of visible minorities, frequencies of responses were organized into contingency tables for the level of commitment between elected municipal officials (independent variable) and various hiring practices (dependent variables) [see **Appendix G**]. When comparing these variables, there appears to be a difference in most hiring practices based on the level of commitment. Respondents from municipalities with greater commitment from elected officials, specified that they reviewed their hiring practices, focused these practices on designated groups, particularly persons with disabilities and worked with associations that represent visible minorities to identify employment barriers.

With respect to recruitment, municipalities having high commitment from elected officials designed recruitment methods to reach visible minorities and used multiple recruitment methods 'all the time'. No relationship was found with the types of recruitment methods (except for word-of-mouth recruiting), the listing of occupational requirements and the inclusion of a statement indicating commitment to employing members of designated groups. An inverse relationship was found with using word-of-mouth, in that, those indicating that elected officials were not committed to employment equity used this recruitment method.

In terms of selection, municipalities having elected officials committed to EE trained those involved in hiring candidates on employment equity awareness and cultural/linguistic sensitivity, and used a rating guide to assess the candidates' responses to questions. No relationship was found with the use of formal criteria to narrow down a pool of applicants for a vacant position, use of multiple assessment tools 'all the time' and in assessing all candidates the same way.

### *Size of Municipality*

**Figure 5** illustrates the distribution of respondents by the corporate size of the municipality. Most (12 out of 25) respondents are from municipalities that have fewer employees, where as few respondents are employed in larger municipalities. This is expected since a higher proportion of the survey sample was comprised of smaller municipalities (as depicted in **Figure 1**).



Instead of using this variable to determine its relationship with various hiring practices, the municipality's population will be used. A trend was observed showing that the corporate size of a municipality differed based on the population (i.e. the greater the population, the higher the number of municipal employees). To compare the population

(independent variable) and various hiring practices (dependent variables), contingency tables are created and further analyzed by combining the following categories: 'Less than 49,999' with '50,000 to 99,999' and '100,000 to 149,999' with 'Greater than 150,000'. These tables illustrate that there is a difference in most hiring practices based on the population (see **Appendix H**). Respondents from municipalities with higher populations, specified that they reviewed their hiring practices, focused these practices on three designated groups (persons with disabilities, visible minorities and women) and worked with associations that represent visible minorities to identify employment barriers.

With respect to recruitment, municipalities with greater populations used multiple recruitment methods 'all of the time' and included a statement in job ads indicating that their municipality is committed to receiving applications from qualified members of designated groups. No relationship was found with designing recruitment methods to reach visible minorities and using various types of recruitment methods. An inverse relationship was found with listing occupational requirements in job advertisements. In other words, municipalities with a smaller population indicated that they only list minimal requirements on job postings.

In terms of selection, municipalities with large populations used formal criteria to narrow down a pool of applicants for a vacant position, trained those involved in hiring candidates on cultural/linguistic sensitivity, used multiple assessment tools on candidates, assessed all candidates in the same way and used a rating guide to assess candidates' responses to questions. No relationship was found with population and training on employment equity awareness for those involved in hiring candidates.

## VI. Discussion

Literature on the public sector demonstrates that members of visible minority groups have faced discrimination in employment. Although overt racial discrimination has significantly subsided, subtle and unintentional forms of discrimination in employment have emerged in the last few decades, and continues to exist. It is more so at the municipal level, rather than other levels of government, that increases in immigration have the greatest impact. A recent study has found that from 2006 to 2031, municipalities that currently have relatively low proportions of visible minorities will experience a change in their ethno-cultural make-up. For instance, St. Catharines is expected to see an increase of 5-10%, while Kingston, Sudbury and Thunder Bay will face a 0-5% increase<sup>52</sup>.

As discussed, there are several ways in which municipalities tend to respond to increases in immigrants and visible minority groups. One approach taken by municipalities is the development of EE initiatives that serve to identify and address barriers in employment for members of these groups and facilitate the representation of their workforce to reflect the diversity in their communities. Although, this approach allows municipalities to better meet the needs of their diverse population, very few municipalities in Ontario, British Columbia and Alberta have EE initiatives in place<sup>53</sup>.

Equity in hiring processes, being a significant aspect of representation, is often assessed and improved through comprehensive EE programs. However, organizations can incorporate strategies in their hiring practices that effectively address employment barriers in the absence of EE programming. The extent to which municipalities have adopted such strategies is not well documented. As such, the purpose of this research

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<sup>52</sup> Statistics Canada. (2010). *Study: Projections of the diversity of the Canadian population*. Retrieved on June 27 from: <http://www.statcan.gc.ca/daily-quotidien/100309/dq100309a-eng.htm>

<sup>53</sup> Elling, B. V., & Elling, R. C. (2007). *Municipal Employment Equity in Three Canadian Provinces: "What, Me Worry?"*. Retrieved from the Canadian Political Science Association website: <http://www.cpsa-acsp.ca/papers-2007/Elling.pdf>

paper was to assess the recruitment and selection practices of medium-sized Ontario municipalities and determine which specific strategies are used to address employment barriers for designated and ethno-cultural groups. A second objective is to explain the variation, if any, of municipalities' use of such strategies. It was hypothesized that municipalities with a high percentage of visible minorities in their population, being large corporate entities and having strong commitment from elected officials, are more likely to have equitable hiring practices in place. Since these factors were identified in the literature through employment equity studies, their relationship to EE was assessed in this paper by asking municipalities if they developed an EE program. It was found that municipalities that had developed an EE program also have a high proportion of visible minorities in their population, are larger corporate entities and have elected officials that are committed to EE. This finding supports the assessment of these contextual factors and their relation to equitable hiring practices.

As hypothesized, when questions were asked about equity and a municipality's general hiring practices, such as, review of hiring practices to identify and remove employment barriers, hiring practices being focused on visible minority groups and collaboration with associations that represent visible minorities to identify employment barriers, the same relationship was observed. As in, all three factors contributed to the development of equitable hiring practices. A finding that is worth mentioning is that respondents also noted that their municipalities focused their hiring practices on persons with disabilities, which is expected considering the recent passage of the Accessibility of Ontarians with Disabilities Act. However, out of the 25 respondents surveyed, very few municipalities have incorporated strategies into their general hiring practices.

