

Recruitment & Selection Policy

POLICY #PC-03-02

FINAL

PURPOSE

This policy provides guiding principles and practices for the recruitment and selection of qualified internal and external talent at OLG.

APPLICATION

This policy applies to all OLG employees.

POLICY STATEMENT (& GUIDING PRINCIPLES)

Finding the right people, for the right roles, at the right time is critical for OLG to achieve its strategic objectives. We are committed to and focused on acquiring diverse talent who will contribute to our winning culture, live by OLG's Five Truths and effectively drive organizational performance.

Our process is designed with the following guiding principles:

- OLG strives to have and maintain a diverse and inclusive workforce and takes intentional steps in the hiring process to ensure applicants of varied backgrounds and cultures are considered equally for roles that are being filled
- OLG supports the growth and development of current OLGers and considers opportunities for promotion or lateral transfers from within, where possible
- People and Culture provide expertise in talent acquisition and will support and collaborate with hiring managers who have ultimate ownership over hiring talent for their teams
- All involved in the hiring process will take all necessary steps to be aware of and prevent conflict of interest and bias in the hiring process
- Hiring practices comply with legal requirements under applicable legislation including the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA)

REQUIREMENTS

Recruitment Process

Identified vacancies can be filled permanently or temporarily. Temporary positions filled internally are secondments and those filled externally are contract hires. The hiring manager, in collaboration with People & Culture, will determine the best approach and method for filling the vacant position. (Whether permanent or temporary)

Methods for recruitment include:

1. **Posting a Job Competition** – jobs are posted internally and/or externally. Jobs are typically posted internally for 1 week and externally for 2 weeks. Applicants who apply outside of the posting period have no guarantee of being considered in the hire process.
2. **Waiver of Competition** – a competition may be waived to appoint a particular candidate internal or external to OLG. Hiring Managers will provide business rationale for waiving a competition and require approval from their division leader and HR Business Partner. Factors for waiving a competition may include (but not limited to) short duration of position, performance of an individual who has held the position, organization restructuring, modified work programs, previous unsuccessful recruitment, limited external market conditions.

3. **Third-Party Recruitment Firms** – there are times when a third-party recruitment firm may be retained to assist in filling a vacancy. This method could be considered if standard search methods have been unsuccessful. Approved firms from OLG's procurement process for Third-Party Recruitment are required to be used. Budget for use of these firms is held within People & Culture and requires approval from the SVP People & Culture prior to going to a search firm.

Internal Temporary Fill Options

1. **Secondment** – positions filled internally for a fixed duration of time (typically 3-18 months) are considered secondments. The seconded employee will receive an offer letter outlining the terms & conditions of the secondment. At the end of the secondment the employee will return to their home role and previous terms and compensation, inclusive of any merit increases that were awarded during the secondment period.
2. **Acting Pay** – aspects of a role may need to be completed on a temporary basis while the role is in the recruitment process. Acting Pay may be provided to an employee who is appointed to take on the responsibility of the vacant position for a short period. In situations where Acting Pay is provided, the employee will continue performing most aspects of their home position, in addition to responsibilities of the acting position.

Selection & Evaluation Process

The process for selecting and evaluating an applicant for a position is outlined below:

1. **Resume Review** – Resumes for applicants are reviewed against the requirements outlined in the job posting. Experience, education and skills identified in a posting demonstrate the ideal level required to perform a role proficiently. There are varied backgrounds and balance of skills and education that can make a candidate qualified for a role.
2. **Phone Screen** – Phone screens are used to learn and confirm additional information about an applicant, to help determine if they should advance in the recruitment process.
3. **Interviews** – Interviews are typically conducted in pairs; with the hiring manager and another individual who works with the role being filled. The purpose of conducting interviews in pairs is to mitigate any bias. Interviews are typically 1 hour and there may be more than one stage of interviews. Additional rounds of interviews may be with different stakeholders / partners for the role.
4. **Skills Assessment** – Skills assessments may form part of the selection and evaluation process. They are an opportunity to see skills in action with an assessment or presentation. This could be done prior to an interview or during the interview stage.
5. **Offers and Conditions of Employment** – Once a candidate is determined to be the successful candidate, they move to the offer stage. Conditions to an offer of employment may apply such as employment references, background screening or AGCO registration as well as other conditions of employment as per OLG policy. All new hires have either a background check or an AGCO registration requirement as described below:
 - **Background Screening** – all employees who do not require an AGCO registration will clear background screening through a designated Third Party.
 - **AGCO Registration** – roles that are identified as requiring an AGCO registration will require a candidate to attain and maintain the AGCO registration while in this role or future roles that require AGCO licensing. AGCO registrations are renewed annually and are the responsibility of the applicant to renew and maintain as required.

Conflict of Interest and Bias

Steps must be taken within the recruitment process to prevent conflicts of interest as defined in OLG's Conflict of Interest Rules and Code of Business Conduct. Employees engaging in the hiring process are required to review the OLG's Conflict of Interest Rules to understand their obligations. If there is a potential conflict of interest, perceived or actual, with anyone involved in the hiring process; i.e. the hiring manager, Talent Acquisition or a Human Resources Business Partner, it is expected that the conflicted parties declare the conflict and exclude themselves from being involved in or influencing the recruitment process or outcome. Alternate parties can be involved to support a bias-free recruitment process.

If you are uncertain as to whether there is a conflict in the hire process or concern related to bias, please contact your HR Business Partner.

Accessibility

OLG is committed to creating a hiring experience that allows candidates the opportunity to present their best self. We invite applicants to share with the hiring manager or the Talent Acquisition team their preferences on the interview process that will allow them to be best represented such as whether any accommodations are needed.

OLG's hiring practices are in accordance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act. Applicants that require accommodation or support in applying to OLG or throughout the hiring process can reach out to our Talent Acquisition team at careers@olg.ca for assistance.

ROLES AND RESPONSIBILITIES

| ROLE | RESPONSIBILITIES |
|--------------------------------|---|
| Employees | <ul style="list-style-type: none">▪ To be open and transparent throughout the hiring process▪ Communicate preferences and needs▪ Discuss with your hiring manager internal positions you are being interviewed for (best practice) |
| Hiring Managers | <ul style="list-style-type: none">▪ Take ownership of the hiring process in partnership with People & Culture▪ Professionally represent OLG with a timely, professional recruitment process▪ Take steps to understand and prevent bias in the hiring process |
| Talent Acquisition Team | <ul style="list-style-type: none">▪ Provide expertise on hiring as well as guidance and support to hiring managers for the hiring process to ensure that as a team we are hiring the right talent for the role▪ Professionally represent OLG with a timely and professional hiring process |
| HR Business Partners | <ul style="list-style-type: none">▪ Provide guidance and support to hiring managers through the hiring process as required |

RELATED POLICY INSTRUMENTS

- Code of Business Conduct
- Respectful Workplace Policy
- Conflict of Interest Rules

Hiring Manager Tools

- Roles and Responsibilities Guide
- Salary Administration Guidelines

POLICY OWNER

Director, Talent Acquisition & Employee Programs

POLICY APPROVAL

| Approver | Date |
|-----------------------|------------------|
| SVP, People & Culture | October 26, 2022 |

REVISION / REVIEW HISTORY

| Revision / Review Date | Updated By | Summary of Revision / Review |
|------------------------|------------------|--|
| October 2022 | People & Culture | <ul style="list-style-type: none">▪ Supersedes the following: Competition Process, Method of Search, Applying to Vacant Positions, Interview Process, Waiving a Competition, Contract Staff, Temporary Staff, Employee Status, Service Dates |