

COMMUNITY LIVING DURHAM NORTH  
HIRING PRACTICES AND PROCESS

Policy No. C-1 (Human Resources)

Effective Date: May 1, 2007

Rationale:

To support our commitment to consistent high quality support, the Association must hire qualified and motivated employees. It must also protect its reputation as an employer of choice and as a responsible corporate citizen.

Policy Statement:

The Association's hiring process will follow clear guidelines in order to promote the recruitment of qualified personnel, and in order to ensure adherence to fair practices.

Hiring decisions will not be made by reason of race, creed, colour, ancestry, national origin, religion, political affiliation, sexual orientation, or marital or parental status. Further, every precaution will be taken to avoid the occurrence of nepotism.

The Association will comply with all relevant requirements or regulations (concerning, for example, Criminal Reference Checks) that are adopted by our funding Ministry or by the Province of Ontario.

The Board of Directors is responsible for the hiring of future Executive Directors, but the hiring of all other staff is delegated to the current Executive Director and to staff that he or she may designate.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_  
for the Board of Directors

COMMUNITY LIVING DURHAM NORTH  
HIRING PRACTICES AND PROCESS

Procedure No: C-1-1  
**General Hiring Practices**

Effective Date: May 1, 2007  
Last Revision/Review: Jun. 15, 2017

- All vacant bargaining unit positions will first be posted internally in accordance with the relevant collective agreement. Interested candidates must submit in writing their interest to the Human Resources Manager or designate, before the closing date.
- The minimum educational qualifications for all full time positions, within the full time bargaining unit, is the Developmental Service Worker Diploma or a recognized, pre-approved equivalent. The following diplomas/degrees, only, are considered to be equivalents:
  - Human Services Worker Diploma
  - Social Services Diploma
  - Community Services Worker Diploma
  - Child and Youth Worker Diploma
  - Behavioural Science Technology
  - University Degree
- Employees who already hold a permanent full time position, as of May 1, 2013, will not be impacted by this upgrade of our minimum educational qualifications. They will be grand-fathered, not only in their current position but in their ability to apply for other FT positions within the FT bargaining unit.
- While higher attainments are preferred, the minimum educational qualification for part time positions is the Grade 12 diploma. Note that educational certificates (including the PSW certificate) are not higher forms of education and will not be accepted in lieu of Grade 12.
- While the Association makes every effort to promote from within, it reserves the right to advertise vacancies externally - with or without a prior internal posting – unless doing so would violate the provisions of one of our collective agreements.
- Internal and external application forms and accompanying materials that do not lead to hiring are kept in a secure place for a period of six months prior to shredding.
- All new employees will be hired conditionally, pending receipt of a satisfactory Criminal Reference Check, a “Positions of Trust” disclosure and proof of the required diploma or degree. Employment will also be conditional upon the receipt of satisfactory professional references.

- All new employees must have access to a personal vehicle and must provide the HR department with a copy of a current driver's license, a driver's abstract and also proof of insurance.
- All new employees will have a probationary status defined either in policy (see *Probationary Employment*) or through collective bargaining.

Procedure No: C-1-2  
**Criminal Reference Checks and  
 "Positions of Trust" Disclosure**

Effective Date: November 1, 2010  
 Last Revision/Review: June 15, 2017

- The criminal reference check will consist solely of a check through the Canadian Police Information Computer (C.P.I.C.) system to secure information regarding outstanding criminal code charges, as well as criminal code convictions for which a pardon has not been granted. The additional "Positions of Trust" disclosure expands the search to sexual offences for which a pardon may have been granted. No provincial offences or acquitted charges are solicited. The C.P.I.C. can be obtained at local police departments and employees will be reimbursed for the cost of this report.
- In order to prevent unnecessary self-screening by applicants, job advertisements will not identify these requirements. Applicants will be informed of the requirements during the interview process.
- An unsatisfactory result (identifying a criminal record) will not automatically disqualify the candidate. Senior Staff will consider mitigating circumstances and the following factors before reaching a final decision:
  - a. the nature and number of conviction(s);
  - b. the length of time since the conviction(s);
  - c. the rehabilitative efforts subsequently made by the candidate;
  - d. the candidate's employment record, qualifications and references;
  - e. the specific duties and responsibilities associated with the position applied for, and the relevance of the particular criminal conviction to the position;
  - f. the risk posed to supported people as a result of employing the candidate in the position.
- If a conditional job offer is withdrawn due to an unsatisfactory check, the applicant will be so informed, in writing.
- All information obtained through a criminal reference check or "Positions of Trust" disclosure is strictly confidential. Personnel files (see *Personnel Record, C-1-6*, below) are locked and maintained by the Human Resources department. In the event of subsequent inquiries regarding the selection decision, access will be limited to Senior Staff (i.e. director level positions) or designate.

