



PREFACE

- 1.1 Talent acquisition is defined as the process of planning for resources and finding, attracting and acquiring people.

APPLICATION

- 1.2 This policy applies to all Category I and Category II positions. The provisions of the collective agreement will prevail for bargaining unit positions.

APPROVAL

- 1.3 Chief Executive Officer (CEO) or delegate

OPI

- 1.4 Chief Human Resources Officer (CHRO)

ENQUIRIES

- 1.5 All inquiries on the interpretation and application of this policy are to be directed to the HRM or the RMHR and when required, forwarded to the OPI.

DEFINITIONS

- 1.6 The following vocabulary is used throughout this policy:
- Appointment (Nomination) refers to the offer of employment.
 - Recruitment (Recrutement) refers to all the activities to generate a pool of candidates to fill a vacancy.
 - Selection (Sélection) refers to all the activities to choose the candidate(s) to fill a vacancy.

POLICY PURPOSE

- 1.7 The purpose of this policy is to:
- provide an integrated approach to the way we recruit and select qualified candidates;
 - provide a structure that outlines the roles, responsibilities and administrative requirements for the application of recruitment and selection;

- ensure the recruitment and selection process meets business and human resource needs; and
- ensure the process is fair, legislatively compliant, transparent and defensible.

GUIDING PRINCIPLES

1.8 Our recruitment and selection process, through a collaborative approach, will exercise :

- Respect: enabling a process based on integrity and customer relationship principles;
- Inclusiveness: enabling a process that promotes inclusiveness and diversity;
- Flexibility: enabling a process that can adapt to business needs.

POLICY

- 1.9 It is the policy of the organization to ensure that recruitment and selection are compliant with all relevant legislation and meet the business needs of the organization.
- 1.10 Category I unionized vacancies shall be filled in compliance with collective agreements, where applicable.
- 1.11 The recruitment and selection process shall be based upon clearly-defined criteria of knowledge, experience, qualifications, ability, competencies and suitability related to the job.
- 1.12 The hiring and promotion of talent will be based on merit.
- 1.13 The requirements of this policy should be adhered to consistently.
- 1.14 Detailed processes for the recruitment and selection for Category I and II full-time, part-time and temporary positions to be filled for a period of three (3) months or more are outlined in [Annex A](#).
- 1.15 Detailed processes for the recruitment and selection of casual positions and temporary positions to be filled for a period of less than three (3) months are outlined in [Annex B](#).
- 1.16 Alternate options to the recruitment and selection process are outlined in [Annex C](#).
- 1.17 Special considerations for all appointments are outlined in [Annex D](#).

AUTHORITIES / RESPONSIBILITIES

- 1.18 The levels of accountability are as follows:
- The CEO/Delegate has the delegated authority for: the recruitment, selection and appointment of NPF staff
 - The CHRO has the delegated authority for ensuring the guidelines and processes are in place for filling NPF positions
 - Division Heads are responsible for:
 - ensuring compliance with this policy;
 - approving relocation costs
 - Managers with the appropriate delegated authority (i.e., financial and/or human resources) are responsible for:
 - reviewing and approving requests for recruitment based on operational requirements, and

- ii. appointing the successful candidate based on the recommendation of the hiring manager and selection board;
- Hiring managers are responsible for:
 - i. conducting the recruitment and selection process from the planning stage up to the acceptance of the offer,
 - ii. recommending the successful candidate to the manager with the appropriate delegated authority, and
 - iii. ensuring the application of this policy;
- HRMs and RMHRs are responsible for:
 - i. collaborating and providing advice and guidance to managers on this policy,
 - ii. providing advice and guidance to identify the recruitment strategy for the job vacancy,
 - iii. performing tasks related to the recruitment and selection process, and
 - iv. ensuring the quality assurance of the recruitment and selection process.

REFERENCES

1.19 The following legislation and regulations are relevant to the content of this policy:

- Canadian Human Rights Act
- Employment Equity Act
- Immigration Act
- Non-Public Funds Staff Exclusion Approval Order (SOR 182-361a)
- Non-Public Funds Staff Regulations (SOR 182-361b)
- *Official Languages Act*
- *Privacy Act*

1.20 The following policy should be read in conjunction with the following document:

- Quick Reference Guide on Providing Feedback

ANNEXES

1.21 The attachments listed below are part of the present policy:

- Annex A – Recruitment and Selection Process for Category I and II full-time and part-time positions and temporary positions to be filled for three (3) months or more
- Annex B – Recruitment and Selection Process for Casual and Temporary positions to be filled for a period of less than three (3) months
- Annex C – Alternate Options to the Recruitment and Selection Process
- Annex D – Special Considerations

ANNEX A – FOR CATEGORY I AND II FULL-TIME AND PART-TIME POSITIONS AND TEMPORARY POSITIONS TO BE FILLED FOR THREE (3) MONTHS OR MORE.

