

**Central Toronto Community Health Centres
Hiring Kit
Revised: September 2007
to be reviewed: September 2010**

Purpose: The intent of the hiring kit is to provide guidelines for the hiring processes at Central Toronto Community Health Centres. The hiring kit may be useful for both the managers leading the hiring committees and the staff members participating on the hiring committee. It should be used in consultation with the Personal Policy, ONA Collective Agreement, UFCW Collective Agreement and other relevant CTCHC policies for example the Criminal Reference Check and Immunization Policies.

I. THE HIRING COMMITTEE

The following are the procedures for the size, composition and orientation of the hiring committee. Hiring committees may vary depending on the nature of the vacant position and required time line. The following guideline is for the hiring of permanent employees. In cases of locum or relief the practice may be streamlined for efficiency to support coverage. It is at the discretion of management to decide how best to design hiring processes given the different factors involved.

Procedures

Size: Three people is the suggested minimum and more people may be required depending on the position.

Roles: The chair, who is usually the supervisor of the position, will coordinate the hiring process and would be accountable for the final decision. It is expected that staff, once requested to sit on the hiring, will be involved in the process and will be responsible for any assigned tasks.

Composition

Committee members will together have the necessary skills and experience to accurately assess the candidate.

It is also important for the committee members to reflect the different functional parts of the agency i.e. administration, program and clinical.

The committee will strive to include members from diverse backgrounds to represent different experiences, knowledge and perspectives therefore enriching the committee's collective knowledge. Diverse backgrounds is based on the definitions as outlined in the CTCHC Anti-Discrimination Policy and include but are not limited to gender, GBLITTQ, ethnic/racial origin, and ability.

Where possible, client representation in the committee will be ensured in particular when hiring front line staff at Shout.

Orientation

All committee members should be given a copy of the job description and have an opportunity to review it.

Committee members are responsible to declare any conflict of interest issues that may impact on the hiring process. A conflict of interest may arise in the following situations. The hiring committee member has an outside work relationship with the candidate that may bias their opinion. The hiring committee member may somehow personally benefit from the hiring of one candidate over another. If a hiring committee member believes they have a conflict of interest this must be made clear to the hiring committee chair. The chair will advise the committee member on which steps to take depending on the situation. In some cases this may mean withdrawing from the committee, with explanation to the committee, or acknowledging the conflict of interest to the committee.

The chair of the committee will instruct the committee to review the agency anti discrimination policy, personnel policy, UFCW and ONA agreements. The members will be expected to seek clarification to any questions that they may have on these documents.

All members are expected to maintain confidentiality through and after the hiring process.

II. RECRUITMENT

POSTINGS

When a vacancy or new position is determined, the supervisor of that position will ensure that an advertisement is posted for the position. All postings must include clear job responsibilities, experience and qualifications required, salary and benefits offered, deadline for submission of the application, address, contact person and a statement about the CTCHC commitment to employment equity. Where the posting is advertised externally will be a decision based on the position such as profession sought and/or languages required.

Non-unionized position.

The supervisor responsible has the discretion to either post the vacant or new position first internally or post the vacancy both internally and externally at the same time. Issues which will determine which avenue to pursue include: the position itself, whether permanent or contract, the duration of the contract, whether part time or full time and time lines involved.

For UFCW Positions

Under the collective agreement, all UFCW vacancies and new bargaining positions, except contract position as per article 1.02e, must be posted internally in all staff kitchens for seven working days. The supervisor may also externally post these positions simultaneously. All bargaining unit applicants including those on the recall list and those on an approved leave of absence and who also expressed interest in the said position must be interviewed and ruled out as a successful candidate before an external applicants can be considered.

Contract bargaining staff must be at least employed at CTCHC for a period of 12 months to be considered as an internal candidate.

ONA Vacancies

According to article 11.03 (a) Prior to the appointment to a vacant or new position the Employer shall post notice of the vacancy or new position on bulletin boards for a minimum of five working days in order that all staff will know of that the position is open and be able to make written application to their immediate Supervisor. A copy of each posting shall be sent to the Nurses Representative of the bargaining unit.

Vacant or new positions may be posted externally in conjunction with the above process.

III. SELECTION PROCESS

Short Listing

The hiring committee chair will consult the committee on the short listing criteria. This criteria will be based on their qualifications, experiences, credentials, license to practice and any other criteria agreed upon by the committee.

The hiring committee chair will review the resumes received and will short list the applicants based on their qualification, experience , credentials, and license to practice. If concerns arise hiring committee members may take time to review all applicants. It is expected that the hiring committee member (s) will review these resumes by circulating the folder of applicants. It is not an expectation that the chair would supply copies of non-short-listed applicants to all members.

The hiring committee will be asked to review the short listed candidates and depending on the number; short list for interview or review for the resumes for interview.

Interview Process

The hiring committee will ensure that the interview questions cover the requirement of the job thoroughly.

The hiring committee will decide on the sought responses for each question prior to the interview.

The answering of the questions should not require more than the time allotted for each applicant

The committee will decide on a uniform system to record answers and grade responses.

The chair will outline the process at the beginning of each interview. The chair will also give a brief overview of CTCHC, its mandate and some of its policies and believes including but not limited to the following:

Discrimination free
Pro choice

Smoke free
Scent free
Unionized position or not
Police reference checks as prerequisite for employment

Technical testing will be administered if it is a job requirement.

The committee will review each applicant's performance and will decide whether to conduct second interviews or proceed with reference checks for those selected.

Second Interviews

The hiring committee may decide that a second interview is required to clarify areas of concerns.

The interview questions will reflect those areas that needed additional clarification and the questions may not be the same for applicants.

Reference checks

Those selected will be required to provide at least two references. At least one of the references must a current/and/or recent supervisor.

Reference checks should be done in the same manner following the attached reference check questions. In addition to these standardized questions, the committee and/or Committee chair may decide to add additional questions specific to areas of concern with a candidate or in relation to specific roles and responsibilities of the position applied for.

The chair of the committee is responsible for undertaking and documenting the reference checks. These will be placed into the successful candidates HR file with their application.

The committee chair will also be responsible for ensuring that where applicable all candidates are screened for appropriate professional licenses.

Decision to Hire

The committee will be provided with relevant information from the reference checks and their input into the final decision will be sought. The committee will strive for its decision making to be participatory and democratic however it is the chair of the committee, the position's supervisor, that will be responsible for the final decision to hire.

CTCHC Reference Check Questions—this form may be downloaded from CTCHC’s intranet

Date:

Position applied to:

Name of applicant:

Name of Reference:

Contact information for Reference:

Relationship to Candidate:

1. Please describe your reporting relationship with the candidate? If none, in what capacity did you observe the candidate’s work?
2. What was the candidate’s reason for leaving?
3. Please describe the key responsibilities of the candidate in his/her most recent position and length of employment.
4. Tell me about the candidate’s most important contributions to the achievement of your organization’s mission.
5. Describe the candidate’s relationships with his/her coworkers, reporting staff (if applicable), and supervisors.
6. Talk about the attitude and outlook the candidate brought to the workplace.
7. What are the candidate’s most significant strengths?
8. What are the candidate’s most significant weaknesses?
9. What is your overall assessment of the candidate?
10. We are hiring this candidate to be (position). Would you recommend him/her for this position? Why? Why not?

Verification of Professional license date completed _____ or N/A