When examining the relationship between the three contextual factors and recruitment practices, these factors only contributed to the use of strategies for some practices. It was also found that only a small number of municipalities have integrated

strategies into their recruitment practices. An interesting finding to note is municipalities that indicated that there was no commitment to EE by their elected officials, also used word-of-mouth as a recruitment method. This finding is anticipated since word-of-mouth recruitment has the potential to lead to a homogeneous pool of applicants. Therefore, if those in leadership positions aren't committed to EE, they are likely to not recognize that they are unintentionally creating barriers for visible minorities by using this recruitment method. On the other hand, an unexpected finding is that larger municipalities (or municipalities with a large population) listed extensive job requirements in their postings, whereas, smaller municipalities listed only minimal ones. Although it is not possible to determine the real cause for this finding, it can be assumed that larger municipalities may list extensive number of requirements to limit the pool of applicants, while smaller municipalities list few requirements to widen the pool of applicants. Larger municipalities then are possibly listing job requirements that are not related to the job, thereby unintentionally creating employment barriers for visible minorities, as well as other designated groups.

The findings for selection processes painted a different picture. It appears that most municipalities have incorporated strategies into the methods used for selecting candidates. Also, the contextual factors contributed to the adoption of selection strategies more so than for recruitment strategies. This might be the case since the survey questions relating to recruitment were focused on designated groups, and in one question on visible minorities. In contrast, the questions pertaining to selection were more general and not targeting any of the designated groups. This may suggest that municipalities' hiring practices are equitable but these are not focused on designated groups. Therefore, it is possible that barriers may exist for members of visible minorities who may be interested in seeing employment within these organizations.

Overall, these results indicate that most mid-sized municipalities in Ontario are not adopting strategies for their hiring practices to address employment barriers for all designated groups, which means that there is even less focus on members of visible minority groups. On a positive note, the contextual factors helped explain the variation in the use of most strategies to make hiring practices more equitable. It is not possible, however, to generalize these findings to municipalities with a population ranging from 108,177 to 141,590.

It is important to note that these results should be interpreted with caution since there were several limitations with this study. The limitations are as follows:

- Having a **small sample size** of 25 survey respondents skews the interpretation of data. The conclusions that were drawn may not be accurate as would be the case had the sample size been larger. As such, the results may be overestimated or underestimated.
- There may be **sample bias**. In conducting online anonymous surveys it is not possible to control who responds. As such, there is a possibility that respondents may not have provided objective and bias free responses. For instance, because the subject and purpose of the survey was known, only those respondents coming from municipalities that have made some progress towards employment equity or equitable hiring practices may have participated. The findings then may be overestimated.
- **No statistical analysis**. Considering that no statistical analysis was applied to the data, the relationships identified between variables may not be significant. As such, it is not possible to say with certainty that the three contextual factors identified do in fact contribute to the development of equitable hiring practices. Or conversely, relationships that do in fact exist were not revealed through the analysis.

- Questions in the survey relating to general hiring and recruitment practices were focused on designated groups, and in some cases on visible minorities. The questions on selection processes applied generally to those belonging to designated and non-designated groups. Therefore, it is difficult to make conclusions with certainty that most municipalities are incorporating strategies in their **selection** processes to avoid creating barriers for members of designated groups.

## **VII. Conclusion**

The local level of government is most impacted by increases in immigrants and visible minorities. While this introduces many challenges for local governments having to meet the needs of a diverse citizenry, there are opportunities as well. Although not legislatively required, municipalities can play a role in addressing employment barriers for visible minorities. Municipalities can either do this by encouraging other organizations within their communities to develop employment equity initiatives or by developing such programs themselves. Employment equity can be beneficial to municipalities since it increases the diversity within workplaces and allows them to be informed by members of visible minority groups on key issues impacting this group.

Past research has demonstrated that most municipalities have not developed EE programs. As part of comprehensive EE initiatives, hiring practices are often reviewed and improved since they have the potential to negatively impact the representation of a workplace. This research paper has shown that medium-sized Ontario municipalities, for the most part, are not incorporating strategies within their recruitment and selection processes, which work towards reducing employment barriers for designated groups. If this is going to improve, there needs to be provincial legislation requiring municipalities to develop EE programs, leadership level commitment to EE and dedicated resources. This is more pressing since some municipalities are expected to have a significant growth in visible minority groups.

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## Appendix A: Ontario Municipalities with a Population between 30,000 and 250,000

Municipality	Population (2006 Census)	Municipality	Population (2006 Census)
1. Ajax	90,167	25. Niagara Falls	82,184
2. Aurora	47,629	26. Norfolk County	62,563
3. Barrie	128,430	27. North Bay	53,966
4. Belleville	48,821	28. Oakville	165,613
5. Brant	34,415	29. Orillia	30,259
6. Brantford	90,192	30. Oshawa	141,590
7. Burlington	164,415	31. Peterborough	74,898
8. Caledon	57,050	32. Pickering	87,838
9. Cambridge	120,371	33. Quinte West	42,697
10. Chatham-Kent	108,177	34. Richmond Hill	162,704
11. Clarington	77,820	35. Sarnia	71,419
12. Cornwall	45,965	36. Sault Ste. Marie	74,948
13. Georgina	42,346	37. St. Catharines	131,989
14. Greater Sudbury / Grand Sudbury	157,857	38. Stratford	30,461
15. Guelph	114,943	39. St. Thomas	36,110
16. Haldimand County	45,212	40. Thunder Bay	109,140
17. Halton Hills	55,289	41. Timmins	42,997
18. Innisfil	31,175	42. Vaughan	238,866
19. Kawartha Lakes	74,561	43. Waterloo	97,475
20. Kingston	117,207	44. Welland	50,331
21. Kitchener	204,668	45. Whitby	111,183
22. Lakeshore	33,245	46. Windsor	216,473
23. Milton	53,939	47. Woodstock	35,480
24. Newmarket	74,295		

## Appendix B: Initial Survey Email

Ontario municipalities are increasingly being faced with challenges to serve a culturally diverse citizenry. One way of addressing these challenges is by having a representative public service (i.e. a workforce that is composed of the same percentage of designated groups as the labour market).

Currently, there is limited research on employment equity practices among Ontario municipalities. The purpose of this **survey** is to develop a better understanding of the extent to which mid-sized Ontario municipalities are engaging in employment equity initiatives, particularly equitable hiring practices. The survey will additionally collect information on variables that may contribute to a municipal corporation having equitable hiring practices.