- In the implementation of this procedure, neither check was required of staff employed by CLDN prior to June 21, 1990 when it was first introduced. Nor are they required of staff making employment moves subsequent to their initial hire (i.e. promotions or lateral transfers).
- C.P.I.C. checks previously obtained for other purposes (e.g. for C.A.S.) will be acceptable if the reference check is not more than six months old and can be produced by the applicant. CLDN will not be responsible for procuring the reference check from the other agency.

Procedure No: C-1-3  
**Employee Medicals**

Effective Date: February 15, 2008  
 Last Revision/Review: Sep. 26, 2012

- In order to safeguard the health of both people supported and staff, all new employees will submit a medical certificate at the time of hiring, which will be retained in the person's personnel file. The form (*H-14 Health Review for Employment Purposes*) provided is a statement signed by the employee attesting that they are fit for work and free from communicable diseases.
- Information concerning infectious disease is collected because, in the event that a person does have a serious and possibly contagious medical condition, it may be necessary to make adjustments to the workplace or to implement other precautionary procedures should these be necessary. The intent is not to make hiring or continued employment contingent upon a clean bill of health.
- All information so collected will be held in strict confidence. However, if an employee does prove to have a contagious disease, identifying this person within the area where he works may be a necessary part of our efforts to prevent the spread of the disease.

Procedure No: C-1-4  
**Job Competencies**

Effective Date: February 15, 2008  
 Last Revision/Review: June 15, 2017

- All job/role descriptions are reviewed by the Executive Director or designate and approved.
- Job Competencies for employees include:
  - Job Title
  - Reporting Relationship
  - Position Summary
  - Qualifications
  - Core/Role Competencies
  - Working Conditions
  - Hours of Work

- Every employee will read, sign and date his or her job competency upon date of hire into the position. The employee will retain a copy and the original will be filed centrally in his/her personnel file.
- Feedback will be welcome from all staff regarding the accuracy or effectiveness of their respective role. Moreover, such feedback will be expected at the time of each employee's annual performance assessment.
- When a new job is created or the duties of an existing job are modified, competencies are created or revised, collaboratively, by Senior Management and the Manager in consultation with the Human Resources Department. Also, due consideration will be given to feedback received from front line staff.
- Any new or amended competencies must be approved by the Executive Director.
- Human Resources is responsible for ensuring that the job/role competencies are reviewed with each new candidate as part of the HR orientation process and that a signed copy is placed in the Personnel Record. The Manager is responsible for further reviewing the job/role competencies with the candidate as it applies to the specific job/role and its expectations.
- Job/role competencies are reviewed with the employee during the annual Performance Review process.

Procedure No: C-1-5  
**Orientation of New Staff**

Effective Date: November 1, 2010  
 Last Revision/Review: June 15, 2017

- Prior to performing actual work in any of the agency's program sites, new employees will be enrolled in a mandatory, multi-day orientation session. This orientation is designed to acquaint the new hire with the values and principles on which we base our work. It is also an introduction to our organizational structure, our approved lines of communication, and our Policies and Procedures.
- One part of this orientation will be conducted by the HR Manager or designate utilizing the *Human Resources Orientation Checklist* (form H3a). Portions of this form are in fact concerned with documents or information that need to be collected from the new employee – e.g. a copy of diplomas or degrees, completed Health form, a blank and voided cheque for direct deposit purposes, current address and contact information, etc. The completed checklist will be inserted into the employee's Personnel file.
- Employees must keep the employer apprised of any changes to personal information including name changes, current address and phone numbers, etc. by notifying the Human Resources Department of the change and effective date. For name changes the employee must provide proof via government issued identifications (i.e. Health Card, Driver's License, passport, etc.).