- 1.A.1 The recruitment and selection process entails four (4) key stages:
- Planning;
 - Sourcing and Screening;
 - Selection; and
 - Offer

PLANNING

- 1.A.2 Upon notification of a position vacancy or approval for the creation of a new position, the hiring manager can initiate the process to fill the position. The hiring manager, in consultation with the HRM, is responsible for establishing a plan to hire a qualified and suitable candidate. In determining the plan, the hiring manager should consider:
- the organization’s talent acquisition and human resources planning strategies;
 - the composition of the existing workforce;
 - the operational needs of the organization;
 - the available labour market;
 - the provisions of the [Employment Equity](#) and [Official Languages](#) policies;
 - the alternative options to the recruitment and selection process outlined in Annex C;
 - the special considerations outlined in Annex D; and
 - other relevant criteria.
- 1.A.3 Prior to initiating the recruitment and selection process a current NFP Authorized Job Description must exist and be officially evaluated.
- 1.A.4 The hiring manager can initiate the recruitment and selection process by completing a new requisition, and obtaining approval(s) from the Division’s appropriate delegated authority.
- 1.A.5 Using the information outlined in 1.A.2, the hiring manager, in consultation with the HRM, should determine the profile of an ideal candidate to fill the vacancy as well as the most effective method of recruitment to attract such a candidate.
- 1.A.6 The resulting plan may be documented in the Recruitment Action Plan.
- 1.A.7 Once a recruitment and selection process has been initiated, it should be followed until completion or cancellation.
- 1.A.8 The HRM will prepare a job advertisement using the standardized template and its content shall be used as criteria for the sourcing and screening stage. A Job advert poster may also be prepared in order to market jobs to candidates when a physical poster is required.
- 1.A.9 All job advertisements will contain standard language relating to Diversity and Inclusion.

- 1.A.10 The language requirement for the advertisement must be in compliance with the [Official Languages policy](#).
- 1.A.11 The closing date is indicated on the job advertisement and generally no applications are accepted after that date.

SOURCING AND SCREENING STAGE

- 1.A.12 Prior to the screening of the résumés, the hiring manager, in collaboration with the HRM, is responsible for planning the selection process in consideration of the following factors:
- selection criteria and assessment methods are clearly defined prior to the screening process and are derived from the requirements defined in the job description and job advertisement, including *bona fide occupational requirements* (BFORs);
 - requirements to be assessed as a qualified candidate are clearly defined prior to the screening process and are derived from the job description and job advertisement; and
 - the same screening criteria and assessment methods are applied to all candidates to ensure fairness, consistency and reliability, unless special accommodations are required as outlined in the [Employment Accommodation Policy](#).
- 1.A.13 The hiring manager, in collaboration with the HRM, screens the résumés or applications.
- 1.A.14 Screening will be based on:
- the job requirements indicated on the job advertisement; and
 - the information provided by the candidate in the application or résumé and accompanying documents.
- 1.A.15 Normally, only those candidates selected for further consideration will be contacted.
- 1.A.16 Assessment methods shall be designed based upon the requirements defined in the job description and job advertisement and should be consistently applied to all candidates. They may include, but are not limited to:
- pre-interviews;
 - interviews;
 - written and/or practical tests;
 - language testing;
 - samples of previous work;
 - simulations and situational exercises; and/or
 - presentations.
- 1.A.17 Candidates should be informed of the types of assessment methods to be used prior to the assessment. Assessments must meet the standards of:
- **Reasonableness.** The degree to which standards and tests relate to the duties to be performed. For example, to require a description of a sub-maximal fitness test protocol would be reasonable for the job of Fitness and Sports Instructor but

would not be reasonable for the job of a Gym Attendant;

- **Relevance.** The degree to which standards and tests are relevant to the duties. For example, the requirement to lift 50 lbs/22 kg would be relevant to a Sports Stores Person job but not to a Human Resources Assistant; and
- **Reliability.** The degree to which the test gives dependable and consistent results. For example, a typing test would be a reliable means of evaluating a candidate's ability to perform the duties of an Administrative Assistant.