You have been selected as the recipient for this survey because it is believed that you have an understanding of human resource functions within your municipality. The results of the survey will contribute towards my Major Research Paper, which is an integral component of my Masters of Public Administration in Local Government at the University of Western Ontario. Completion of this online survey is **voluntary and anonymous**, consisting of closed- and open-ended questions and will take approximately 10 minutes to complete. All responses will be kept private and confidential. If you feel as though this survey would be better answered by another individual in your municipality, please do not hesitate to forward this to the appropriate individual.

To access the secure survey, please click on the following link:  
<http://www.surveymonkey.com/s/X8Z5JXD>

Your response by **July 9, 2010** would be greatly appreciated.

If you require assistance or have any questions, please do not hesitate to contact me at [adsouza6@uwo.ca](mailto:adsouza6@uwo.ca).

Thank you in advance for your contribution and time.

Sincerely,

Andrea D'Souza  
Master of Public Administration Candidate  
University of Western Ontario  
[adsouza6@uwo.ca](mailto:adsouza6@uwo.ca)

## Appendix C: Reminder Email

To be able to develop an accurate depiction of municipal hiring practices and policies in Ontario, it is essential that data is collected from as many municipalities as possible. Recently you were sent an email titled 'Survey – Employment Equity and Municipal Hiring Practices' and were asked to complete an anonymous and voluntary survey. By participating in this survey you will be contributing to our understanding of municipal hiring practices and policies in Ontario.

If you haven't done so already, it would be greatly appreciated if you can complete the 10 minute survey by **July 9, 2010**. The secure survey can be accessed through the following website:

<http://www.surveymonkey.com/s/X8Z5JXD>

If you are interested in the research findings or require assistance with the survey, please do not hesitate to contact me at [adsouza6@uwo.ca](mailto:adsouza6@uwo.ca).

Again, thank you for your assistance in providing invaluable information in this key area.

Sincerely,  
Andrea D'Souza  
Master of Public Administration Candidate  
University of Western Ontario  
[adsouza6@uwo.ca](mailto:adsouza6@uwo.ca)

**Appendix D: Copy of Survey**

## 1. Part One

This section of the survey will collect specific information about your municipality. Please note that in order to proceed to the next section of the survey, Question 1 requires a response.

\* 1. What is your position in your municipality (e.g. HR Manager/Director, Chief Administrative Officer)?

For the following two questions, please answer with reference to the table below. Answering the questions in this manner will conceal your identity.

Please note that according to the Statistics Canada website, a visible minority applies to persons who are identified according to the Employment Equity Act as being non-Caucasian in race or non-white in colour. Under the Act, Aboriginal persons are not considered to be members of visible minority groups.

Table: Population and Number of Visible Minorities in Mid-Sized Ontario Municipalities

Municipality	Population (2006 Census)	Number of Visible minorities (2006 Census)	Municipality	Population (2006 Census)	Number of Visible minorities (2006 Census)
1. Ajax	80,167	32,089	25. Niagara Falls	82,184	6,410
2. Aurora	47,629	6,229	26. Norfolk County	62,563	1,064
3. Barrie	128,430	8,605	27. North Bay	53,956	1,187
4. Belleville	48,821	2,588	28. Oakville	165,613	30,473
5. Brant	34,415	516	29. Orillia	30,259	1,271
6. Brantford	90,192	6,313	30. Oshawa	141,590	11,469
7. Burlington	164,415	15,948	31. Peterborough	74,698	2,621
8. Cataraugus	57,050	4,108	32. Pickering	87,838	26,791
9. Cambridge	120,371	13,482	33. Quinte West	42,697	997
10. Chatham-Kent	108,177	4,652	34. Richmond Hill	162,704	74,366
11. Clarington	77,820	3,346	35. Simcoe	71,419	2,928
12. Cornwall	46,965	2,620	36. South St. Mary	74,948	974
13. Georgina	42,348	1,894	37. St. Catharines	131,989	13,199
14. Greater Sudbury / Grand Sudbury	157,957	3,315	38. Stratford	30,461	1,168
15. Guelph	114,943	15,977	39. St. Thomas	36,110	1,336
16. Haldimand County	45,212	588	40. Thunder Bay	109,140	3,274
17. Halton Hills	55,269	2,267	41. Timmins	42,997	516
18. Innisfil	31,175	1,185	42. Vaughan	238,866	63,538
19. Kawartha Lakes	74,561	1,193	43. Waterloo	97,475	16,473
20. Kingston	117,207	8,322	44. Welland	60,331	1,862
21. Kitchener	204,668	31,519	45. Whitby	111,163	18,901
22. Lakeshore	33,245	1,486	46. Windsor	216,473	45,468
23. Milton	53,939	9,224	47. Woodstock	35,490	1,336
24. Newmarket	74,285	11,219			

2. Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.

- Less than 49,999
- 50,000 to 99,999
- 100,000 to 149,999
- Greater than 150,000

3. Please categorize the 2006 visible minority population of your municipality based on the data under the 'Number of Visible minorities (2006 Census)' heading. Please refer to the table above.

- Less than 9,999
- 10,000 to 19,999
- Greater than 20,000

4. How many full-time, permanent employees does your municipality currently have?

Please note that for the remainder of the survey, designated group refers to the groups who have experienced employment disadvantage in the past and are currently under represented in the workplace. These groups include: Aboriginal peoples, visible minorities, women and persons with disabilities.

5. Has your municipality developed a corporate employment equity program (i.e. positive policies or practices designed to address identified disadvantages and under-representation of a designated group)?

- Yes
- No
- Unsure

6. How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:

- Very committed  
 Somewhat committed  
 Not committed  
 Unsure

7. Does your municipality track the number of municipal employees belonging to the following designated groups?

	Yes	No
Aboriginal peoples	<input type="radio"/>	<input type="radio"/>
Persons with disabilities	<input type="radio"/>	<input type="radio"/>
Visible minorities	<input type="radio"/>	<input type="radio"/>
Women	<input type="radio"/>	<input type="radio"/>

## 2. Part Two

This section will collect information regarding your municipality's hiring policies and practices.

