

STATEMENT of POLICY and PROCEDURE			
Chapter:	Human Resources	SPP No.	HR 2.02.ON
Section:	Employment	Issued:	Nov. 25, 2019
Subject:	<b>RECRUITMENT and SELECTION</b>	Effective:	Jan. 1, 2020
Issue to:	All Manual Holders	Page:	1 of 4
		Replaces:	HR-12
Issued by:	Community Resource Centre	Dated:	Feb 2017

## 1 POLICY

- 1.01 The **Community Resource Centre** is committed to recruiting and selecting individuals who are the most qualified to perform the requirements of each position available. Candidates for job vacancies may be from existing staff or from outside sources. Where qualifications are deemed equivalent, preference will normally be given to internal candidates.
- 1.02 All external recruitment requires the prior approval of the **Executive Director** or a designate.
- 1.03 The successful applicant(s) for a job vacancy shall be given a written offer of employment which outlines all the terms and conditions of employment in that job and shall be provided with a copy of the **Community Resource Centre's** policy related to accommodating employees with disabilities. The applicant(s) must accept the offer by signing it before commencing work. There shall be no verbal or informal offers provided to the applicant. Instead, the applicant should be told that the **Community Resource Centre** will be making a formal, written offer, which the applicant should carefully review and consider.
- 1.04 No offers or commitments, financial or otherwise, are to be made to any job candidate until all appropriate approvals have been obtained.

## 2 PURPOSE

- 2.01 The purpose of this Statement of Policy and Procedure is to ensure a consistent approach to the recruitment and selection of staff and to ensure compliance with all legislative requirements.

## 3 SCOPE

- 3.01 This Statement of Policy and Procedure applies to all supervisors who have responsibility for recruiting and selecting personnel to fill a new or existing job vacancy.

## 4 RESPONSIBILITY

- 4.01 Supervisors are responsible for:
- initiating the recruitment process, as necessary.
  - if required, developing and placing media job advertisements which comply with provisions of the *Human Rights Code* (Ontario) and the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA).
  - developing and/or understanding the job selection criteria for the job vacancy.

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- (d) screening candidates in accordance with the job selection criteria.
- (e) notifying selected applicants that accommodations are available upon request and for consulting with the candidate to arrange suitable accommodation, when necessary.
- (f) selecting final candidate(s) to fill a job vacancy.
- (g) conducting candidate reference checks, as necessary.
- (h) providing each successful applicant with a written offer of employment accompanied by a copy of the **Community Resource Centre's** policy related to accommodating employees with disabilities.
- (i) ensuring the offer of employment is accepted before the candidate starts work.
- (j) ensuring the successful applicant receives a proper and thorough orientation to the new position and, where necessary, to the organization.

## 5 DEFINITIONS

None

## 6 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE

*Accessibility for Ontarians with Disabilities Act, 2005* (Ontario) and Regulations

*Human Rights Code* (Ontario)

SPP HR 2.01.ON — Employment Principles

SPP HR 2.03.ON — Terms and Conditions of Employment

SPP HR 2.04.ON — Probationary Period

SPP HR 2.08.ON — Confidentiality

SPP HR 5.04.ON — Accommodation on the Basis of Disability

## 7 PROCEDURE

7.01 Each job vacancy for which recruitment is deemed necessary for a replacement candidate, requires the approval of the **Executive Director**. Approval of the **Executive Director** is required prior to the creation of new staff positions. Supporting documentation shall include:

- the reason for the vacancy
- a Job Description
- anticipated salary and Salary Range
- the number of candidates to be hired
- job selection and candidate criteria
- a recruiting plan and budget

7.02 The Board of Directors is responsible for hiring the Executive Director. When hiring staff for positions, a hiring committee will be formed consisting of the Executive Director and a supervisor. The Executive Director or designate and the supervisor will hire program

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staff. The Executive Director will hire front office staff, with the assistance of a supervisor, if deemed appropriate.

7.03 In the case of an applicant who is a relative of a member of the Hiring Committee, that member must declare a conflict of interest and be replaced. When a relative is considered for hire, it must be established that:

1. Standard competition procedures have not been circumvented
2. The applicant is the most qualified
3. No undue influence was exerted on the Hiring Committee or Board
4. No potential conflict or difficulties appear to exist.

Members of the same family will not normally be hired to work on the same team. A supervisor may not supervise a family member (including a significant other).

#### 7.04 **External candidates**

- (a) External candidates may be recruited from many locations using varied means including print, video, and personal contacts. In some cases, it may be deemed necessary to use recruitment agencies or executive search organizations to assist in the search for qualified candidates.
- (b) If recruitment agencies or executive search houses are expected to be used to identify external candidates, the approval of the **Executive Director** is required before any such agency is engaged to assist in a recruitment assignment. Only one organization may be used at any time on any recruiting assignment. Representatives of outside organizations who contact supervisors directly, regarding job vacancies, should be referred immediately to the **Executive Director**. No information regarding vacancies, staff levels, names of employees, or organization plans, are to be divulged to outside organizations unless done so by the **Executive Director** or a designate.
- (c) All external candidates for employment are required to provide a résumé.
- (d) Each final external candidate shall be interviewed by a supervisor and one other person prior to any offer(s) of employment being extended. The supervisor is responsible for screening candidates on the basis of the job selection criteria.
- (e) Reference checks shall be completed for all potential new hires from external sources. As a minimum, the last **[two]** employers should be contacted to verify the candidate's employment history and quality of work. Academic achievements should be verified also when they are essential to meeting minimum job qualifications.
- (f) Special approval is required before any person is recruited directly from secure employment with another employer.

#### 7.05 **Selection**

- (a) Performance, skill and ability to perform the job, are the primary considerations

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for the selection of internal candidates. Previous directly related experience, skill and ability are the primary considerations for selecting external candidates.

- (b) Final candidates (internal or external) for a job vacancy may be required to complete employment tests deemed necessary to determine their skill, knowledge, or ability to perform the job.
- (c) If a selected candidate requests an accommodation, the **Community Resource Centre** shall consult with the candidate and provide for and/or arrange for the provision of a suitable accommodation in a manner that takes into account the candidate's accessibility needs due to disability.

7.06 All offers of employment shall be approved by the **Executive Director** or a designate prior to being extended to a successful candidate. A written offer of employment shall include the following components:

- Title of the position being offered;
- Starting salary/wage;
- Name of the Department in which position is located;
- Name and title of supervisor to which the individual will report;
- Duration of the Probationary Period, if any;
- Effective date of hiring and reporting time;
- Summary of benefit plans including date(s) of eligibility for each plan;
- Special arrangements such as relocation (requires the **Executive Director's** approval);
- Confidentiality Agreement;
- Conditions of employment that must be observed;
- A copy of the **Community Resource Centre's** policy related to accommodating employees with disabilities;
- A statement that the offer of employment is conditional on the candidate's ability to satisfy the **Community Resource Centre's** medical requirements (if applicable);
- Termination clause.

7.07 Any candidate who deliberately misrepresents or falsifies information during the recruitment or selection process shall be eliminated from the selection process and, if employed, shall be discharged for cause.