1.A.18 The HRM will conduct quality assurance throughout the process.

SELECTION STAGE

1.A.19 The Selection Board should normally consist of a minimum of two people and should be determined prior to the start of the selection process. Diversity should be taken into consideration when determining the members of the Selection Board. An HR representative may provide advice and guidance to the selection board members to ensure a selection that is fair, transparent and defensible.

1.A.20 Interview questions may include a combination of technical and behavioral questions. Any weighting for questions is established prior to the commencement of the selection process.

1.A.21 If a candidate requests accommodation, HR and the Selection Board will determine the best way to provide accommodation in accordance with the [Employment Accommodation policy](#).

1.A.22 Candidates of Category II positions may be reimbursed for expenses incurred to travel for interviews outside the local area. Once approved, all travel arrangements should be made in accordance with the [NPP Travel Directive](#).

1.A.23 During the interview, any conditions of employment should be explained to each of the candidates. Conditions of employment discussed should include, as a minimum, the granting of a suitable reliability status and/or security clearance, including a credit and criminal record check and/or vulnerable sector police record check, if applicable.

1.A.24 Responses during all of the assessment methods are documented and scored individually by the members of the Selection Board.

1.A.25 Upon completion of the assessment process, the Selection Board shall determine and document the relative order of merit of the candidates based on the requirements of the job.

1.A.26 Reference checks may be conducted for candidates that have been deemed most suitable for the position.

1.A.27 The successful candidate may be asked to provide proof of education and/or vocational qualification, where applicable. Costs associated with obtaining official documents are the responsibility of the candidate.

OFFER STAGE

1.A.28 Once the selection stage is completed, the successful candidate is notified accordingly.

- 1.A.29 Following verbal agreement with the candidate, the HRM will produce the letter of offer from the appropriate delegated authority.
- 1.A.30 Subject to the provisions of the [NPP Relocation Directive](#), relocation benefits may be approved for appointments to full-time Category II positions.
- 1.A.31 Upon acceptance of the position by the successful candidate, the remaining candidates who participated in the interview selection stage will be notified of the results.
- 1.A.32 All decisions related to the recruitment and selection process, including all assessments and evaluations, shall be stored in the candidate's documents in **MYTALENT RECRUIT**.

ANNEX B – FOR CASUAL AND TEMPORARY POSITIONS TO BE FILLED FOR A PERIOD OF LESS THAN THREE (3) MONTHS

- 1.B.1 Upon notification of a position vacancy or approval for the creation of a new position, the hiring manager can initiate the process to fill the position. The hiring manager, in consultation with the HRM, is responsible for establishing a plan to hire a qualified and suitable candidate. In determining the plan, the hiring manager should consider:
- the organization’s talent acquisition and human resources planning strategies;
 - the composition of the existing workforce;
 - the operational needs of the organization;
 - the available labour market;
 - the provisions of the [Employment Equity](#) and [Official Languages](#) policies;
 - the alternative options to the recruitment and selection process outlined in Annex C;
 - the special considerations outlined in Annex D; and
 - other relevant criteria.

IF USING THE NON-COMPETITIVE PROCESS

- 1.B.2 The hiring manager, will complete a new requisition, indicating a non-competitive process and the reasoning. In consultation with the HRM, will proceed with a direct verbal offer of employment to a candidate while bearing in mind special considerations as outlined in Annex D.
- 1.B.3 The HRM, will produce the temporary letter of offer from the appropriate delegated authority.
- 1.B.4 If using the recruitment and selection process follow the steps outlined in Annex A

ANNEX C – ALTERNATE OPTIONS TO THE RECRUITMENT AND SELECTION PROCESS

- 1.C.1 In acquiring talent, the hiring manager may consider and discuss with the HRM a range of alternative options to the normal recruitment and selection process as part of the planning phase. The alternate options include but are not limited to:
- acting appointment;
 - contract for services;
 - interchange secondment;
 - non-competitive appointment;
 - student employment;
 - temporary employment agency; and
 - underfill appointment.

ACTING APPOINTMENT

- 1.C.2 An acting appointment occurs when an employee is temporarily moved in writing to another position in a higher category and/or in a pay band which has a higher salary maximum than the employee's substantive position, while retaining his/her rights to his/her substantive position or to a similar or comparable position.
- 1.C.3 Acting appointments offer flexibility to deal with short-term operational requirements. However, they should not be of an excessive duration. In certain circumstances, rotational acting appointments may be appropriate. An acting appointment lasting more than one year shall require:
- the manager's written rationale; and
 - prior approval by a manager with the delegated authority.