**1. Has there been an internal review of your municipality's hiring policies and practices to identify barriers to the employment of under-represented designated groups?**

- Yes  
 No  
 Unsure

**2. Are your municipality's hiring practices specifically focused on any or all of the following groups? (please check all that apply):**

- Aboriginal peoples  
 Persons with disabilities  
 Visible minorities  
 Women  
 None

**3. Which of the following recruitment methods does your municipality use to fill vacant positions?**

- Recruitment agencies  
 Job advertisements  
 Word-of-mouth  
 Unsolicited applicants  
 Employee referrals  
 Other (please specify)

**4. In any given hiring process, how often does your municipality use multiple recruitment methods?**

- All the time
- Sometimes
- Never
- Unsure

**5. Are your municipality's recruitment methods specifically designed to reach members of visible minorities (e.g. use of ethnic media, placing job advertisements in ethno-cultural organizations)?**

- Yes
- No
- Unsure

**6. If you answered yes to question 5, please indicate what types of recruitment methods are used?**

**7. Do job advertisements for vacant positions within your municipality include occupational requirements (qualifications, skills, relevant years of experience and/or duties) by listing:**

- only minimal occupational requirements
- extensive number of occupational requirements
- unsure

**8. Do job advertisements contain a statement indicating that your municipality is committed to receiving applications from qualified members of designated groups (women, visible minorities, persons with disabilities and Aboriginal peoples)?**

- All
- Some
- None
- Unsure

**9. Does your municipality work with associations that represent visible minorities to identify employment barriers?**

- Yes
- No
- Unsure

**10. Does your municipality use formal criteria to narrow down a pool of applicants for a vacant position?**

- All the time
- Sometimes
- Never
- Unsure

**11. Are those involved in hiring candidates trained on employment equity awareness?**

- Yes
- No
- Unsure

**12. Are those involved in hiring candidates trained on issues of cultural or linguistic barriers?**

- Yes
- No
- Unsure

**13. Are multiple assessment tools used to measure a candidate's qualifications (e.g. interviews in addition to employment tests)?**

- All the time
- Sometimes
- Never
- Unsure

**14. For a vacant position, are all candidates assessed in the same way (i.e. same employment tests and/or interview questions used for all candidates)?**

- All the time
- Sometimes
- Never
- Unsure

**15. During an interview for a vacant position, is a rating guide used to assess the candidate's responses to each question?**

- All the time
- Sometimes
- Never
- Unsure

Appendix E: Contingency Tables for  
Employment Equity Program and Contextual  
Factors

### Contingency Table #1

5. Has your municipality developed a corporate employment equity program (i.e. positive policies or practices designed to address identified disadvantages and under-representation of a designated group)?				
Please categorize the 2006 visible minority population of your municipality based on the data under the 'Number of Visible minorities (2006 Census)' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Yes	13.3% (2)	40.0% (2)	40.0% (2)	24.0% (6)
No	73.3% (11)	60.0% (3)	60.0% (3)	68.0% (17)
Unsure	13.3% (2)	0.0% (0)	0.0% (0)	8.0% (2)
<b>answered question</b>	<b>15</b>	<b>5</b>	<b>5</b>	<b>25</b>
<b>skipped question</b>				<b>0</b>

### Contingency Table #2

5. Has your municipality developed a corporate employment equity program (i.e. positive policies or practices designed to address identified disadvantages and under-representation of a designated group)?					
How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:					
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Yes	44.4% (4)	20.0% (2)	0.0% (0)	0.0% (0)	24.0% (6)
No	55.6% (5)	80.0% (8)	100.0% (2)	50.0% (2)	68.0% (17)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (2)	8.0% (2)
<b>answered question</b>	<b>9</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>25</b>
<b>skipped question</b>					<b>0</b>

### Contingency Table #3

5. Has your municipality developed a corporate employment equity program (i.e. positive policies or practices designed to address identified disadvantages and under-representation of a designated group)?					
Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.					
	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
Yes	25.0% (2)	0.0% (0)	50.0% (1)	75.0% (3)	24.0% (6)
No	50.0% (4)	100.0% (11)	50.0% (1)	25.0% (1)	68.0% (17)
Unsure	25.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	8.0% (2)
<b>answered question</b>	<b>8</b>	<b>11</b>	<b>2</b>	<b>4</b>	<b>25</b>
<b>skipped question</b>					<b>0</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Yes	2 (11%)	4 (67%)
No	15 (79%)	2 (33%)
Unsure	2 (11%)	0 (0%)
<b>Total</b>	<b>19</b>	<b>6</b>

Appendix F: Contingency Tables for Visible  
Minority Population and Hiring Practices

**8. Has there been an internal review of your municipality's hiring policies and practices to identify barriers to the employment of under-represented designated groups?**

Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Yes	15.4% (2)	40.0% (2)	60.0% (3)	30.4% (7)
No	84.6% (11)	40.0% (2)	40.0% (2)	65.2% (15)
Unsure	0.0% (0)	20.0% (1)	0.0% (0)	4.3% (1)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

9. Are your municipality's hiring practices specifically focused on any or all of the following groups? (please check all that apply):

	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Aboriginal peoples	7.7% (1)	0.0% (0)	40.0% (2)	13.0% (3)
Persons with disabilities	7.7% (1)	20.0% (1)	<b>60.0%</b> <b>(3)</b>	21.7% (5)
Visible minorities	0.0% (0)	0.0% (0)	<b>60.0%</b> <b>(3)</b>	13.0% (3)
Women	0.0% (0)	0.0% (0)	40.0% (2)	8.7% (2)
None	<b>92.3%</b> <b>(12)</b>	<b>80.0%</b> <b>(4)</b>	40.0% (2)	<b>78.3%</b> <b>(18)</b>
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

**10. Which of the following recruitment methods does your municipality use to fill vacant positions?**

	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Recruitment agencies	30.8% (4)	60.0% (3)	80.0% (4)	47.8% (11)
Job advertisements	<b>100.0%</b> <b>(13)</b>	<b>100.0%</b> <b>(5)</b>	<b>100.0%</b> <b>(5)</b>	<b>100.0%</b> <b>(23)</b>
Word-of-mouth	23.1% (3)	60.0% (3)	40.0% (2)	34.8% (8)
Unsolicited applicants	23.1% (3)	20.0% (1)	60.0% (3)	30.4% (7)
Employee referrals	23.1% (3)	20.0% (1)	40.0% (2)	26.1% (6)
Other (please specify)	3 replies (23.1%)	0 replies (0.0%)	0 replies (0.0%)	13.0% (3)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

