PROCEDURE: HIRING PRACTICE
Applies to: All Personnel

Original Approval Date: 1993
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Advertising Employment Opportunities
The People and Culture Manager or designate:
- Posts employment opportunities on various hiring platforms i.e. Indeed, Castanet, and the National Job Bank.
- Emails job postings to the local colleges and post-secondary institutions that train people in the field.

Resumes and Corresponding with Applicants (See sections below for Management/Exempt and Social Ventures non-bargaining unit employees hiring procedures)
The People and Culture Manager or designate:
- Checks the Resume and Applicant list in ShareVision to determine if the applicant has previously applied or worked at Pathways.
- Reviews resumes to determine if the person's qualifications meet the society's policies and, if so, saves their resume to the M Drive Management Directory > Employee Employment Volunteer Information > Resumes folder.
- Googles the person’s name, completes a Facebook search of the applicant, and searches their name on the Court Services Online site to determine if there is information circulated that may be pertinent to hiring the person. They do not proceed if something concerning is discovered.
- Creates an email folder in their inbox under “Active Applicants” for the applicant (the applicant’s first name and last).
- Corresponds with prospective employees. Go to the M Drive > Management Directory > Employee Employment Volunteer Information > Letter & Email Templates HR > 1. Employee Correspondence file. Copies the correct template into an email and sends it to the applicant.
- Updates the applicant's email folder and the ShareVision Resume and Applicants list with the correspondence.
- Ensures the resume is retained for one year and destroys the resume in compliance with policy upon completion of the year.

Hiring
The People and Culture Manager or designate consults with the supervisor and/or manager to determine the needs of the vacant position. If the vacant position relates to individualized funding, they determine the type of involvement the person and/or their support networks want to have in the hiring process.

External Hiring

1. When staff are required, contact the People and Culture Manager or their designate. They post job opportunities via the advertising procedure above.

2. The People and Culture Manager or designate:
- Advertises positions according to the Advertising Employment Opportunities procedure above.
- Corresponds with applicants as outlined above to determine suitability.
- Schedules and completes the initial interview, telling the applicant there may be a shadow shift in the applicable service area(s).

3. If the interview is successful, the People and Culture Manager or designate:
- If it is feasible to schedule the shadow shift during the online interview, the People and Culture Manager may book it at this time. When applicants work a shadow shift, they are only there to observe and interact with the individuals. They are not to do personal care and cannot be left alone in the community or in the homes with individuals as we have not obtained a clear criminal record check and their first aid certificate.
- Schedules or confirms the shadow shift via email, including the relevant Shadow Shift Overview document and the relevant supervisor, manager, and/or senior support worker. Directs the person to bring a void cheque or banking information, along with proof of COVID-19 vaccination.
- Tells the applicant to contact the People and Culture Manager upon completion of the shadow shift to let them know the results and if they are still interested in employment.
- Updates the applicant's email folder with the correspondence and the ShareVision Resume and Applicants list.

4. If a shadow shift is scheduled:
The relevant senior support worker, supervisor and/or manager or designate:
- Prepares the shadow shift documents (Confidentiality form, applicable tax forms, Criminal Record form or Criminal Record Check Sharing form, and Shadow Shift Checklist) and completes them with the applicant at the start of the shadow shift.
- Obtains a copy of their proof of COVID-19 vaccination.
- Once these documents are completed, give them to the executive director as well as the employee’s banking information (void cheque or direct deposit form). Notify the executive director of the date of the shadow shift and number of hours worked.

5. If the interview is unsuccessful the People and Culture Manager or designate notifies the applicant (refer to the Letter & Email Templates HR Word document) via email and moves the applicant’s email file to the correct Outlook folder.

6. The executive director or designate:
- Determines if we are potentially proceeding with employment, and if so, enter the information into PayWorks. If not, complete and submits a cheque request for the hours worked.
- Gives the file documents or cheque request to the finance manager for review.

7. The finance manager ensures the information is entered accurately and returns the file to the People and Culture Manager. In the case of Leadership staff, the file is given to the executive director.

8. If the shadow shift was successful, the People and Culture Manager:
- Requests they send two references via email, confirming they agree to have the references contacted, and they check the applicant's references verbally.
- If the references are positive, they hire the person.
- Determines the new hire's orientation schedule in consultation with the executive director, supervisors, senior support workers, and managers.
- Contacts the new hire and informs them, outlining their orientation schedule, identifying what they must bring to the orientation, including the pre-employment information, and includes the executive director, supervisors, senior support workers, and managers in the correspondence.
- Updates the applicant in the ShareVision Resume and Applicants list.
- Moves the new employee's email file to the correct Outlook folder.

9. If the shadow shift is not successful and/or the person is not interested, the People and Culture Manager:
- Notifies the applicant.
- Updates the ShareVision Resume and Applicants list.
- Moves the applicant's email file to the correct Outlook folder.

10. The supervisor or manager:
- Completes probationary reports after the new hire has worked for 1 and 2 months to assess continued suitability.
- Prior to completion of the probation period, complete an evaluation with the person confirming employment suitability.
- Probationary employees deemed not suitable are referred to the People and Culture Manager and executive director.

