

	Recruitment and Selection
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Effective Date: March 8, 2022

Revision #: 6

SCOPE

All employees

RATIONALE

To ensure that all employees and potential job candidates are considered for employment opportunities through a consistent, fair, and barrier free approach to recruitment and selection.

POLICY

Community Care Peterborough (CCP) will circulate all job postings internally via email for a period of one week before being made public. This process is designed to give current CCP employees first priority in consideration for new employment opportunities within the organization. CCP reserves the right to concurrently post the vacancy internally and externally. Certain vacancies may be circulated to volunteers and/or brokered helpers as part of the internal posting process. Unless job posting requirements are specified under the terms of a funding agreement, contract positions will be advertised in the same manner as permanent positions.


Qualified applicants under the employ of CCP will remain subject to the entire recruitment and selection process to ensure a successful candidate-job fit for the posted position. Application for a lateral transfer or promotion will not jeopardize an employee's present position.

As vacancies arise, the direct reporting supervisor will lead the recruitment and selection process. CCP will hire only the most qualified individuals, based on knowledge, skills, abilities, and other competencies. Where a successful candidate has been identified, a recommendation for hiring is approved by the Executive Director.

PROCEDURES

Job Postings

1. Open positions at CCP will be advertised with a job posting that will include:
 - a) Description summarizing the role, primary duties and responsibilities, qualifications, and skills;
 - b) the department and immediate supervisor;

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- c) the job classification and the starting hourly rate on the salary grid;
 - d) any procedures associated with applying for the role;
 - e) CCP and United Way logos;
 - f) the dates during which employees of CCP may apply;
 - g) an indication that only candidates selected for an interview will be contacted;
and
 - h) statements about being an equal opportunity employer and the availability of accommodations during the recruitment and selection process.
2. The job posting will be distributed via CCP email to all employees if internal only. Volunteer and/or brokered helpers may also receive the posting by email, if appropriate.
 3. If the internal recruitment is unsuccessful after a one week period, or if CCP elects to post concurrently, the position will be posted externally on the CCP website, social media, and online job boards. Postings may also be advertised in print media.

Application Process

4. Internal and external candidates will be required to express interest in vacant positions in writing, typically with a cover letter and detailed résumé.
5. All submissions will be reviewed and a short list of candidates for interviews will be selected by the direct reporting supervisor based on skill, ability, experience, education, and demonstrated competence as identified on the job description and the job posting.
6. Should a candidate provide information in a cover letter, résumé, or application that is not permitted under the Ontario Human Rights Act, this will not be considered as part of the interview and decision making process.
7. In the event that only one internal candidate expresses interest in the vacant position, the supervisor will meet with the candidate to determine suitability for the position.
8. Pre-screening candidates may also be considered as part of the application process.

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9. Candidates who do not meet the requirements during the recruitment process will remain classified as applicants and may re-apply for any future job posting and shall receive equal consideration.

Interviews

10. Interviews are to be scheduled and conducted by the direct reporting supervisor and at least one member of the management team or another employee, as appropriate.
11. The interview process may include a technical task to evaluate a candidate's performance or capacity to perform the job in a safe, efficient, and reliable manner, free of discrimination and will be based on knowledge, skills, abilities, and competencies.
12. A second interview may be required to evaluate candidates.
13. The interview questions shall be structured to acquire further information regarding a candidate's knowledge, skills, abilities, and competencies and to help determine if the candidate(s) will be a good fit for the role and the organization. A consistent format for written, technical, and verbal components for all interviews will be used utilizing a scoring matrix.
14. Upon completion of interviews, the results shall be reviewed to determine which candidates are qualified and should proceed to the reference check portion of the selection process.

Reference Checks

15. The successful applicant will provide a minimum of three professional references which will be checked by the direct reporting supervisor or designate before an offer of employment is made. These may be waived for internal applicants.
16. References checks will be documented using the *Telephone Reference Check Form*. Questions may be adapted to suit the position being filled. Applicants provide permission for their references to be checked at the time of the interview.
17. Wherever possible, references should be work-related, ideally past or present employers or supervisors. References will not be personal friends or relatives of the candidate.

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18. Written references are only acceptable if the writer also agrees to speak with CCP about the reference.
19. Reference checks may be conducted by telephone. CCP will document the results of all reference checks and retain in the employee's personnel file.
20. The following information will be sought through the reference checking process:
 - a) Responsibilities;
 - b) confirmation of reason given for leaving;
 - c) assessment of skills and abilities as relevant to position applied for;
 - d) eligibility or consideration for rehire;
 - e) verification of information contained on the candidate's application and shared during interview; and
 - f) additional comments on relevant performance.

Offer of Employment

21. The direct reporting supervisor or designate will make a recommendation to the Executive Director for approval to hire the selected candidate(s).
22. Once the hire is approved, the candidate will receive a verbal offer of employment conditional upon the successful completion of an acceptable Police Vulnerable Sector Check, evidence of full vaccination against COVID-19, verification of education and other credentials, and any other requirements of the position as detailed in the Employment Agreement.
23. The direct reporting supervisor will prepare an Employment Agreement outlining the terms of employment with CCP for the Executive Director's approval and signature.
24. The direct reporting supervisor or designate will contact the unsuccessful candidate(s) by phone.

RELATED POLICIES

- HR-2-45: COVID-19 Vaccination
- HR-2-60: Job Descriptions
- HR-4-34: Employee Police Record Checks

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RELATED FORMS

- Interview Templates
- Interview Matrix Template
- Telephone Reference Check Form
- Employee Agreement
- Job Posting Template

REVIEWS AND REVISIONS

Date Approved (mm dd, yyyy)	Comments
Sep 23, 1998	HR-2-30: Job Postings & HR-2-40: Employee Screening & Selection – Approved by Executive Director
Oct 1, 2001	HR-2-30: Job Postings – Reviewed & revised by HR Committee
Apr 27, 2005	HR-2-40: Employee Screening & Selection – Reviewed & revised by HR Committee
Oct 10, 2017	HR-2-40: Employee Screening & Selection – Reviewed & revised by HR Committee
Aug 1, 2018	HR-2-30: Job Postings – Reviewed & revised by HR Committee
Dec 17, 2020	HR-2-30: Job Postings & HR-2-40: Employee Screening & Selection-Reviewed & revised by HR Committee
Mar 8, 2022	Combined HR-2-30 & HR-2-40 into one policy – Reviewed & revised by HR Committee

Next Review Date:	March 2025
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