11. In any given hiring process, how often does your municipality use multiple recruitment methods?				
	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
All the time	15.4% (2)	60.0% (3)	40.0% (2)	30.4% (7)
Sometimes	76.9% (10)	40.0% (2)	60.0% (3)	65.2% (15)
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	7.7% (1)	0.0% (0)	0.0% (0)	4.3% (1)
<b>answered question</b>	13	5	5	23
	<b>skipped question</b>			2

12. Are your municipality's recruitment methods specifically designed to reach members of visible minorities (e.g. use of ethnic media, placing job advertisements in ethno-cultural organizations)?				
	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Yes	0.0% (0)	20.0% (1)	40.0% (2)	13.0% (3)
No	100.0% (13)	80.0% (4)	60.0% (3)	87.0% (20)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	13	5	5	23
<b>skipped question</b>				2

13. If you answered yes to question 5, please indicate what types of recruitment methods are used?				
	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Count
	1 reply	1 reply	2 replies	4
<b>answered question</b>	1	1	2	4
<b>skipped question</b>				21

14. Do job advertisements for vacant positions within your municipality include occupational requirements (qualifications, skills, relevant years of experience and/or duties) by listing:

	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
only minimal occupational requirements	38.5% (5)	<b>60.0%</b> <b>(3)</b>	40.0% (2)	43.5% (10)
extensive number of occupational requirements	<b>61.5%</b> <b>(8)</b>	40.0% (2)	<b>60.0%</b> <b>(3)</b>	<b>56.5%</b> <b>(13)</b>
unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

15. Do job advertisements contain a statement indicating that your municipality is committed to receiving applications from qualified members of designated groups (women, visible minorities, persons with disabilities and Aboriginal peoples)?

Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
All	15.4% (2)	<b>60.0%</b> <b>(3)</b>	20.0% (1)	26.1% (6)
Some	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
None	<b>76.9%</b> <b>(10)</b>	20.0% (1)	<b>60.0%</b> <b>(3)</b>	<b>60.9%</b> <b>(14)</b>
Unsure	7.7% (1)	20.0% (1)	20.0% (1)	13.0% (3)
<b>answered question</b>	13	5	5	<b>23</b>
<b>skipped question</b>				<b>2</b>

**16. Does your municipality work with associations that represent visible minorities to identify employment barriers?**

Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Yes	7.7% (1)	60.0% (3)	80.0% (4)	34.8% (8)
No	84.6% (11)	40.0% (2)	20.0% (1)	60.9% (14)
Unsure	7.7% (1)	0.0% (0)	0.0% (0)	4.3% (1)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

17. Does your municipality use formal criteria to narrow down a pool of applicants for a vacant position?				
	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
All the time	69.2% (9)	80.0% (4)	100.0% (5)	78.3% (18)
Sometimes	23.1% (3)	20.0% (1)	0.0% (0)	17.4% (4)
Never	7.7% (1)	0.0% (0)	0.0% (0)	4.3% (1)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	13	5	5	23
<b>skipped question</b>				2

18. Are those involved in hiring candidates trained on employment equity awareness?				
	Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.			
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Yes	38.5% (5)	60.0% (3)	80.0% (4)	52.2% (12)
No	38.5% (5)	20.0% (1)	20.0% (1)	30.4% (7)
Unsure	23.1% (3)	20.0% (1)	0.0% (0)	17.4% (4)
<b>answered question</b>	13	5	5	23
<b>skipped question</b>				2

**19. Are those involved in hiring candidates trained on issues of cultural or linguistic barriers?**

Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
Yes	7.7% (1)	60.0% (3)	80.0% (4)	34.8% (8)
No	76.9% (10)	20.0% (1)	20.0% (1)	52.2% (12)
Unsure	15.4% (2)	20.0% (1)	0.0% (0)	13.0% (3)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

20. Are multiple assessment tools used to measure a candidate's qualifications (e.g. interviews in addition to employment tests)?

Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
All the time	15.4% (2)	40.0% (2)	40.0% (2)	26.1% (6)
Sometimes	<b>84.6%</b> <b>(11)</b>	<b>60.0%</b> <b>(3)</b>	<b>60.0%</b> <b>(3)</b>	<b>73.9%</b> <b>(17)</b>
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

21. For a vacant position, are all candidates assessed in the same way (i.e. same employment tests and/or interview questions used for all candidates)?

Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
All the time	100.0% (13)	100.0% (5)	80.0% (4)	95.7% (22)
Sometimes	0.0% (0)	0.0% (0)	20.0% (1)	4.3% (1)
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

22. During an interview for a vacant position, is a rating guide used to assess the candidate's responses to each question?

Please categorize the 2006 visible minority population of your municipality based on the data under the ' <u>Number of Visible minorities (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 9,999	10,000 to 19,999	Greater than 20,000	Response Totals
All the time	61.5% (8)	80.0% (4)	80.0% (4)	69.6% (16)
Sometimes	38.5% (5)	20.0% (1)	20.0% (1)	30.4% (7)
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b><i>answered question</i></b>	13	5	5	<b>23</b>
<b><i>skipped question</i></b>				<b>2</b>

Appendix G: Contingency Tables for Elected  
Municipal Officials and Hiring Practices

**8. Has there been an internal review of your municipality's hiring policies and practices to identify barriers to the employment of under-represented designated groups?**

		How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
		Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Yes		<b>55.6%</b> <b>(5)</b>	22.2% (2)	0.0% (0)	0.0% (0)	30.4% (7)
No		33.3% (3)	<b>77.8%</b> <b>(7)</b>	<b>100.0%</b> <b>(2)</b>	<b>100.0%</b> <b>(3)</b>	<b>65.2%</b> <b>(15)</b>
Unsure		11.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.3% (1)
<b><i>answered question</i></b>		9	9	2	3	<b>23</b>
<b><i>skipped question</i></b>						<b>2</b>

