



## **APPENDIX C**

### **Employment Equity Policies**

**TOWN OF GRAND FALLS-WINDSOR**  
**HUMAN RESOURCES POLICY # HR-10**

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<b>Subject:</b>	Hiring Policy – Municipal Employees (Fulltime/Seasonal)
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<b>Date Approved:</b>	December 15, 1998	<b>Revised:</b>	May 29, 2017
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**Purpose:**

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To ensure consistency, fairness and documentation in the awarding of employment, and to define the roles and responsibilities of Town Departments/Council in the hiring process.

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**Procedure:**

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Approval for hiring	Finance Committee
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Approval of Job Description/Job Classification	Finance Committee
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**Notification of Council**

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|--|----------|
| – Job competition and appropriate closing dates  | HR Dept. |
| – Successful candidate   | HR Dept. |
| – Files be maintained by HR Office and may be reviewed/inspected upon request by council | HR Dept. |

**Job Competition**

- |  |                      |
|--|----------------------|
| – Advertising of position (internal/external)  | HR Dept.             |
| – Screening of applicants (screening criteria to be maintained within each job competition file)             | Hiring Dept.         |
| – Interviewing of applicants (hiring committee to consist of HR Office and two (2) others from Hiring Dept.) | Hiring Dept. /Office |

Identification of top three (3) candidates	Hiring Dept./HR Office
– Reference Checks	Hiring Dept.
– Request for documentation:	
1. Driver's Abstract	
2. Medical clearance	
3. Certificate of conduct	

- |                              |                         |
|------------------------------|-------------------------|
| – Formal letter of offer     | HR Office               |
| – Orientation of employee    | Hiring Dept. /HR Office |
| – Review/Probationary Period | Hiring Dept.            |

### **Eligibility**

- No persons working for third party entities of council or employed on grants shall be eligible to apply for internal competitions.

### **Free from Bias**

Any management employee involved in the screening, interviews, and/or selection process shall not express any bias towards any candidates for Town positions during the job competition. Should this occur, this person shall be deemed ineligible to partake in the hiring process. Management subordinates of those deemed ineligible to participate in a Hiring Committee shall also not be able to participate. The Town Manager and/or the Director of Human Resources shall ensure Hiring Committees only include individuals that are impartial and objective in their assessments of a candidates qualifications during the selection process.

Should the Town Manager and Director of Human Resources be themselves deemed ineligible for the hiring process then Council shall appoint a Hiring Committee.

### **Approval of Town Manager**

Any Hiring Committees shall only have the authority to make a recommendation on who to hire or shall rank all recommendable candidates. The final approval for hiring any employee shall rest solely with the Town Manager.

### **Process Summary**

Upon completion of the hiring process the Director of Human Resources shall provide Council with a detailed summary of the number of applications, number of interviews, and the number of second interviews and recommend the successful candidate.

# 1. Workforce Development and Social Procurement

SNC-Lavalin takes pride in a policy structure that has contributed to its success and helped it to thrive and grow in both domestic and international marketplaces. We stand by and are proud of our corporate governance, taking responsibility for and making strong commitments to good corporate citizenship through a code of practice and corporate governance policies, all of which provide for the following:

- › Equal opportunity employment and a fair and equitable workplace free of discrimination on the basis of gender, race, colour, creed, disability, nationality or ethnic origin, or sexual orientation;
- › Community and cultural sensitivity wherein employees, contractors and agents of the company are expected to respect cultural differences including the laws, values, and customs of the cultures and communities within which they are living and working;
- › Freedom from harassment and workplace hostility;
- › A safe and healthy workplace through our commitment to Zero Harm; and
- › Protection of the environment and commitment to sustainable growth.

More and more, governments are seizing the opportunity to use infrastructure projects as a means to maximize inclusion, create opportunity and build capacity within the equity-seeking community. SNC-Lavalin shares in this commitment and we are proud to be a partner in the Eglinton Crosstown LRT Project, the first provincially-led project to include a Community Benefits Framework. We are also proud to be lead participants in a consultation process hosted by the Ontario Ministry of Infrastructure as it seeks to establish a framework for Community Benefit Agreements (CBA).

On a global scale, our in-house Local Resource Development Initiative (LRDI™) has been creating sustainable value for clients, local employees and host communities from the very outset of major engineering and construction projects. Since 1997, our program has provided specialized training to more than 16,000 local residents and mentorship programs to small and medium-sized businesses in Saudi Arabia, Angola, Panama, Afghanistan, Madagascar and Mozambique.

With a strong presence and base of knowledge here in the Greater Toronto and Hamilton Area, we hope to use our corporate best practices, global expertise and local lessons learned to provide a solution that is unique to Toronto and responds to the City's Social Procurement goals.