11. Where the employee is classified as a supervisor or manager, the manager or executive director:
- Completes probationary reports after 1, 2, 3, 4, and 5 months of employment to assess continued employment suitability.
- Before the completion of the probation period, complete an evaluation with the person confirming employment suitability.

12. The People and Culture Manager:
- Gathers and follows up on all pre-employment documentation and requirements.
- Updates the Employee File Requirements Excel spreadsheet.

13. The supervisors and managers:
- Checks the Employee File Requirements Excel spreadsheet weekly.
- Gathers, completes, follows up, and submits pre-employment documentation and requirements.

Internal-Bargaining Unit

1. When a vacancy occurs or a new position is created inside the bargaining unit, the People and Culture Manager or designate posts notices of the position on the Employee Services page of ShareVision for a minimum of seven (7) days.

2. The People and Culture Manager or designate:
- After 7 days and the posting closes, review the applicants to determine if they are qualified for the position.
- If there are multiple applicants, contact the qualified applicants and arrange for them to collectively come in and complete a one-hour application written document. The document is developed for the specific position from the M Drive > Management Directory > Employee Employment Volunteer Information > Interviews Internal > relevant service area. Revise the questions as needed for each unique position.
- If there is only one applicant and they are qualified, they are appointed to the position by acclamation.
- Upon completion of the written questionnaires, score each applicant's questionnaire to determine who is most qualified for the position. Arrange for another supervisor or manager to score each applicant's questionnaire as well, to limit any biases. Use both scores to determine the successful applicant as outlined in the most recent collective agreement.
- Notify internal applicants of the result of their applications before approaching the successful applicant. Applicants are notified within seven (7) days of the date of the appointment to the vacant position, the name of the successful applicant.

3. During the trial period, the supervisor or manager:
- Completes the area orientation.
- Ensure the relevant job description has been read and signed.
- Upon completion of the orientation, provide the People and Culture Manager with a copy of the orientation documents.
- If the new position is in another service area or is a different classification than the previously worked shift line, the Supervisor or Manager completes probationary reports after the appointee has worked 1 and 2 months unless the appointment is to a supervisor or professional position, then after 1, 2, 3, 4 and 5 months to assess continued employment suitability.
- Before completion of the trial period, complete an evaluation confirming employment suitability.

4. Employees deemed not suitable will be referred to the People and Culture Manager and executive director.

Social Ventures Contract Employees: People with Diverse-Abilities

1. When a vacancy occurs or a position is required, the employment manager is notified by the support staff working in social ventures.

2. The employment manager, in consultation with the employment developers, determines if there are internal applicants who can fill the position.

3. If there are no internal applicants, the employment manager:
- Contacts CLBC and/ or Work BC.
- Schedules and completes the initial interview and shadow shift with the candidate.
- Contact the applicant to inform them that either they were not suitable or that they are hired and notify them of their orientation schedule.

- Completes the person's letter of hire and sends it in an email to the executive director or designate, identifying the corresponding job description, orientation checklist and evaluation that needs to be included in the person's orientation package.

4. The employment developer:
- Review the orientation package with the person, signs all relevant documents and returns the completed forms to the employment manager.
- Completes the orientation and provides the employment manager with a copy of the signed orientation.

5. The employment manager:
- Completes probationary reports after the new hire has worked for 1 and 2 months to assess continued suitability.
- Prior to completion of the trial period, completes an evaluation with the person confirming employment suitability.
- Takes copies of the information from the orientation package and creates an employee file, which is held at 1216 S.t Paul Street.
- Gives the completed file documents and banking information to the executive director or designate, identifying the number of hours worked.

6. The executive director or designate:
- Enters the information into PayWorks.
- Gives the file documents to the finance manager to review.

7. The finance manager ensures the information is entered accurately and then gives the file to the Employment Manager.

Management and/or Exempt

1. The executive director or designate:
- Advertizes the position through various platforms (i.e. Indeed, Castanet).
- Screens applicants and resumes to determine suitability.
- If an applicant is deemed suitable, correspond via email to schedule and complete the initial interview, save their resume in the M Drive Management directory (Management > Employee Employment Volunteer Information > Resumes), and enter their information in the Resumes and Applicants list on ShareVision.
- If the initial interview goes well, have the applicant authorize two reference checks.
- Checks the applicant's references.

2. When a second interview is required, the second interview is conducted with another manager. The interviewers tell the applicants that if they were not contacted within a week, they were not the successful candidate. If no second interview is required, skip to step 3.

3. If the decision is to proceed with hiring, the executive director or designate sends the applicant an email using the Letter of Offer template in the M Drive Management Directory > Employee Employment Volunteer Information > Letter & Email Templates HR > Letter of Offer.

4. If the applicant accepts the position:
- Notifies the Board of Directors.
- Prepare a Letter of Hire using the appropriate template in the M Drive Management Directory > Employee Employment Volunteer Information > Letter & Email Templates HR > Letters of Hire.
- Prepares the orientation package.
- Completes the orientation.
- Completes probationary reports after 1, 2, 3, 4, and 5 months of employment to assess continued suitability.
- Prior to completion of the trial period (after 6 months of employment), complete an evaluation confirming employment suitability.

5. When a new Executive Director needs to be hired, the board of directors determines the hiring process.