

 Rainy River District Social Services Administration Board	SECTION: Human Resources
	POLICY TITLE: Hiring
ORIGINAL DATE: N/A	POLICY AREA: Recruitment & Selection
REVISION DATE: December 17, 2015	POLICY NO: HR-2.0
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Policy

The Rainy River District Social Services Administration Board (RRDSSAB) is committed to recruiting and selecting individuals who are the most qualified to perform the requirements of the position available. All applicants for employment shall be recruited and hired solely on the basis of merit and ability, without regard to race, creed, colour, sex, sexual orientation, marital status, ethnic origin, ancestry or place of origin or any other protected grounds as identified under the Ontario Human Rights Code.

The RRDSSAB will also ensure that any and all employees shall be assigned, transferred, upgraded, promoted and compensated solely on the basis of merit, ability, and qualifications.

All interviews will be conducted in a fair and equitable manner, using a structured interview format based upon pre-determined selection criteria and/or the respective Job Description.

The RRDSSAB will provide equal treatment without discrimination and proactively remove barriers for people with disabilities in accordance with the Accessibility for Ontarians with Disabilities Act and Regulations.

RRDSSAB Human Resource Policies apply to all employees, with the exception of the hiring of the Chief Administrative Officer position, for which the Board has sole discretion to determine the actual recruitment and hiring procedures. In all circumstances, provisions of the *Staff/Collective Agreements* will supersede policy.

The RRDSSAB will use appropriate internal and external resources at its disposal to recruit qualified and competent staff to fill a job vacancy. The employer reserves the right to fill temporary job opportunities at their discretion, depending on the nature of the work and the anticipated duration.

All newly- or internally-hired employees are required to serve a probationary period which offers both the organization and staff member an opportunity to explore whether or not the employment relationship is mutually satisfactory, unless approved otherwise by the Chief Administrative Officer (CAO).

Definitions

“Job Vacancy” means a new position or a permanent full- or part-time position in which an employee has permanently vacated, or it is anticipated the employee will be on a leave of absence (i.e. STD, LTD, WSIB) for a minimum of three (3) months.

“Temporary Job Opportunities” means time-limited work the employer chooses to have completed, at their discretion and through the means of their choice, such as offering the work to a casual employee, hiring a contract employee, hiring an outside consultant or an independent contractor.

Accessibility Requirements

1. The RRDSSAB will ensure that employees and the public are aware of the availability of accommodations for applicants with disabilities in its recruitment processes.
2. If a selected applicant requests an accommodation, the RRDSSAB will consult with the applicant and provide or arrange for the provision of a suitable accommodation in a manner that takes into account the applicant’s accessibility needs.
3. The RRDSSAB will ensure employees are aware of policies regarding the support of employees with disabilities including job accommodations.

Procedure

Recruitment

1. Recruitment activity will not commence until approval has been received from the Chief Administrative Officer (CAO) and a valid Job Description is adopted.
2. The CAO, in consultation with HR and the Supervisor/Manager will determine whether recruitment for the position will be targeted at internal candidates, external candidates or both. Internal and external job postings may be conducted simultaneously.
3. HR will prepare a Notice for job postings which includes:
 - a) the job title;
 - b) qualifications required;
 - c) duties and responsibilities of the position;
 - d) hours of work, if relevant;
 - e) working conditions, if relevant;

- f) location;
 - g) whether the position is permanent, temporary or contract;
 - h) status of position (i.e. management, non-management, union, etc.);
 - i) procedure for applying;
 - j) closing date for applications;
 - k) salary range, if appropriate; and
 - l) the advertisement will include the following statements: "*The RRDSSAB wishes to thank all applicants, however, only those selected for an interview will be contacted. The RRDSSAB is an equal opportunity employer. Accessibility accommodations are available for all parts of the recruitment process. Applicants need to make their needs known in advance. This document is available in an alternative format, upon request.*"
 - m) Job descriptions will be made available upon request by the applicant.
4. In consultation with the CAO, HR, will advertise and make arrangements for placement in appropriate communication sources. Internal postings will be posted on bulletin boards in its main office and satellite offices, for job vacancies or new jobs, for a minimum of five (5) business days, or in accordance with the applicable Staff/Collective Agreement.

