	Recruitment and Selection
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Effective Date: February 4, 2025

Revision #: 7

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, as well as to comply with the *Ontario Human Rights Code*, the Employment Standards Act, 2000.

POLICY

Community Care Peterborough (CCP) will circulate all job postings internally via email for a period of seven (7) calendar days 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. Postings will not be shared externally when a position is restricted to existing employees of CCP. 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 Chief Executive Officer.

DEFINITIONS

Bona Fide Occupational Requirement: A job requirement that is adopted for a purpose or goal that is rationally connected to the functions of the position; adopted in good faith, in the belief that it is necessary to fulfill the purpose or goal; and is reasonably necessary to accomplish the purpose or goal.




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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;
 - c) a statement disclosing whether or not the posting is for an existing vacancy;
 - d) the job classification and the expected compensation for the position or the range of expected compensation for the position;
 - e) any procedures associated with applying for the role;
 - f) CCP and United Way logos;
 - g) the dates during which employees of CCP may apply;
 - h) an indication that only candidates selected for an interview will be contacted; and
 - i) statements about CCP's commitment to accessibility and inclusion, such as:
"Community Care Peterborough is an equal opportunity employer committed to providing an inclusive and barrier-free selection process. We recognize the importance of ensuring that everyone is treated with equal respect and dignity and are protected from discrimination and harassment. If you require this information in an alternate format, communication supports, or other accommodation measures during the recruitment or selection process, please inform HR in confidence."
2. Job postings will not include gendered language or any language that would directly or indirectly exclude a part of the population for any reason that is not a requirement for the position.
3. Job postings must only list the qualifications that are absolutely necessary for a person's success in an open position. Any job requirement that limits the candidate pool must be a bona fide occupational requirement.
4. Job postings will be written in plain language and at an appropriate reading level.
5. All job postings must exclude references to protected characteristics.
6. CCP does not use artificial intelligence (AI) to screen, assess, or select applications, however, should that change, the posting will disclose this information to potential applicants.

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7. The job posting will be distributed via CCP email to all employees if internal only. Volunteers and/or brokered helpers may also receive the posting by email, if appropriate.
8. If the internal recruitment is unsuccessful after seven (7) calendar days, 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.
9. CCP will retain copies of every publicly advertised job posting for three (3) years after access to the posting by the general public is removed.

Application Process

10. Internal and external candidates will be required to express interest in vacant positions in writing, typically with a cover letter and detailed résumé.
11. 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.
12. 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.
13. 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.
14. Pre-screening candidates by a brief telephone interview or technical task may also be considered as part of the application process. Information for candidates who are not offered a formal interview is not required to be retained for three (3) years.
15. 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.



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Interviews

16. 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.
17. At the time of scheduling the interview the candidate will be informed of:
 - a) The interview time and anticipated duration;
 - b) the position they are being interviewed for;
 - c) the interview format and whether a technical task will be necessary;
 - d) the interview location;
 - e) parking information and/or bus route information;
 - f) that CCP is a scent-reduced workplace;
 - g) to bring the names and contact information for 3 work-related references; and
 - h) the candidate will be asked to inform CCP in advance if they require any accommodations during the interview process.
18. In accordance with human rights legislation, the organization will provide accommodations for persons who require them as part of the interview process. If accommodations are identified at the time of scheduling the interview, the hiring supervisor will consult with the applicant about their specific needs and provide or arrange suitable accommodation in accordance with ADM-7-10: Accessibility.
19. 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. The task is assessed against predetermined criteria and each candidate is assessed under the same criteria.
20. 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.
21. The interview matrix takes into account an evaluation of qualifications and competencies related to the job, the interview scores, and, if applicable, the score of the technical task. This assists in ranking candidates based on their performance and qualifications.

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22. 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.
23. A second interview may be required to evaluate candidates.
24. CCP will retain the interview documentation for three (3) years after the day the interview was conducted.

Reference Checks

25. 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.
26. 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.
27. 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.
28. Written references are only acceptable if the writer also agrees to speak with CCP about the reference.
29. Reference checks may be conducted by telephone. CCP will document the results of all reference checks and retain in the employee's personnel file.
30. 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.



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Offer of Employment

31. The direct reporting supervisor or designate will make a recommendation to the Chief Executive Officer for approval to hire the selected candidate(s).
32. 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, verification of education and other credentials, and any other requirements of the position as detailed in the Employment Agreement.
33. The direct reporting supervisor will prepare an Employment Agreement outlining the terms of employment with CCP for the Chief Executive Officer's approval and signature.

Follow-Up with Interviewees

34. The direct reporting supervisor or designate will contact the unsuccessful candidate(s) within fourteen (14) calendar days. This information may be provided in person, in writing, or using technology including but not limited to teleconference and videoconference technology.
35. CCP will retain copies of the information provided to the interviewees for three (3) years after the day the information was provided to the applicant.

RELATED POLICIES

ADM-7-10: Accessibility
HR-2-60: Job Descriptions
HR-4-34: Employee Police Record Checks
HR-9-60: Succession Planning

RELATED DOCUMENTS

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

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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
Feb 4, 2025	Reviewed and revised by HR Committee

Next Review Date:	February 2028
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