

## **Recruitment, Selection and Hiring (Non Union)**

<b>Reviewed Date</b>		<b>Number</b>	HR0202
<b>Revised Date</b>	October 28, 2020	<b>Approved Date</b>	September 25, 1996

### **Introduction**

This policy outlines the specific steps to be taken in the recruitment, selection and hiring of non-union staff. It also serves as an overall general basic guideline for the recruitment selection and hiring of union staff, notwithstanding time lines may be different.

### **Purpose**

The purpose of this policy is to provide a consistent guideline to the Simcoe Muskoka District Health Unit Board of Health members, non-union employees, students and volunteers to the recruitment and selection process at the Health Unit which will:

- Recognize the importance and dignity of all candidates by providing an equal opportunity for employment
- Support unbiased and open competition for all candidates interested in vacancies
- Determine the selection of the best-qualified available candidate for vacancies
- Ensure all relevant provincial and federal legislative requirements are followed.

### **Legislative Authority**

Ontario Human Rights Code

### **Policy Definitions and Interpretation**

**Direct Supervisor:** The person to whom the person/position reports to which may be a Supervisor, Manager, Vice President or MOH.

**Contractual non –employee:** A non-employee contracted through a third party to provide services to SMDHU.

### **Policy**

The Simcoe Muskoka District Health Unit is committed to excellence in health programs and services. Our policy is to hire the best qualified candidate for any vacant or newly created position as determined through an interview and assessment process. This process may include testing components, presentations and other position-specific assessments. In times of peak demand for specific qualifications and skills, it may be difficult to fill our vacancies with qualified candidates. In this event, less qualified applicants will be considered on an under fill basis (salary will be determined by the direct supervisor in consultation with Human Resources). In the recruitment and hiring process, all individuals will be treated equally and without discrimination, per the Ontario Human Rights Code. An individual cannot be hired into a position or be put in a circumstance where an immediate family member has

supervisory responsibility involving disciplinary and/or evaluative functions within the same program and/or department

Vacancies may be posted internally for a period of five working days, except those excluded for reasons of efficiency such as: only one known qualified internal candidate; an immediate required temporary assignment; restructuring of department(s); internal transfers within the same job classification; or a prior temporary posting indicating the temporary position may result in a future full time or part time appointment.

Any full or part time, temporary or casual staff member are eligible to apply to an internal posting. Third party contract and volunteer staff are considered external and can apply to external vacancies only. When a vacancy is posted which will not exceed one year, the subsequent position/vacancy created by filling this posting may be filled at the Employer's discretion without posting.

An employee hired into a full or part time position will not be considered for a subsequent full or part time, position until after they have completed six (6) months of continuous service in their current position, unless the subsequent available position is in a higher salary band.

An employee hired into a temporary position must complete the duration of the temporary position before being eligible to apply to another temporary position. This does not restrict the employee from applying to a full or part time vacancy. Notwithstanding, at the discretion of the direct supervisor, employees may be allowed to apply to a subsequent temporary position which would extend their employment contract with SMDHU.

The recruitment, interview and selection process for each position will be a standardized competition, to ensure all candidates receive fair and equitable treatment. Management will refer to the Recruitment Guide.

In the event where additional hours are required in a part time position, either temporarily or permanently, the additional hours may be offered to the incumbent of the position first. The direct supervisor has the authority to assign additional hours on a temporary basis to staff in the department without posting. The Agency has the authority to reassign positions or full time equivalents (FTE's) to meet program and department needs.

## ***Procedures***

### ***Recruitment***

#### **A. Responsibilities:**

The direct supervisor in consultation with the applicable department Vice President is responsible for initiating the recruitment process, ensuring the process corresponds with policy and for recommending the appropriate salary levels and offers of employment.

Human Resources is available for advice, consultation, participation on interview panels and confirming appropriate salary levels consistent with the health unit policy. Human Resources is responsible for initial candidate screening, responding to employment enquires, maintenance of the competition and central recruitment files, initiation and finalization of employment letters, identifying inconsistencies in recruitment practices, recommendation of plausible recruitment methods and in conjunction with the Selection Committee Chair assisting in any candidate testing and assessments.

The Selection Committee Chair will take the lead role in ensuring the recruitment process is timely, organized and complete per the guidelines set out within the Recruitment Guide.

## B. Recruitment Process:

1. In order to ensure Human Resources is able to meet the requirements of all departments in a timely manner, the direct supervisor, must notify Human Resources, via electronic template, of the vacancy or new position no later than noon, on the Monday preceding the requested posting date. Where Monday is a statutory holiday, postings are due Friday at 4:00 p.m. Requests received after this timeline are only processed in very rare and exceptional circumstances and require the prior approval of the Manager of Human Resources.
2. Human Resources verify the job evaluation completion status and that the salary of the position is current. An approved position description and job evaluation completion is required before a posting can be initiated, except in exceptional expedited circumstances approved by the Manager of HR.
3. Human Resources initiates a job posting based on the required qualifications, abilities, skills, performance, competencies and responsibilities of the position as outlined in the position description, along with any preferred assets identified by the department.
4. The position vacancy will be posted internally for a period of five business days, Wednesday through Tuesday. All vacancies are posted to the Intranet.
5. The Employer may activate at its discretion an external posting process simultaneous with the internal posting process. In this case the vacancy will be posted to the Intranet and Internet. All external candidates not offered an interview will not be notified.
6. Human Resources may initiate one or a combination of the following recruitment processes to attract qualified candidates to apply to the vacancy:
  - Notify other Health Units
  - Notify post-secondary institutions
  - Notify appropriate professional associations or organizations
  - Notify appropriate relevant organizations
  - Post with Service Canada
  - Post in various recruitment electronic, social or other mediums, as deemed appropriate
  - Initiate newspaper advertisements, first locally and then non locally or both in unique situations
7. An employee must provide a cover letter and resume when applying to a posting and will direct such to Human Resources electronically via the HR@smdhu.org mail box.  
An employee whose resume is not received in the HR mailbox by the posted deadline will be considered late and shall be excluded from consideration.
8. All applicants will receive electronic confirmation of receipt of their application.
9. Human Resources screen all resumes for minimum education and experience as outlined in the job posting, unless the department requests to do so or provide assistance. Human Resources will provide the screened resumes to the Selection Committee Chair **no later than the** end of the day of the Friday following the closing