External postings may include the RRDSSAB website, web hosted posting sites, district newspapers, journals, other related provincial/federal employment agencies, and/or circulation of posting to community and/or educational institutions.

Unsolicited applications on file will be considered as an application for any position for which they are considered qualified.

Late applications will be returned unopened and will not be considered.

- 5. Unsolicited applications are retained on file for a period of up to one (1) year. Unsolicited applications do not require an acknowledgement of its receipt.
- 6. Should the advertisement efforts not produce qualified applicants or an adequate number of potential candidates, recruitment may be extended at the discretion of the CAO, in consultation with HR and the Supervisor/Manager.

Selection

- 1. In all instances where an internal applicant appears to have the minimum qualifications, as outlined in the job posting, the internal applicant shall be interviewed for the position. This may include internal applicants only or be completed concurrently with external candidates. Selection will be based on the

applicant's competency, experience, education and personal suitability to the position.

2. HR will coordinate an Interview Committee for all positions (except the CAO position), composed of the immediate Supervisor and up to two (2) other management/staff members having sufficient expertise/knowledge to judge the candidate's experience and skill against the requirements of the job. The interview team will:
 - a) conduct themselves in a professional manner;
 - b) base its assessment solely on the degree to which applicants meet the pre-determined selection criteria for the job; and
 - c) evaluate each candidate according to a structured Interview Format rating system.
3. HR will work with the Supervisor to identify relevant job competencies and develop a structured Interview Format, including a rating system for an objective determination of the best candidate.
4. HR ensures that selection criteria are established prior to any interview taking place, in consultation with other stakeholders or persons who may be of assistance. Selection criteria will be based on the respective Job Description and an applicant's ability to perform the job in terms of performance, competency, initiative, motivation and responsibility.
5. The Interview Committee reviews all applications, based upon the Job Description and pre-determined selection criteria, to short-list and identify individuals to be interviewed.
6. The Human Resources Officer establishes the date, time and place of interviews, taking into consideration the availability of Interview Committee members.
7. As part of the interview process, candidates:
 - a) may be asked to provide three written references;
 - b) may be expected to pass a test of skills and aptitudes related to the position, including formal presentation or examples of past work. All tests or assessments will be reviewed by the Interview Committee as part of the selection criteria; and
 - c) may be asked to provide the names of up to three (3) past employers for a telephone reference (see *Pre-Employment Reference Check Form* and *Reference Check Consent Form*).
8. When contacting candidates to schedule interviews or testing, HR will notify candidates of the following:

- a) advise who is calling and which position you are calling about;
- b) invite them to attend an interview including the date, time and location;
- c) *ask the candidate if they require an accommodation by stating the following: *"I want to advise you that accommodations are available upon request related to the materials or processes used during the recruitment process. You will need to make your needs known in advance."* and
- d) provide them with your contact information (phone number) in case they have questions before the interview.

*NOTE: If an accommodation is requested in the recruitment process, HR will consult with the candidate to determine what a suitable accommodation would be, then provide or arrange for the provision of such accommodation prior to the interview being conducted. Reasonable accommodation will be provided in all assessment and selection processes to enable a qualified applicant with a disability to have an equal opportunity.

- 9. The Interview Committee will request that all candidates complete a *Reference Check Consent Form* while they attend the interview and the completed document is retained by HR.
- 10. The Interview Committee interviews the short-listed candidates in a fair and equitable manner, using the structured interview questions and conducts any pre-determined tests/assessments. The Interview Committee rates the candidates at the completion of his/her interview or at the completion of all interviews individually or collectively, as determined by the Committee. Rating comparisons will take place to rank the order of all interviewees.
- 11. The Interview Committee reports the names of candidates in their ranking order to HR who completes pre-employment reference checks, as appropriate, and makes a recommendation to the CAO.
- 12. Unsuccessful candidates may request a feedback interview. HR and/or the Supervisor/Manager will conduct the interview, identifying constructive information such as areas of strength and those requiring improvement.

