



# Recruitment Policy

## 1. Introduction

This policy covers the recruitment processes for positions at Providence Health Care (PHC). This includes: position justification and budget confirmation, creation of job description and candidate profile, posting vacant postings, the shortlisting and interview of candidates and the appointment of a successful candidate.

The objectives of the policy are to:

- Ensure a fair, transparent and consistent approach for the recruitment process and alignment with equity, diversity and inclusion best practices;
- Align with Indigenous Cultural Safety (ICS) policy;
- Be guided by PHC values of respect and dignity for each person, and conduct recruitment in a non-discriminatory manner.

### 1.1. Scope & Exceptions

This policy applies to all positions at PHC, with the exception of:

- Non-salaried physicians, who are covered by policies and practices within Medical Affairs.

## 2. Policy

### 2.1 Roles & Responsibilities

The Recruitment Advisor is responsible for the following activities:

- Create Candidate Profile;
- Create and maintain job postings and candidate profiles;
- Advertise job postings, including strategies to invite applications from diverse communities;
- Perform initial review of applicants for job postings;
- Prepare and issue formal offer of employment to the selected candidate;
- Reflect on personal biases within a recruitment process and ensure they do not impact the process;
- Ensure ICS policy and practices are embedded into the recruitment strategy to help inform hiring.

The Hiring Leader is responsible for the following activities:

- Review budget of new or replacement postings;
- Ensure the Job Description accurately reflects the required duties of the role;
- Request that a posting be posted;
- Select the successful candidate;
- Reflect on personal biases within a recruitment process and ensure they do not impact the process;
- Following ICS policy and practices during the recruitment process.



The Financial Analyst is responsible for the following activities:

- Review and confirmation of available budget for the Job Code associated with the position;
- Approval of Overhires (see section 2.2.1 below);
- Supporting the financial aspects of business cases for new funding of staff.

The Recruitment Advisor and the Hiring Leader will be jointly responsible for the following activities:

- Shortlist of qualified candidates;
- Interview shortlisted candidates;
- Provide feedback to candidates who are not selected to move forward.

The Candidates Role:

- Participate to the best of their ability in the recruitment process;
- Articulating their accessibility needs when asked so the Recruitment Advisor can align the recruitment process with those needs;
- Honestly representing themselves, their skills and lived experience within the recruitment process.

## 2.2 Position Justification and Budget Confirmation

Before any new position is created or any existing position is posted it must be reviewed by the Hiring Leader to confirm that it is required either to:

1. Allow PHC to perform its mandated and required functions; or
2. Assist in the successful delivery of the departmental and overall PCH strategic plans.

If a vacant position continues to be required, the Hiring Leader must confirm with their Financial Analyst that there is appropriate funding for that position. This requirement applies to both permanent and temporary vacancies.

Positions that were previously approved as temporary or for a fixed duration are only considered budgeted if they are being replaced under the same temporary or time limited funding.

With the exception of **Overhires** (see section 2.2.1 below), funding for any new position must either come from one of the following sources:

1. A **reallocation of funding** (i.e., non-labour budget or vacant positions) within the leader's cost centre; or
2. Must be approved as **new budget** as part of the annual budget process; or
3. Must be approved as an **off-cycle budget adjustment** approved and recorded at a Senior Leadership Team meeting in the form of a briefing note.



The Financial Analyst assigned to the Hiring Leader's department must be consulted prior to any creation of a new position or the posting of any position that is funded by the **reallocation of funding, new budget**, or as an **Overhire** exception (see below).

### 2.2.1 Overhires

There are circumstances where the rate of departure of employees (either planned or unplanned) warrants the replacement of positions in advance to mitigate the service delivery impacts of additional vacancies. This is known as an Overhire.

With the exception of Specialty Education Nurses and New Graduates hired as part of the Providence New Grad Transition Program into temporary New Grad Position Lines, all **Overhires** must be approved by Director, Financial Planning & Reporting.

## 2.3 Job Description

Following the budget review for any new position a job description must be created.

In the case of existing positions, the current job description must be reviewed and updated as necessary in accordance with the Job Description Policy.

Any new jobs classified Range 10 or above must be reviewed and assessed by the PHC Executive Director Leadership Team (EDLT) before they are posted. New jobs classified Range 13 or above must also be reviewed and assessed by the Chief People, Nursing and Health Professions Officer.

Job Descriptions must encapsulate equitable hiring practices, including examination of gender, age, racial or other biases represented in the development of the role.

## 2.4 Candidate Profile

A candidate profile must be developed for all roles being posted. The candidate profile is created by the Recruitment Advisor with support and guidance by the Hiring Leader.

The candidate profile must:

- State both the essential and desirable criteria (in terms of skills, aptitudes, lived experience, job knowledge and job-related experience for the job), which will be directly related to the position;
- Be written to ensure that criteria used does not directly or indirectly discriminate against applicants from **Equity Deserving Groups** (see Section 6), as well as to embed Truth and Reconciliation and Indigenous Cultural Safety across the organization;
- Include advertising and outreach plans to invite applications from diverse communities.