CONTRACT FOR SERVICES

- 1.C.4 A Contract for Services is used to enter into a Business Relationship with a Service Provider (i.e., a company or a person in business on his or her own ["Self Employed Individual"]). There is no employment relationship.
- 1.C.5 When a hiring manager determines that a contract for services may be an option to fulfill the organization's needs, he/she conducts an assessment of the relationship.
- 1.C.6 Self-Employed Individuals and Independent Contractors are not entitled to any provisions of HRPOL.
- 1.C.7 Hiring managers may refer to the [NPP Contracting Policy](#) for further details pertaining to contracting requirements.

INTERCHANGE SECONDMENT

- 1.C.8 An Interchange Secondment occurs when a NPF employee is temporarily moved

to a position within another organization in writing.

- 1.C.9 Interchange Secondments may also occur in cases where an employee of another organization is temporarily moved in writing to a position within our organization. Interchange Secondments should only be used when they provide a benefit for our organization.
- 1.C.10 Interchange Secondments may be initiated through:
- an advertised process where the organization identifies a potential Interchange Secondment opportunity and seeks to recruit potential participants; or
 - a non-competitive process where a request for a specific Interchange Secondment opportunity is proposed.

INTERCHANGE SECONDMENT DURATION

- 1.C.11 An Interchange Secondment may last up to three (3) consecutive years. In exceptional circumstances, an extension of up to an additional year beyond the three consecutive years can be obtained on the approval of the Division Head. At the end of the Interchange Secondment, the participant returns to his or her sponsoring organization.
- 1.C.12 There should be a minimum period of two (2) years before a former Interchange Secondment participant participates in another Interchange Secondment.
- 1.C.13 An Interchange Secondment may be concluded earlier than the agreed-to end date by written notice from any of the parties.
- 1.C.14 The Interchange Secondment participant will be provided with a Letter of Agreement signed by the appropriate delegated authority.
- 1.C.15 Changes to the terms and conditions of the Letter of Agreement, such as extensions to the end date, are confirmed in the Addendum to the Agreement.
- 1.C.16 The Letter of Agreement and Addendum to the Agreement are fundamental to setting out the responsibilities of participating parties - that is, the sponsoring organization, the participant and the host organization.

NON-COMPETITIVE APPOINTMENT

- 1.C.17 A non-competitive appointment occurs when a candidate is offered a job without having competed for it through a normal recruitment and selection process.
- 1.C.18 A non-competitive appointment may be used to appoint either an internal or external candidate; however it should only be used in exceptional circumstances when it is the best appointment method to meet the needs of the organization.
- 1.C.19 Hiring managers are responsible for ensuring the integrity of the recruitment and selection process and outlining why a non-competitive appointment, when used in the particular circumstance, will contribute more effectively or efficiently towards the attainment of an operational requirement.

CRITERIA

- 1.C.20 Factors that can demonstrate that the non-competitive appointment is the best

appointment method to meet the needs of the organization include:

- recent past recruitment practices for similar positions have indicated that a competition of any kind for the position would be unproductive;
- the nature of the work and/or the urgency and nature of the appointment;
- one individual can be demonstrably shown to be the most suitable candidate for the position based on the selection criteria (e.g. he/she is the only individual with a certain type of skill or experience);
- where a selection process yields more than one (1) fully suitable candidate and should a similar job become vacant within six (6) months based on the relative order of merit determined by the Selection Board.

REQUIREMENTS AND EXCEPTIONS

- 1.C.21 The reason for a non-competitive appointment must be outlined in the requisition and the appropriate delegated authority approval obtained.

STUDENT EMPLOYMENT

- 1.C.22 Student employment occurs when a student who is legally entitled to work in Canada, is hired to gain work experience and learning opportunities.

- 1.C.23 Student employment shall be used for:

- co-op/internship program; and
- federal or provincial student employment program.

- 1.C.24 These programs shall provide meaningful work assignments in order to:

- project a positive image of the organization;
- increase awareness of the organization and its programs; and
- attract well-qualified students for continuing employment when their education is completed.

CRITERIA

- 1.C.25 To be considered for employment by the organization under a student employment program, a person must be:

- registered as a full-time secondary or post-secondary student in an accredited institution;
- currently recognized as having full-time status by the academic institution; and
- returning to full-time studies in the next academic term.