Offers of Employment

- 1. An offer of employment will not be made until all components of the interview process have been completed, including any tests or skills of aptitudes and pre-employment reference checks, if applicable.
- 2. All staffing appointments for positions within the RRDSSAB will be presented by HR for approval by the CAO prior to making a job offer.

3. Offers of employment are made verbally by HR explaining the offer is conditional upon proof of qualifications, if necessary, and the satisfactory outcome of a Criminal Reference Check (and any other conditions of employment). The verbal offer is immediately followed by a written job offer, which includes the following:
 - a) position title;
 - b) start date;
 - c) location;
 - d) salary;
 - e) duration of the probationary period;
 - f) summary of benefits or copy of appropriate Staff/Collective Agreement;
 - g) type of employment classification (i.e. management, non-management, union, etc.);
 - h) name and title of immediate Supervisor;
 - i) explanation re: criminal reference check;
 - j) an indication that the organization reserves the right to request a medical examination, if required;
 - k) date of termination of contract, if applicable; and
 - l) notify them about our accommodation policies:
"In accordance with the Accessibility for Ontarians with Disabilities Act, the Rainy River DSSAB has an accommodation process in place to provide reasonable accommodations for employees with disabilities, including providing or arranging for the provision of accessible formats and communication supports. If you require any accommodations please don't hesitate to let us know and we will be happy to work with you."
4. HR provides the successful candidate with a form letter requesting the appropriate criminal reference check, either a *Police Criminal Record Check/Police Information Check (LE219E)* or a *Police Vulnerable Sector Check (LE220E)*, per policy *HR-2.2 Criminal Reference Checks*.
5. If the results of the criminal reference check are not obtained prior to the commencement of employment, a Self-Declaration must be submitted to Human Resources prior to employment. HR follows up to ensure the requested criminal reference check is submitted within a reasonable time-frame. Should the results of the criminal reference check not reflect what has been self-declared, the CAO in consultation with HR will review the situation and act accordingly.
6. The successful applicant is asked to provide a written acceptance within a maximum of five (5) working days of the written letter.
7. Once the successful applicant accepts the job offer in writing, HR:
 - a) provides payroll with a copy of the Offer of Employment and/or Employment Contract and any relevant benefit information;
 - b) notifies unsuccessful candidates who were interviewed;

- c) posts the name of the successful applicant on internal bulletin boards; and
 - d) reports the name of the successful applicant at the next Board meeting.
8. Once the recruitment activity is complete, all interview documents are retained by human resources for a period of one (1) year from the date of interview and destroyed following that time period. The application, interview format and *Reference Check Consent Form* of the successful candidate will become a part of the employee's Personnel File.
 9. Should the successful candidate decline the job offer, the CAO in consultation with HR and the Supervisor/Manager determines the next most suitable candidate or may decide to initiate the recruitment process again.

Probationary Period

1. Unless specified otherwise in an Offer of Employment or Staff/Collective Agreement, the probationary period for employees of RRDSSAB is for a period of six (6) months. Performance Appraisals by the employee's supervisor will take place within three (3) and six (6) months from the date of hire, prior to the expiration of the probationary period. This may result in:
 - a) confirmation of employment to permanent staff; or
 - b) termination of employment.
2. Decisions regarding the outcome of the Performance Appraisals must be made in writing to the employee prior to the expiry date.
3. A probationary period may be extended for up to an additional three (3) months should circumstances warrant, at the discretion of the CAO and in consultation with the Supervisor and Human Resources Officer.
4. During the probationary period, the employee is not entitled to grieve a lay-off, termination or disciplinary action.