## 2.5 Posting Vacant Positions

Task in 2.3 and 2.4 must be completed before the posting is developed.



All postings will be posted concurrently internally and externally on PHC's Careers Site, except where the Collective Agreement states otherwise.

All regular and temporary non-contract vacancies must be posted internally on PHC's posting system for a minimum of 5 business days.

Unionized vacancies must follow the applicable Collective Agreement posting guidelines

## 2.6 Shortlisting Qualified Candidates

The Recruitment Advisor will review applicants based solely on the agreed candidate profile.

All candidates will be assessed objectively against the selection criteria set out in the candidate profile document, and only candidates who meet the essential criteria will be short-listed.

Pre-screen conversations will be initiated to introduce the candidate to the organization, and to allow the candidate to offer more information on their experience and education as it relates to the position.

The Hiring Leader and the Recruitment Advisor together will decide, in accordance to the candidate profile, the final shortlist of candidates to be invited for interview. Review of current team structure must be included to review team composition and assess what skill sets or perspectives are missing from the current team.

## 2.7 Pre-Interview Preparation

The Hiring Leader and the Recruitment Advisor will develop a set of interview questions, and will confirm any testing requirements before interviews are scheduled. Testing should be consistently applied to each job within its category. Testing should be based on the job-duties of the role and be consistently provided to each candidate.

Interview questions must be written to ensure they do not directly or indirectly discriminate against **Equity Deserving Groups**, and must directly relate to the job description and candidate profile and include culturally safe questions and best answers.

Candidates invited for interview should be provided details of the selection process (including any tests), with as much prior notice as possible.

Candidates will be asked if any accommodations are required due to any disability so that they are able to participate fully in the interview process.

## 2.8 Interviewing

All interviews must be carried out by a minimum of two people.



A Recruitment Advisor must be part of the hiring panel for any positions range 9 or higher. Attendance by Recruitment for interviews Range 8 or lower is recommended for roles where the Hiring Leader feels that equity, internal candidates or other sensitive factors may be at play

Panels should include representatives from other departments who are impacted by the work of the position.

Every effort will be made to include a member from the Patient Network for positions that are patient focused.

Once a panel has been identified, the Hiring Leader must communicate the candidate selection decision-making process to panel members before interviews are conducted.

In the interests of fairness, equity and transparency:

- All interview questions and the structure of the interview must be consistently applied to all candidates;
- If a preparation call is offered, it must be made available to all candidates that request it;
- The Hiring Leader should not share interview responses with other candidates or make assurances or predictions as to the outcome of the selection process.
- The interview process should follow the guidance contained in the Equity, Diversity and Inclusion Practices for Panel Interviews and Selection referenced in the Supporting Documents section below.

Notes recording the key points of the interview must be taken by all the interviewers, so that they can refer back to these when objectively assessing candidates against the Candidate Profile in making a selection decision.

Notes of the interview and any other notes on a candidate taken during the recruitment and selection process must be passed back to Recruitment Advisor following the selection process and will be kept for a minimum of 6 months following the selection process.

## **2.9 Appointment of Successful Candidate**

Final candidate selection is determined by the Hiring Leader only after they have revisited the Job Description and reviewed the priority skills and traits, consulted with the hiring panel where personal biases are discussed openly and challenged, and achieved agreement on the priority skills, traits and experience together with the panel. A rubric evaluation can be created to assist in decision-making.

The final candidate will have the option to complete a 'reverse interview' with the Hiring Leader. The candidate may ask questions about the job description, benefits and team culture to assess their personal fit for the role.



Once a selection decision has been made the Hiring Leader must notify the Recruitment Advisor and complete the hiring form.

The Recruitment Advisor will offer market analysis, internal equity review in order to recommend an appropriate salary offer. No offer can be made to a candidate until advice from the Recruitment Advisor has been provided and an offer letter generated.

Offers of employment will be subject to satisfactory references, criminal record check, medical clearance, checks of qualifications and any other job-specific requirements.

References must be checked and completed in good-faith by the Recruitment Advisor/hiring leader. Information from sources not included within the recruitment process should only be considered if it indicates illegal activity preventing a potential hire.

In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the Hiring Leader or Recruitment Advisor. This can be delegated to another member of the panel if appropriate.

Unsuccessful candidates must be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.

In summary:

Range	Budget Confirmation Required	Level of Approval to Create/Post	Interview Panel Inclusion
Under 9	Yes	Hiring Leader	-
9	Yes		Recruitment Services
10 -12	Yes	EDLT	Diverse panel that includes patient partner is required for roles with a patient facing, clinical component
13	Yes	EDLT & VP People or equivalent	

### 3. Compliance

All PHC staff members involved in any aspect of the recruitment and/or selection of staff must be aware of this document and must follow it.

Staff should report any violation or deviation from this policy to the People team as soon as possible, or to their supervisor should the matter concern the People team itself.