9. Are your municipality's hiring practices specifically focused on any or all of the following groups? (please check all that apply):					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Aboriginal peoples	22.2% (2)	11.1% (1)	0.0% (0)	0.0% (0)	13.0% (3)
Persons with disabilities	44.4% (4)	11.1% (1)	0.0% (0)	0.0% (0)	21.7% (5)
Visible minorities	33.3% (3)	0.0% (0)	0.0% (0)	0.0% (0)	13.0% (3)
Women	22.2% (2)	0.0% (0)	0.0% (0)	0.0% (0)	8.7% (2)
None	<b>55.6%</b> <b>(5)</b>	<b>88.9%</b> <b>(8)</b>	<b>100.0%</b> <b>(2)</b>	<b>100.0%</b> <b>(3)</b>	<b>78.3%</b> <b>(18)</b>
<b><i>answered question</i></b>	9	9	2	3	<b>23</b>
<b><i>skipped question</i></b>					<b>2</b>

10. Which of the following recruitment methods does your municipality use to fill vacant positions?					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Recruitment agencies	55.6% (5)	44.4% (4)	50.0% (1)	33.3% (1)	47.8% (11)
Job advertisements	100.0% (9)	100.0% (9)	100.0% (2)	100.0% (3)	100.0% (23)
Word-of-mouth	22.2% (2)	44.4% (4)	50.0% (1)	33.3% (1)	34.8% (8)
Unsolicited applicants	33.3% (3)	33.3% (3)	0.0% (0)	33.3% (1)	30.4% (7)
Employee referrals	22.2% (2)	11.1% (1)	50.0% (1)	66.7% (2)	26.1% (6)
Other (please specify)	1 reply (11.1%)	1 reply (11.1%)	0 replies (0.0%)	1 reply (33.3%)	13.0% (3)
<b><i>answered question</i></b>	9	9	2	3	<b>23</b>
<b><i>skipped question</i></b>					<b>2</b>

11. In any given hiring process, how often does your municipality use multiple recruitment methods?					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
All the time	44.4% (4)	22.2% (2)	0.0% (0)	33.3% (1)	30.4% (7)
Sometimes	<b>55.6%</b> <b>(5)</b>	<b>66.7%</b> <b>(6)</b>	<b>100.0%</b> <b>(2)</b>	<b>66.7%</b> <b>(2)</b>	<b>65.2%</b> <b>(15)</b>
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	4.3% (1)
<b>answered question</b>	9	9	2	3	<b>23</b>
<b>skipped question</b>					<b>2</b>

12. Are your municipality's recruitment methods specifically designed to reach members of visible minorities (e.g. use of ethnic media, placing job advertisements in ethno-cultural organizations)?					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Yes	22.2% (2)	11.1% (1)	0.0% (0)	0.0% (0)	13.0% (3)
No	<b>77.8%</b> <b>(7)</b>	<b>88.9%</b> <b>(8)</b>	<b>100.0%</b> <b>(2)</b>	<b>100.0%</b> <b>(3)</b>	<b>87.0%</b> <b>(20)</b>
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	9	9	2	3	<b>23</b>
<b>skipped question</b>					<b>2</b>

13. If you answered yes to question 5, please indicate what types of recruitment methods are used?					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Count
	2 replies	2 replies	0 replies	0 replies	4
<b>answered question</b>	2	2	0	0	4
<b>skipped question</b>					21

14. Do job advertisements for vacant positions within your municipality include occupational requirements (qualifications, skills, relevant years of experience and/or duties) by listing:					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
only minimal occupational requirements	44.4% (4)	<b>55.6%</b> <b>(5)</b>	<b>50.0%</b> <b>(1)</b>	0.0% (0)	43.5% (10)
extensive number of occupational requirements	<b>55.6%</b> <b>(5)</b>	44.4% (4)	<b>50.0%</b> <b>(1)</b>	<b>100.0%</b> <b>(3)</b>	<b>56.5%</b> <b>(13)</b>
unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	9	9	2	3	23
<b>skipped question</b>					2

15. Do job advertisements contain a statement indicating that your municipality is committed to receiving applications from qualified members of designated groups (women, visible minorities, persons with disabilities and Aboriginal peoples)?

		How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
		Very committed	Somewhat committed	Not committed	Unsure	Response Totals
All		22.2% (2)	33.3% (3)	0.0% (0)	33.3% (1)	26.1% (6)
Some		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
None		<b>55.6%</b> <b>(5)</b>	<b>55.6%</b> <b>(5)</b>	<b>100.0%</b> <b>(2)</b>	<b>66.7%</b> <b>(2)</b>	<b>60.9%</b> <b>(14)</b>
Unsure		22.2% (2)	11.1% (1)	0.0% (0)	0.0% (0)	13.0% (3)
<b><i>answered question</i></b>		9	9	2	3	<b>23</b>
<b><i>skipped question</i></b>						<b>2</b>

16. Does your municipality work with associations that represent visible minorities to identify employment barriers?						
		How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
		Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Yes		55.6% (5)	33.3% (3)	0.0% (0)	0.0% (0)	34.8% (8)
No		33.3% (3)	66.7% (6)	100.0% (2)	100.0% (3)	60.9% (14)
Unsure		11.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.3% (1)
<b>answered question</b>		9	9	2	3	23
					<b>skipped question</b>	2

17. Does your municipality use formal criteria to narrow down a pool of applicants for a vacant position?						
		How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
		Very committed	Somewhat committed	Not committed	Unsure	Response Totals
All the time		100.0% (9)	66.7% (6)	100.0% (2)	33.3% (1)	78.3% (18)
Sometimes		0.0% (0)	22.2% (2)	0.0% (0)	66.7% (2)	17.4% (4)
Never		0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	4.3% (1)
Unsure		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>		9	9	2	3	23
					<b>skipped question</b>	2

18. Are those involved in hiring candidates trained on employment equity awareness?					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Yes	77.8% (7)	55.6% (5)	0.0% (0)	0.0% (0)	52.2% (12)
No	11.1% (1)	22.2% (2)	100.0% (2)	66.7% (2)	30.4% (7)
Unsure	11.1% (1)	22.2% (2)	0.0% (0)	33.3% (1)	17.4% (4)
<b>answered question</b>	9	9	2	3	23
<b>skipped question</b>					2