## 1.1 Workforce Development

We understand that developing and nurturing a diverse pipeline of talent is imperative to our success and longevity as a business and as a corporate citizen striving to improve the communities where we work and live.

### 1.1.1 Workforce Development Plan (WD Plan)

We propose that in addition to the initial meeting 15 business days post contract award, our Workforce Development and Social Procurement Specialist, Mandy Downes, will meet with the City representative(s) bimonthly at the outset of the project. As the execution of the Workforce Development Plan becomes established we propose semi-annual meetings, supported by informal means of communication, as required. Mandy will implement and maintain the WD Plan and provide status updates and reporting on progress and outcomes.

## Process for Maintaining Records of Progress and Outcomes

In the past, we have created solutions such as a dashboard for communications/ community benefits or have proposed tracking and storage of documents in the project SharePoint or project management site.

## 1.2 WD Strategies for Consideration

## Customized Recruitment

- › Work with the City and endorsed workforce development agencies and programs to match qualified local candidates with the job opportunities available, particularly those deemed Professional, Administrative or Technical (PAT) as well as those in Security.
- › Make dedicated efforts to reach those who have historically faced barriers in the labour market by promoting job opportunities to youth, women, minorities including newcomers and Indigenous people.

## Training and Work-Based Learning Skills Development

- › Exploration of opportunities to facilitate co-op and/or job shadowing opportunities on the project with University of Toronto, York University and George Brown College.
- › Endorsement of inclusion of Engineers in Training (EIT).
- › We will explore opportunities for presentations and/or tours with local high schools and elementary schools in the downtown area.

## Registered Apprentices During Construction

- › We will ensure that tender documents for the construction Contractor include the requirement to devote a minimum of 10% of all trade and crafting hours to registered apprentices.

## Use of Social Enterprise in the Supply Chain

- › We will work with the City and Social Purchasing Project to provide at least one subcontracting opportunity to a social enterprise for required components of work.

## Other Employment Related Activities

- › We will participate in at least one City-endorsed job fair.

# 1.3 Examples of Social Benefits Delivered by SNC-Lavalin

## Indigenous Works Involvement

SNC-Lavalin is a proud and long-standing member of the Indigenous Works (previously the Aboriginal Human Resources Council) (Engagement Level) with representation on the Board of Directors, and the Canadian Council for Aboriginal Business (Patron Level). We also served 10 years on the Canadian Council for Aboriginal Business Board of Directors, ending in 2017 due to term limit. We are represented on the Board of Directors of Native Child and Family Services Toronto, and contribute regularly to the Canadian Association of Native Development Officers (CANDO) and Indspire. SNC-Lavalin has also been a member of the Conference Board of Canada's Corporate Council on Aboriginal Relations for many years. Finally, we are an equity partner in the Cape Fund, a not-for-profit organization created by the (Paul) Martin Family Foundation to provide seed funding to Indigenous-owned start-up businesses through corporate investment.

## Participation in the Seize Your Future Leadership Program

SNC-Lavalin is proud to support the Seize Your Future (SYF) leadership program that supports young women of the Greater Montreal area in Canada aged 15 - 20 and eager to carry out a community project while benefiting from the guidance of a pre-eminent female mentor as well as leadership training.

Following call for applications, three (3) of our employees' daughters were selected to participate in the 2017-2018 edition of the program. SNC-Lavalin also decided to offer a fourth grant to a student from a disadvantaged neighbourhood, and a fifth grant was financed thanks to the generosity of an employee.

The Seize Your Future program gives us an opportunity to put our words into action regarding diversity and female leadership. Participants attended several events, including weekend training on the basics of leadership, organization, and project management techniques. A discussion panel was also organized in collaboration with Folie Technique and the Polytechnique Montréal to encourage young women to pursue scientific careers, while also promoting female leadership in this field.

## Supplier Diversity Recognition

As an example of corporate excellence, SNC-Lavalin achieved recognition for supplier diversity on the Key Energy Center thermal project. In December 2016, the Prince George's County Supplier Development and Diversity Division (SDDD) of Maryland, U.S.A. awarded SNC-Lavalin's Thermal team for being committed to engaging local and minority businesses on behalf of our client, Public Service Electric & Gas (PSEG), for the Keys Energy Center project. The Supplier Diversity Appreciation Night Ceremony is SDDD's signature event. It recognizes the achievements of the county's top minority-owned businesses, dynamic industry leaders, and major corporations that are committed to Supplier Diversity. (Source: PSEG website).

"Working closely with PSEG for over a year now, the SNC-Lavalin team has made great efforts to achieve this award... We are proud to be affiliated with and working alongside such a socially responsible organization." Jeff Westfahl, Senior Project Director, SNC-Lavalin Thermal.