- 1.C.26 Students who are in their final year of academic study and who are not intending to return to full-time studies are eligible to work as a student employee up until the time they graduate. Managers must ensure that students hired in their final year are not employed under a student employment program beyond their graduation date.

- 1.C.27 Employees hired under a student employment program can work full-time, part-

time or casual hours and may be used to supplement the work unit, but cannot be used to replace or fill existing or normal NPF positions nor can their employment as part of a student program result in the reduction or deletion of existing or normal NPF positions.

- 1.C.28 Employees hired under a student employment program are not entitled to any provision of HRPOL or collective agreements.
- 1.C.29 Students hired to fill normal or existing NPF positions (for e.g. hired as a part-time bartender):
- shall be hired using the recruitment and selection process;
 - will be subject to the terms and conditions of employment associated with that position; and
 - will not be considered to be employed under a student employment program.

TEMPORARY EMPLOYMENT AGENCY

- 1.C.30 Under exceptional circumstances there may be the need to use temporary employment agencies to meet short-term and immediate requirements during unexpected events, such as sickness, unanticipated workload increases or employee departures.
- 1.C.31 Temporary employment agencies provide their own temporary employees and assign them to work to the organization for a specified time period. Temporary employment agencies maintain the Employer-Employee relationship with the temporary staff, and are responsible and obligated as the Employer throughout the employment period. A business agreement is created with our organization, which sets out a service fee. Temporary employment agency employees are not NPF employees and therefore they are not entitled to any provisions of HRPOL.
- 1.C.32 The HRM acts as the liaison with the temporary employment agency to coordinate the temporary employment needs.

UNDERFILL APPOINTMENT

- 1.C.33 Normally, when a recruitment and selection process does not result in finding a qualified candidate, the hiring manager will initiate a new process to fill the position. However in exceptional circumstances, the hiring manager may elect to use an underfill appointment, if he/she determines that, while the best suited candidate does not meet the qualification or experience requirements of a position, he/she has demonstrated during the selection process that he/she has the potential to achieve them within a short period of time.

TRAINING PROGRAM

- 1.C.34 The manager with the delegated authority will determine the duration of the underfill appointment, which will be stated in the terms and conditions of the appointment. The duration of the underfill appointment is dependent upon the qualifications, experience, skills and competencies the candidate will need to acquire during the underfill. The length of the underfill will normally not exceed

twelve (12) months.

DURATION

- 1.C.35 While in the underfill appointment, the candidate will be required to follow a training program determined by the Employer that is designed to help him/her achieve the educational/qualifications and experience requirements and develop the skills, abilities and competencies needed to satisfy all of the requirements of the position. If, by the end of the underfill appointment, the manager with the delegated authority determines that the individual has demonstrated the acquisition of the education, qualifications, experience, skills, abilities and competencies required to meet the full requirements of the position, he/she will be appointed to the position.

ANNEX D – SPECIAL CONSIDERATIONS

- 1.D.1 The hiring manager must consider a number of factors in the recruitment and selection process including but not limited to:
- *bona fide* occupational requirements (BFOR);
 - conflict of interest;
 - multiple employment;
 - employment accommodation;
 - employment of families of Canadian Forces (CF) members;
 - minimum age;
 - positions working with the vulnerable sector;
 - probationary and assessment period;
 - relocation;
 - rehiring NPF retirees;
 - employment of temporary foreign workers; and
 - recruiting for remote work.

BONA FIDE OCCUPATIONAL – REQUIREMENT (BFOR)

- 1.D.2 A BFOR is a standard or rule that is necessary to carry out the proper or efficient functions of a job.
- 1.D.3 Where it can be demonstrated that the standard or rule creates a distinction or exclusion related to one of the prohibited grounds in the *Canadian Human Rights Act*, the Employer must demonstrate that:
- the underlying purpose of the standard or rule is rationally connected to the performance of the job;
 - the standard or rule was adopted in an honest and good faith belief that it was necessary in order to accomplish the Employer's purpose; and
 - the standard or rule is reasonably necessary for the Employer.

CONFLICT OF INTEREST

- 1.D.4 It is prohibited for family members to work in positions where one member has a real, perceived or potential influence over the work or employment of the other member.
- 1.D.5 If a situation arises where one employee becomes a family member of another employee over whose work or employment he/she already has a real, perceived or potential influence, both employees must declare the conflict of interest to their Division Head so that steps may be taken to cease the conflict of interest.
- 1.D.6 A situation may arise through internal or external recruitment where someone involved in the selection process could be in a real, perceived or potential conflict of interest (for e.g. a selection board member has a personal relationship or

association with one of the candidates). In that event, the person must notify the Division Head so that steps can be taken to address the potential influence of the real, perceived or potential conflict of interest over the recruitment and selection process. Managers should refer to the [NPF Ethics Policy](#) and [NPF Conflict of Interest Policy](#) for further details pertaining to conflicts of interest.

