



## Section 2 – Employment Policies

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### 2.1 Recruitment Policy

#### Intent

The employer strives to attract and retain staff of the highest calibre and embraces a strategic, professional approach to recruitment. The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, principles which meet the requirements of the Employment Standards Acts of all provinces the company operates in and, all other relevant employment legislation.

#### Scope

This policy covers all activities that form the recruitment and selection process at the employer's hotels, it is applicable to all staff recruitment except casual labour. For this policy to be effective it is essential that any employee involved in the recruitment and/or selection of staff strictly adhere to the guidelines.

Please note that hiring procedures including probationary periods are subject to the provisions found in current Collective Agreements for unionized employees. Unionized employees are requested to refer to their Collective Agreement for further information. Where the Collective Agreement is silent on a hiring practice, bargaining members shall refer to the contents of this policy.

#### Guidelines

The employer exercises great care in selecting the most qualified candidates for employment. It is the employer's intention to do everything it can do to attract the best people in the industry and to ensure that working conditions and opportunities are such that individuals will be successful in their role and will want to continue to be part of the organization.

- The employer has a principle of open competition in its approach to recruitment.
- The recruitment and selection process should ensure the identification of the person best suited to the job and the company.
- The employer wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process for a candidate with a disability.
- Hiring managers will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner.
- The employer will provide appropriate training, development and support to those involved in recruitment and selection activities. Any member of staff involved in the hiring of staff should feel appropriately trained and capable of complying with the requirements of this policy and procedure; if they do not, they should seek further training.
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the employer. The employer will treat all candidates fairly and equitably, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.



## Recruitment & Selection Procedure

- The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.
- Formal authorization to recruit for a post should be sought before commencing the recruitment process.
- Within unionized environments the employer will incorporate the union's hiring procedures into the recruitment process.
- A job description must be created or updated for any vacant position.
- The job description should accurately reflect the essential and desirable criteria for the position and will include the position title, essential job functions, necessary qualifications, reasons for the opening, hours/shifts required, anticipated salary range and any other pertinent information to assist in gaining the approval to hire. All details should be directly related to the job and applied equally to all applicants. Care should be taken when writing the description to ensure that criteria used does not indirectly discriminate against certain groups of applicants.
- All positions will be advertised within the company; this will help maximise equality of opportunity and provide staff with opportunities for career development, thus enhancing the skills and expertise of existing staff.
- The employer shall accept applications from, and consider a member of an employee's immediate family for employment if the candidate has all the requisite qualifications.
- An immediate family member shall not be considered for employment if by doing so, it creates a direct or indirect managerial/subordinate relationship with the family member, or if his/her employment could create a conflict of interest either real or imagined.
- For the purposes of this policy, immediate family members shall be defined as: wife, husband, mother, father, stepmother, stepfather, brother, stepbrother, sister, stepsister, son, stepson, daughter, stepdaughter, or any immediate in-laws.
- Former employees that left the employer on amicable terms may be eligible for re-employment.
- In certain circumstances, it may be more effective to use a recruitment agency. This should be discussed and agreed to with head office prior to engaging a 3<sup>rd</sup> party recruitment firm.

## Selection of Candidates

- Interviews should be carried out by a minimum of two people, one of whom should be the manager recruiting for the position.
- Those involved in recruitment should consider how best to convey a positive image as selection is a two-way process: candidates are also assessing the role and the company.
- It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria are established as this will enhance objective decision making which is difficult through an interview alone.
- The interviewing process will be progressive consisting of an initial telephone screening followed by two to three interviews with a narrowing of the candidate pool to approximately three candidates for final consideration where possible.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the attributes required for success in the role.



- In instances where the applicant pool is large either an approved 3rd party employer solutions company or a recruitment agency may be contracted to pre-screen applicants. Approval from head office is required prior to retaining either service.
- Notes of the interview and any other notes taken during the recruitment and selection process should be put in a confidential file and be kept for a minimum of 6 months following the selection process.
- Unsuccessful candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process. These candidates will remain classified as applicants in general and may re-apply for reconsideration on future opportunities.

### **Internal Transfers**

- Employees are encouraged to apply internally for job openings, and will have their applications considered based on their qualifications and potential for success with the requirements of the position.
- Employees applying for internal job postings must first obtain the consent of their department manager.
- Internal transfers are subject to the same probationary period of a new hire however, should the manager or employee feel the transfer is not successful, the employee will have the right of return to their previous position. Should their previous position no longer be available, the employer will endeavour to find employment for the employee in a mutually satisfying alternate position.

### **Offers of Employment**

- The employer shall make a verbal offer of employment to any candidates who have been selected through the application and interview process. In the case of a union position, the offer of employment will include any conditional information such as stepped wages and any conditions that waive the standard stepped wage process.
- Verbal offers are conditional upon the successful completion of references and background credit and criminal checks.
- Written offers shall be contingent on the applicant's signing an employment contract, agreement to company policies and any other condition applicable to the position as required.
- Should the applicant accept an offer of employment from the employer, he/she will be provided with a start date, time and location to report for their first shift.
- Employee orientation will be provided, and will include workplace policies, rules and regulations, and other job specific information designed to assist the employee in his/her duties. Authorization forms and policies shall be signed during this period of orientation.

### **Probationary Period**

The first 90 days of employment is considered a probationary period. Each new employee's manager will conduct a monthly review during the probationary period to evaluate employee performance and suitability for the position. Should the employee not meet the expected employment objectives, the employee may be terminated, or their probation may be extended up to a maximum of six months. After six months, the employee will either be put on an extended performance improvement plan (PIP) or their employment will be terminated.

Union members should review their Collective Agreement for information regarding their probationary period.



**RELEVANT DOCUMENTS**

Nepotism Policy

Reference Checking Policy