Failure to comply with this policy may result in disciplinary action up to and including termination.



## 4. Supporting Documents

### 4.1. Related Policies

- [Job Description](#) Policy
- Patient Network Interview Panel Member Policy (*under development*)
- Indigenous Cultural Safety Policy (*under development*)

### 4.2. Guidelines/Procedures/Forms

- Position Justification & Budget Confirmation guideline (*under development*)
- Equity, Diversity and Inclusion Practices for Panel Interviews and Selection
- Guide for Creating Candidate Profile

## 5. Definitions

**“Candidate Profile”** is a detailed description of an open position at a company and the ideal candidate who will fill that position. It can also describe the platforms and recruiting methods the company will use to find candidates.

**“Cultural Humility”** is a life-long process of self-reflection and self-critique. It is foundational to achieving a culturally safe environment. While western models of medicine typically begin with an examination of the patient, cultural humility begins with an in-depth examination of the provider’s assumptions, beliefs and privilege embedded in their own understanding and practice, as well as the goals of the patient-provider relationship. Undertaking cultural humility allows for Indigenous voices to be front and centre and promotes patient/provider relationships based on respect, open and effective dialogue and mutual decision-making. This practice ensures Indigenous peoples are partners in the choices that impact them, and ensures they are party and present in their course of care.

**“Cultural Safety”** A culturally safe environment is physically, socially, emotionally and spiritually safe. There is recognition of, and respect for, the cultural identities of others, without challenge or denial of an individual’s identity, who they are, or what they need. Culturally unsafe environments diminish, demean or disempower the cultural identity and well-being of an individual.

**“Diversity”** describes those differences between people as manifested in their interactions with others in practice, learning, and societal contexts. These differences include lived experiences and perspectives of people that may include learning and processing styles, race, ethnicity, colour, citizenship status, ancestry, place of origin, political belief, religion, marital status, family status, physical disability, mental disability, sex, gender identity or expression, sexual orientation, age, class, and/or socio-economic situations.

Diversity is a concept meant to convey the existence of difference. Each person’s unique combination of differences contributes to their experiences in ways that can be both positive and negative. Diversity is not a spectrum or a measure, it is infinite. One person cannot be more diverse than another. Diversity is created when people who are different from one another come together, and includes everyone in the room.



**“Equity”** means the treatment of people that recognizes and accommodates their differences by ensuring that every individual is provided with what they need to thrive, which may differ from the needs of others. It considers power, access, opportunities, treatment, impacts and outcomes, in three main areas:

**“Equity Deserving Groups”** are communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation.

**“Equality”** is about ensuring that every individual has an equal opportunity to make the most of their lives and talents. It is also the belief that no one should have poorer life chances because of the way they were born, where they come from, what they believe, or whether they have a disability. Equality recognizes that historically certain groups of people with protected characteristics such as race, disability, sex and sexual orientation have experienced discrimination.

**“Inclusion”** is an active, intentional, and continuous process to address inequities in power and privilege, and build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all. It is a process that engages each individual and makes people feel valued as being essential to the success of the organization.

**“Job Description”** is a formal account of an employee’s reporting nature, roles, responsibilities and qualifications in order to perform the job. The Job Description is created by the Hiring Leader and a Compensation/Classification Advisor. A job description forms the basis for the creation of a candidate profile and job posting to recruit new staff.

**“Job Posting”** is an advertisement for an open job position (vacancy). The purpose of a job posting is to inform potential job candidates about a new opening and attract them to apply. The job posting may be posted internally for staff-only, externally for non-employees or both.

**“Overhire”** There are circumstances where the rate of departure of employees (either planned or unplanned) warrants the replacement of positions in advance to mitigate the service delivery impacts of additional vacancies. This is known as an **Overhire**.

**“Reverse Interview”** is an invitation to the preferred candidate to meet again with the hiring leader before application is advanced in final stage. This time offers the candidate to ask questions to the hiring leader about team culture, roles and responsibilities, accommodations required etc. The main benefit of reverse interviews is that it assures the top candidates obtain all the information they need to fairly and accurately evaluate PHC and the opportunity. This type of interview gives the potential new hire an opportunity to forge an early relationship with the hiring leader.

**“Vacancy”** An unfilled, funded position currently posted for candidates to apply. Job Posting help advertise the vacancy.





<b>Effective Date:</b>	1-July-2022			
<b>First Released:</b>	15-June-2022			
<b>Last Revised:</b>	April 3, 2023			
<b>Last Reviewed:</b>	21-June-2022			
<b>Approved By:</b>	Brian Simmers CFO, VP People & Health Informatics			
	SLT			
<b>Owners:</b>	VP People or equivalent			
	Tammy Young, Executive Director, People			
<b>Revision History:</b> <i>(optional)</i>	<b>Version</b>	<b>Date</b>	<b>Description/ Key Changes</b>	<b>Revised By</b>
	1	June 21, 2022	New Policy	Tammy Young
	2	Apr 3, 2023	Minor edit to reflect New Grads	Becky Palmer