of the posting. In exceptional circumstances where it is approved by the Manager of HR that the posting closing date is extended beyond Tuesday at 4:00 p.m., the screening deadline will also be extended by the same number of days.

10. The Selection Committee is now responsible for the remainder of the selection process. The Selection Committee will follow the guidelines outlined in the Recruitment Guide.
11. Once the competition file is closed and returned to Human Resources, it will be kept on file for three years. After the appropriate date has past the file will be shredded.

### **C. Hiring:**

1. The Selection Committee Chair will share the final recommendations of the Selection Committee with their Vice President.
2. The Selection Committee Chair will then present the final recommendations of the Selection Committee to Human Resources and discuss any issues that may have arisen during the interview process. The Selection Committee Chair is then responsible for securing appropriate employment references which may or may not be through a contracted third party. All candidate references the Selection Committee Chair collects be that internal or external must be included in the job competition file. Any questions concerning the terms and conditions of employment will be directed to Human Resources prior to any verbal offer of employment being made.
3. The Selection Committee Chair will confirm with Human Resources all internal SMDHU current and prior direct supervisors of the preferred internal candidate and then will conduct their reference checks accordingly. A Selection Committee Chair is not required to have consent of the employee in order to conduct internal reference checks as employees work for the Health Unit and in turn report to their direct supervisor(s).
4. All offers of employment are conditional on the candidate providing acceptable proof of their stated and required qualifications, registration, CRC/VSS records checks and or certification as outlined in the posting and acceptable satisfactory employment references.
5. The direct supervisor in conjunction with Human Resources will determine an appropriate starting date allowing adequate time, where required by SMDHU, for the employee to meet any requirements to be orientated to specific aspects of SMDHU prior to the commencement of their employment.
6. Following receipt of a verbal acceptance of the employment offer, the direct supervisor will coordinate the notification to Human Resources through the Administrative Coordinator of the successful candidate, using the electronic Employee Activation/Change Form, preferably three weeks prior to the official start date.
7. Human Resources will then prepare an employment contract clearly outlining the terms and conditions of employment, for signature of both the direct supervisor and the employee.
8. Upon receiving a signed acceptance of the employment contract, acceptable references, proof of qualifications and education, satisfactory CRC/VSS records checks, required pre-employment sign offs, registration and/or certification, Human

Resources will process the new hire. (See HR0801 New Employee Orientation and Onboarding). A copy of the signed employment contract will be forwarded to the direct supervisor.

9. The Selection Committee chair shall notify all unsuccessful interviewed candidates and all internal candidates who applied and were not granted an interview. Every effort will be made to ensure the above steps are completed in a timely manner.
10. After completion of the forgoing step, the direct supervisor shall then advise SMDHU staff of the appointment of the successful candidate by providing the content to be posted to the blog to the applicable Administrative Coordinator.
11. The direct supervisor will initiate the ACT process with the departmental Administrative Coordinator who shall order/set up appropriate work space and equipment and coordinate the notification of all staff of the new employee's appointment.

#### **D. Contract Positions**

1. Prior to proceeding with an external contractual or third party non-employee appointment, the direct supervisor will consult with Human Resources. The resultant formal terms and conditions of appointment will then be processed by Human Resources and signed by the direct supervisor.
2. Requests for non-employee support through temporary agencies will be coordinated through Human Resources.

#### **E. Students and Volunteers:**

1. Refer to policy HR0209 as well as the Recruitment Guide.

#### **F. Employment References**

All current and former employee employment and student placement references shall be coordinated through Human Resources. A signed reference authorization from the individual authorizing a reference check is required to be submitted prior to any reference being released. In order to ensure consistency and minimize potential liabilities, managerial staff are to consult with Human Resources prior to providing; employment references either verbally or in writing. SMDHU reserves the right to determine the extent of any and all employment references provided including the option of declining to provide a reference in specific situations.

#### ***Related Policies***

HR0209 Student and Volunteer Placement  
HR0201 Employee Classifications  
HR0405 Salary Determination  
HR0801 New Employee Orientation and Onboarding

#### ***Related Forms***

N/A

**Final Approval Signature:** \_\_\_\_\_

Review/Revision History:

Revised: May 28, 2008

September 2010 Policy re-numbered – previous number B3.010

Revised: January 14, 2015 Policy updated

Revised: October 28, 2020 – update Vice President title