- In the orientation package given to each new employee, are copies of important policies (e.g. *Prevention of Assault and Abuse, Privacy, Supporting People who have Challenging Behaviours, Emergency Response and Reporting Systems, Employee Code of Conduct, Employee Health and Safety, Dress Code*, etc.) that are referred to during the orientation. It is the responsibility of each employee to review these policies over the multi-day session and to sign off on the *Orientation Policy Sign-off Sheet* (form H-6) that they have read and understood them.
- This programmatic segment of the orientation also includes some substantive training components that extend to a full half day, such as Medication Administration and training in the use of our AIMS database. There is also a presentation on Abuse Prevention, delivered by the A-Team, our self advocate group.
- During the orientation, new employees will be introduced to the scheduling department. This meeting will consist of the following components (a) the booking of training shifts at the program to which the person has been assigned (b) the person will receive a schedule of the current and/or upcoming six week rotation, and (c) the Scheduling Officer will review with the person how vacant shifts are filled.
- The orientation will include training in Quality Assurance Measures and in crisis de-escalation (i.e. *Safe Management*) as per Regulation 299/10 under the Social Inclusion Act.
- There are some units of mandatory training that cannot be included during the initial orientation session. These include C.P.R., First Aid and W.H.M.I.S. They are offered on a cyclical basis and new staff will be scheduled to attend the first available offering of each type of training.

Procedure No: C-1-6  
**Personnel Record**

Effective Date: October 1, 2007  
 Last Revision/Review: June 15, 2017

- Each personnel record is kept in a locked filing cabinet within the Human Resources department. Privacy considerations with respect to Personnel files are addressed in policy *A-7 Privacy*.
- Each personnel record contains the following categories of information (the list of documents to be included is not necessarily inclusive):
  - a. Hiring / Job Status
  - b. Work Performance / Discipline
  - c. Health / Medical
  - d. Training
  - e. Benefits / LTD
  - f. WSIB

- Each employee may view their personnel record, and receive copies of selected documents, in the presence of a Human Resources or Management staff, having made an appointment to do so 24 hours in advance.
- Only HR Managers and senior staff (director level) have access to full personnel records. Program Managers are provided with only relevant documentation.
- Personnel files that pertain to former employees are kept by the HR Department in a separate but equally secure location. They are retained for a period of seven years and are then shredded.
- The HR Department will obtain approval from the Director of Administration in order to shred appropriate documents using the H-39 Destruction Form.

Procedure No: C-1-7

Effective Date: May 1, 2007

**Nepotism and Workplace Conflicts of Interest** Last Revision/Review: May 7, 2018

- A vacancy will not knowingly be filled, either internally or externally, with an immediate relative of the individual having direct supervisory authority vis a vis the vacant position. To do so would create an obvious risk of nepotism or favouritism.
- Further, the agency will not knowingly employ bargaining unit staff who are relatives to regularly work the same shift within the same program location. Because the people we support are vulnerable and frequently unable to advocate on their own behalf, it is already established in policy that staff are obligated to report behaviour, on the part of co-workers, which they believe to be abusive. Similarly, direct support staff are formally tasked with monitoring the accuracy of co-workers in the administration of medication. In this context, immediate relatives regularly working the same shift, in the same work site, place each other in a conflict of interest situation.
- In the situation described above, the work place is so confined that the conflict is virtually impossible to manage. A similar situation could theoretically arise involving administrative or managerial staff; e.g. CLDN would not hire or promote a director to work with a CEO if the two were related. More typically conflicts outside of the bargaining units can be managed. When such a conflict is identified by non-bargaining unit staff, a “Declaration of Conflict of Interest” form will be completed by both parties. If it is acceptable; if it appears that the conflict can be and will be properly managed, the form will be signed off by Senior Management.

This form will set parameters to indicate how to manage the conflict.

- For the purpose of this procedure, an immediate relative is a spouse, common-law spouse, same-sex partner, (step) child, sister, brother, parent, parent-in-law, brother-in-law, sister-in-law, grandchild, grandparent, niece, nephew, aunt, uncle, or cousin.

- For clarity, this procedure does not rule out the hiring of immediate relatives. But the agency will not allow either a new hire or an internal transfer to result in a situation where:
  - a. anyone has supervisory authority in respect of an immediate relative, or
  - b. two immediate relatives regularly work the same shift in the same location.
- Likewise, employees who marry or become members of the same household may continue employment as long as neither of the above situations arises.
- If marriage or co-habitation does create either of the above situations, it is the responsibility of the employees to notify their immediate Manager or another member of the management team.
- Upon receiving notification, the agency will attempt to transfer one of the affected parties. If an accommodation of this nature is not feasible, the employees will be permitted to determine which of them will resign.
- If two employees are in an intimate relationship that puts them in contravention of this policy, and no disclosure is made, disciplinary action may ensue, up to and including termination.

Approved by: \_\_\_\_\_  
CEO

Date: \_\_\_\_\_