MULTIPLE EMPLOYMENT

- 1.D.7 If the selection of an employee to another position results in multiple employment, certain conditions apply, the details of which are outlined in the [Hours of Work policy](#).

EMPLOYMENT ACCOMMODATION

- 1.D.8 The organization is committed to an inclusive workplace supporting a diverse and representative workforce as outlined in the [Employment Accommodation Policy](#). The organization is dedicated to providing a workplace that is accessible, accommodating of employment-related needs of its current and prospective employees, and free of employment barriers and discrimination, up to the point of undue hardship.

EMPLOYMENT OF FAMILIES OF CANADIAN FORCES MEMBERS

- 1.D.9 It is the intent of the organization to facilitate the employment of spouses, common-law spouses and children residing with CF members who are involuntarily relocated, by providing consideration for vacancies and by recognizing prior employment service within the organization.
- 1.D.10 A full-time or part-time NPF employee, who is the spouse, common-law spouse, or child residing with a CF member, is entitled to consideration for vacancies at their new location, as follows:
- for Category II and Category I non-unionized positions as part of the internal process; and
 - for Category I unionized positions, on completion of the process set forth in collective agreements, prior to considering external candidates.
- 1.D.11 In order to be eligible for consideration, the following criteria must be met:
- there must be a position vacancy;
 - the qualifications of the position must be met; and
 - selection is based on merit.

MINIMUM AGE

- 1.D.12 Hiring managers must ensure compliance with legislative and policy minimum age requirements. In particular, temporary or indeterminate appointments of people under the age of 17 years may only occur if:

- the employee would not be required, under the law of the province in which he/she ordinarily resides, to be in attendance at school during the proposed working hours;
- the employee would not work between 11 p.m. on one day and 6 a.m. on the following day; and
- the work in which the employee would be employed would not likely be injurious to his/her health or to endanger his/her safety.

POSITIONS WORKING WITH THE VULNERABLE SECTOR

- 1.D.13 Positions working with the Vulnerable Sector (i.e. children, disabled, elderly) may require individual applicants to obtain additional security checks, such as a Vulnerable Sector *Police Records Check*, in addition to a Reliability Screening or Security Clearance. Individual applicants are solely responsible for any fees/costs associated with these additional security checks.

PROBATIONARY AND ASSESSMENT PERIOD

- 1.D.14 It is the policy of the organization to ensure that all employees who have completed their [Probationary Period](#) and then are appointed to a new job are able to satisfactorily perform all of the duties and responsibilities of the position.

RELOCATION

- 1.D.15 It is the intent of the organization to cover the costs of certain relocation expenses related to transfer and recruitment of employees from outside the local area of the position to be staffed. Such costs must meet eligibility and the [Domestic Relocation policy](#) requirements.

REHIRING NPF RETIREES

- 1.D.16 In accordance with the NPF pension plan text, an employee whose employment with the organization has terminated and who has begun to draw pension income from the CF NPF Employees Pension Plan may not begin a new period of employment with the organization until ninety (90) days have expired from the date of termination of employment.

EMPLOYMENT OF TEMPORARY FOREIGN WORKERS

- 1.D.17 A temporary foreign worker may only be hired by the organization on a temporary basis and only if he/she has a valid work permit from Citizenship and Immigration Canada that allows him/her to work for the organization. A temporary foreign worker can be identified by their Social Insurance Number, which will begin with "9". In certain circumstances, it may be necessary to demonstrate that the organization was unable to find suitable Canadian citizens/permanent residents to fill the position. The employment of the temporary worker will not have a negative impact on the Canadian Labour Market in order for the temporary foreign worker to

receive a valid work permit to work for the organization.

- 1.D.18 When considering the hiring of temporary foreign workers, the HRM will work closely with the hiring manager to ensure that all relevant legislation and processes are followed.

RECRUITING FOR REMOTE WORK

- 1.D.19 When considering recruiting for positions that can be performed remotely, please consult the Flexible Work Options policy and the Guidance on Flexible Work Options for information on eligibility and recruitment requirements.