19. Are those involved in hiring candidates trained on issues of cultural or linguistic barriers?					
	How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
	Very committed	Somewhat committed	Not committed	Unsure	Response Totals
Yes	55.6% (5)	33.3% (3)	0.0% (0)	0.0% (0)	34.8% (8)
No	33.3% (3)	44.4% (4)	100.0% (2)	100.0% (3)	52.2% (12)
Unsure	11.1% (1)	22.2% (2)	0.0% (0)	0.0% (0)	13.0% (3)
<b>answered question</b>	9	9	2	3	23
<b>skipped question</b>					2

20. Are multiple assessment tools used to measure a candidate's qualifications (e.g. interviews in addition to employment tests)?						
		How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
		Very committed	Somewhat committed	Not committed	Unsure	Response Totals
	All the time	33.3% (3)	33.3% (3)	0.0% (0)	0.0% (0)	26.1% (6)
	Sometimes	<b>66.7%</b> <b>(6)</b>	<b>66.7%</b> <b>(6)</b>	<b>100.0%</b> <b>(2)</b>	<b>100.0%</b> <b>(3)</b>	<b>73.9%</b> <b>(17)</b>
	Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
	Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b><i>answered question</i></b>		9	9	2	3	<b>23</b>
					<b><i>skipped question</i></b>	<b>2</b>

21. For a vacant position, are all candidates assessed in the same way (i.e. same employment tests and/or interview questions used for all candidates)?

		How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
		Very committed	Somewhat committed	Not committed	Unsure	Response Totals
All the time		88.9% (8)	100.0% (9)	100.0% (2)	100.0% (3)	95.7% (22)
Sometimes		11.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.3% (1)
Never		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b><i>answered question</i></b>		9	9	2	3	<b>23</b>
					<b><i>skipped question</i></b>	<b>2</b>

22. During an interview for a vacant position, is a rating guide used to assess the candidate's responses to each question?

		How would you describe the level of commitment to employment equity by your municipality's elected officials (e.g. council members, mayor)? Are they:				
		Very committed	Somewhat committed	Not committed	Unsure	Response Totals
All the time		<b>88.9%</b> <b>(8)</b>	<b>55.6%</b> <b>(5)</b>	<b>50.0%</b> <b>(1)</b>	<b>66.7%</b> <b>(2)</b>	<b>69.6%</b> <b>(16)</b>
Sometimes		11.1% (1)	44.4% (4)	<b>50.0%</b> <b>(1)</b>	33.3% (1)	30.4% (7)
Never		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b><i>answered question</i></b>		9	9	2	3	<b>23</b>
					<b><i>skipped question</i></b>	<b>2</b>

Appendix H: Contingency Tables for Municipal  
Population and Hiring Practices

8. Has there been an internal review of your municipality's hiring policies and practices to identify barriers to the employment of under-represented designated groups?

Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.

	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
Yes	14.3% (1)	30.0% (3)	50.0% (1)	50.0% (2)	30.4% (7)
No	85.7% (6)	70.0% (7)	50.0% (1)	25.0% (1)	65.2% (15)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (1)	4.3% (1)
<b>answered question</b>	7	10	2	4	23
	<i>skipped question</i>				2



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Yes	4 (24%)	3 (50%)
No	13 (76%)	2 (33%)
Unsure	0 (0%)	1 (17%)
<b>Total</b>	17	6

9. Are your municipality's hiring practices specifically focused on any or all of the following groups? (please check all that apply):

	Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.				Response Totals
	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	
Aboriginal peoples	14.3% (1)	10.0% (1)	0.0% (0)	25.0% (1)	13.0% (3)
Persons with disabilities	14.3% (1)	20.0% (2)	0.0% (0)	50.0% (2)	21.7% (5)
Visible minorities	0.0% (0)	10.0% (1)	0.0% (0)	50.0% (2)	13.0% (3)
Women	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (2)	8.7% (2)
None	85.7% (6)	80.0% (8)	100.0% (2)	50.0% (2)	78.3% (18)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
	<i>skipped question</i>				<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Aboriginal peoples	2 (10%)	1 (9%)
Persons with disabilities	3 (15%)	2 (18%)
Visible minorities	1 (5%)	2 (18%)
Women	0 (0%)	2 (18%)
None	14 (70%)	4 (36%)
<b>Total</b>	<b>20</b>	<b>11</b>

10. Which of the following recruitment methods does your municipality use to fill vacant positions?					
Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.					
	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
Recruitment agencies	14.3% (1)	60.0% (6)	50.0% (1)	75.0% (3)	47.8% (11)
Job advertisements	100.0% (7)	100.0% (10)	100.0% (2)	100.0% (4)	100.0% (23)
Word-of-mouth	14.3% (1)	40.0% (4)	100.0% (2)	25.0% (1)	34.8% (8)
Unsolicited applicants	28.6% (2)	30.0% (3)	0.0% (0)	50.0% (2)	30.4% (7)
Employee referrals	14.3% (1)	30.0% (3)	0.0% (0)	50.0% (2)	26.1% (6)
Other (please specify)	3 replies (42.9%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	13.0% (3)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
<i>skipped question</i>					<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Other (please specify)	3 (7%)	0 (0%)
Recruitment agencies	7 (17%)	4 (24%)
Job advertisements	17 (41%)	6 (35%)
Word-of-mouth	5 (12%)	3 (18%)
Unsolicited applicants	5 (12%)	2 (12%)
Employee referrals	4 (10%)	2 (12%)
<b>Total</b>	<b>41</b>	<b>17</b>

11. In any given hiring process, how often does your municipality use multiple recruitment methods?					
Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.					
	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
All the time	28.6% (2)	20.0% (2)	50.0% (1)	50.0% (2)	30.4% (7)
Sometimes	71.4% (5)	70.0% (7)	50.0% (1)	50.0% (2)	65.2% (15)
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	10.0% (1)	0.0% (0)	0.0% (0)	4.3% (1)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
<b>skipped question</b>					<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
All the time	4 (24%)	3 (50%)
Sometimes	12 (71%)	3 (50%)
Unsure	1 (6%)	0 (0%)
Never	0 (0%)	0 (0%)
Total	17	6

12. Are your municipality's recruitment methods specifically designed to reach members of visible minorities (e.g. use of ethnic media, placing job advertisements in ethno-cultural organizations)?

		Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.				
		Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
Yes		0.0% (0)	20.0% (2)	0.0% (0)	25.0% (1)	13.0% (3)
No		100.0% (7)	80.0% (8)	100.0% (2)	75.0% (3)	87.0% (20)
Unsure		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>		<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
<b>skipped question</b>						<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Yes	2 (12%)	1 (17%)
No	15 (88%)	5 (83%)
Unsure	0 (0%)	0 (0%)
Total	17	6

14. Do job advertisements for vacant positions within your municipality include occupational requirements (qualifications, skills, relevant years of experience and/or duties) by listing:

Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.

	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
only minimal occupational requirements	28.6% (2)	60.0% (6)	100.0% (2)	0.0% (0)	43.5% (10)
extensive number of occupational requirements	71.4% (5)	40.0% (4)	0.0% (0)	100.0% (4)	56.5% (13)
unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
<i>skipped question</i>					<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
only minimal occupational requirements	8 (47%)	2 (33%)
extensive number of occupational requirements	9 (53%)	4 (67%)
unsure	0 (0%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>

15. Do job advertisements contain a statement indicating that your municipality is committed to receiving applications from qualified members of designated groups (women, visible minorities, persons with disabilities and Aboriginal peoples)?

Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.					
	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
All	14.3% (1)	10.0% (1)	100.0% (2)	50.0% (2)	26.1% (6)
Some	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
None	71.4% (5)	80.0% (8)	0.0% (0)	25.0% (1)	60.9% (14)
Unsure	14.3% (1)	10.0% (1)	0.0% (0)	25.0% (1)	13.0% (3)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
<b>skipped question</b>					<b>2</b>

	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
All	2 (12%)	4 (67%)
None	13 (76%)	1 (17%)
Unsure	2 (12%)	1 (17%)
Some	0 (0%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>

16. Does your municipality work with associations that represent visible minorities to identify employment barriers?

Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.

	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
Yes	14.3% (1)	40.0% (4)	50.0% (1)	50.0% (2)	34.8% (8)
No	71.4% (5)	60.0% (6)	50.0% (1)	50.0% (2)	60.9% (14)
Unsure	14.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.3% (1)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
	<i>skipped question</i>				<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Yes	5 (29%)	3 (50%)
No	11 (65%)	3 (50%)
Unsure	1 (6%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>

17. Does your municipality use formal criteria to narrow down a pool of applicants for a vacant position?						
Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.						
		Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
All the time		71.4% (5)	70.0% (7)	100.0% (2)	100.0% (4)	78.3% (18)
Sometimes		28.6% (2)	20.0% (2)	0.0% (0)	0.0% (0)	17.4% (4)
Never		0.0% (0)	10.0% (1)	0.0% (0)	0.0% (0)	4.3% (1)
Unsure		0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>		<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
						<b>skipped question</b> 2



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
All the time	12 (71%)	6 (100%)
Sometimes	4 (24%)	0 (0%)
Never	1 (6%)	0 (0%)
Unsure	0 (0%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>

18. Are those involved in hiring candidates trained on employment equity awareness?						
Please categorize the 2006 population of your municipality based on the data under the <b>'Population (2006 Census)'</b> heading. Please refer to the table above.						
		Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
Yes		42.9% (3)	50.0% (5)	100.0% (2)	50.0% (2)	52.2% (12)
No		14.3% (1)	40.0% (4)	0.0% (0)	50.0% (2)	30.4% (7)
Unsure		42.9% (3)	10.0% (1)	0.0% (0)	0.0% (0)	17.4% (4)
<b>answered question</b>		7	10	2	4	23
<i>skipped question</i>						2



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Yes	8 (47%)	4 (67%)
No	5 (29%)	2 (33%)
Unsure	4 (24%)	0 (0%)
<b>Total</b>	17	6

19. Are those involved in hiring candidates trained on issues of cultural or linguistic barriers?					
	Please categorize the 2006 population of your municipality based on the data under the ' <u>Population (2006 Census)</u> ' heading. Please refer to the table above.				
	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
Yes	14.3% (1)	30.0% (3)	100.0% (2)	50.0% (2)	34.8% (8)
No	57.1% (4)	60.0% (6)	0.0% (0)	50.0% (2)	52.2% (12)
Unsure	28.6% (2)	10.0% (1)	0.0% (0)	0.0% (0)	13.0% (3)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
	<i>skipped question</i>				<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
Yes	4 (24%)	4 (67%)
No	10 (59%)	2 (33%)
Unsure	3 (18%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>

20. Are multiple assessment tools used to measure a candidate's qualifications (e.g. interviews in addition to employment tests)?

Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.

	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
All the time	28.6% (2)	10.0% (1)	50.0% (1)	50.0% (2)	26.1% (6)
Sometimes	71.4% (5)	90.0% (9)	50.0% (1)	50.0% (2)	73.9% (17)
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
<i>skipped question</i>					<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
All the time	3 (18%)	3 (50%)
Sometimes	14 (82%)	3 (50%)
Never	0 (0%)	0 (0%)
Unsure	0 (0%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>

21. For a vacant position, are all candidates assessed in the same way (i.e. same employment tests and/or interview questions used for all candidates)?

Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.

	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
All the time	100.0% (7)	100.0% (10)	100.0% (2)	75.0% (3)	95.7% (22)
Sometimes	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (1)	4.3% (1)
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
	<i>skipped question</i>				<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
All the time	17 (100%)	5 (83%)
Sometimes	0 (0%)	1 (17%)
Never	0 (0%)	0 (0%)
Unsure	0 (0%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>

22. During an interview for a vacant position, is a rating guide used to assess the candidate's responses to each question?

Please categorize the 2006 population of your municipality based on the data under the 'Population (2006 Census)' heading. Please refer to the table above.

	Less than 49,999	50,000 to 99,999	100,000 to 149,999	Greater than 150,000	Response Totals
All the time	71.4% (5)	60.0% (6)	50.0% (1)	100.0% (4)	69.6% (16)
Sometimes	28.6% (2)	40.0% (4)	50.0% (1)	0.0% (0)	30.4% (7)
Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Unsure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>23</b>
	<i>skipped question</i>				<b>2</b>



	Less than 49,999 + 50,000 to 99,999	100,000 to 149,999 + Greater than 150,000
All the time	11 (65%)	5 (83%)
Sometimes	6 (35%)	1 (17%)
Never	0 (0%)	0 (0%)
Unsure	0 (0%)	0 (0%)
<b>Total</b>	<b>17</b>	<b>6</b>