

## **Recruitment, Selection and Hiring of Staff Policy**

### **Policy Overview**

This policy captures the practices of the Halifax Regional School Board regarding recruitment, selection and hiring.

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### **Policy History**

- Policy & Procedures approved – April 22, 1997
- Policy & Procedures revised – February 28, 2007

### **1.0 Principles**

- 1.1 The Halifax Regional School Board is committed to achieving a qualified workforce that reflects the diversity of the student population it serves.
- 1.2 The Halifax Regional School Board believes that the recruitment, selection and hiring of qualified staff contributes significantly to student achievement and personal success.
- 1.3 The Halifax Regional School Board is committed to ensuring a recruitment, selection and hiring process that is transparent, fair, unbiased, and without discrimination.
- 1.4 The Halifax Regional School Board is committed to ensuring a work environment of inclusion and respect.

## 2.0 Legislative Context

2.1 The Halifax Regional School Board is committed to ensuring that recruitment, selection and hiring of staff is in accordance with the following acts and policies:

2.1.1 Nova Scotia *Human Rights Act*;

2.1.2 Recruitment & Selection of Principals & Vice-Principals Policy;

2.1.3 Student Protection Policy.

2.2 The Halifax Regional School Board is committed to ensuring that recruitment, selection and hiring of staff is in accordance with all terms and conditions of employment, including collective agreements.

## 3.0 Authorization

3.1 The Superintendent is authorized to develop and implement procedures in support of this policy.

## 4.0 Policy Review

4.1 This policy will be reviewed every five years or on an as needed basis.

## Recruitment, Selection and Hiring of Staff Procedures

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#### 1.0 Responsibilities

- 1.1 The hiring manager shall exercise knowledge and application of these Procedures, which are designed to support the recruitment, selection and hiring of employees.
- 1.2 The Director, Human Resource Services is responsible for providing advice and support to ensure that these Procedures are adhered to.
- 1.3 The Director, Human Resource Services is responsible for ensuring that appropriate professional development is provided for hiring managers with respect to recruitment, selection and hiring.
- 1.4 The Director, Human Resource Services is responsible for ensuring that all documentation provided by applicants and employees including self-identification data is stored in a confidential manner.
- 1.5 In consultation with the Superintendent, the Director, Human Resource Services or designate is responsible for determining the classification and salary scale for non-union positions.
- 1.6 All employees involved in hiring are responsible for maintaining the confidentiality of the recruitment, selection and hiring processes, as appropriate.

#### 2.0 Recruitment

- 2.1 The Director, Human Resource Services or designate will ensure that a job description exists for every position and that a job description is created for each

new position and updated, as appropriate. Every job description will describe the qualifications, competencies and duties of the position.

- 2.2 Positions will be posted on the Board's website using the online recruitment system. The position may be advertised through communication to external agencies, as appropriate.
- 2.3 Hiring managers will post positions designated for candidates from traditionally underrepresented groups within the parameters of the applicable collective agreement.
- 2.4 Job applications will only be accepted on or before the closing time and date of application. It is at the discretion of the Director, Human Resource Services or designate, in exceptional circumstances, to accept applications outside the posting period.
- 2.5 The position classification and salary scale or range will be included on the posting when appropriate.
- 2.6 Applicants will be encouraged to complete the self-identification questionnaire on the online application and will be given consideration to further the Board's efforts in the recruitment, selection and hiring of applicants from traditionally underrepresented groups.

### **3.0 Selection (Merit Based Hiring)**

- 3.1 For the purpose of short-listing, the hiring manager will only rely on information submitted by the applicant at the time of application.
- 3.2 Generally, between two (2) to five (5) short-listed applicants will be interviewed, except where stated otherwise in a collective agreement.
- 3.3 Generally, interviews will be conducted by a panel of two (2) to four (4) people, including the hiring manager, who have varying degrees of knowledge of the competencies required for the position and/or the diversity of the student population that the position serves.
- 3.4 Every reasonable effort will be made to ensure that there is no bias or reasonable perception of bias from any member of the interview panel.
- 3.5 Interview questions and the appropriate weight for each competency will be determined in advance of the interview.

- 3.6 No interview questions will be asked that may be perceived as discriminatory, including questions regarding marital status, pregnancy, sexual orientation, religion, or any other protected ground listed in the Nova Scotia *Human Rights Act*.
- 3.7 Each member of the interview panel will conduct and score each interview in a consistent, unbiased and fair manner.
- 3.8 An applicant who was interviewed but not offered a position may request feedback from the hiring manager.
- 3.9 Permission from an internal candidate is not required in order to check internal references, including current or previous supervisor(s).
- 3.10 An applicant must provide consent before external references are contacted, however, an applicant (whether internal or external) who has listed references in a job application will be considered to have given implicit consent to contact those references. Where references are not provided at the time of application, the applicant shall provide references upon request of the hiring manager.
- 3.11 Reference checks will be conducted after the interview process for the purpose of assessing the competencies of an applicant being considered for hire, and must include a work-related reference from a current supervisor, where possible.
- 3.12 Seniority is considered for hiring decisions in accordance with applicable collective agreements.

#### **4.0 Hiring**

- 4.1 Recommendations for appointment require final approval by the Director, Human Resource Services, or designate.
- 4.2 All employment offers are conditional on successful completion of a Criminal Records Check and Child Abuse Registry check, in accordance with the Board's Student Protection Policy.
- 4.3 All documents associated with the recruitment, selection and hiring process must be stored for a minimum of two (2) years in a confidential and secure manner.
- 4.4 A self-directed orientation process will be available to all new employees, with additional orientation provided by the hiring manager or designate as appropriate.

## **5.0 Hiring of Family Members**

- 5.1 The hiring manager should not participate in the processes of recruitment, selection or hiring, including transfer and job share arrangements, of a family member that may result in real or perceived conflict of interest, including preferential treatment or favouritism.
- 5.2 Where the hiring or transfer of an employee would result in a direct supervisory or reporting relationship between two family members, any real or perceived conflict must be disclosed in writing to the Director, Human Resource Services.
- 5.3 Where the hiring or transfer of an employee would result in an indirect supervisory or reporting relationship between two family members, the hiring manager must consult with the HR Manager to ensure reasonable measures are put in place to remove any real or perceived conflict.
- 5.4 It shall be at the discretion of the Director, Human Resource Services to deny the hiring or transfer of an employee where a real or perceived conflict between family members cannot be reasonably mitigated.

## **Appendix A**

### **Definitions**

Conflict of Interest:	When the duties or responsibilities of an employee are or potentially could be compromised by their personal or private interests.
Direct supervisory or reporting relationship:	Where a person is responsible for managing the work of someone else and is one level above that person in the organizational structure.
Family Member:	Includes spouse, common law partner, parent, child, stepchild, stepparent, mother-in-law, father-in-law, son-in-law, daughter-in-law, brother, sister, grandparent, grandchild, nephew, niece, aunt, uncle and cousin.
Hiring Manager:	The person responsible for the hiring of an employee. A Hiring Manager may include the Superintendent, Director, Coordinator, Facilitator, Supervisor, Principal, Vice Principal, Manager or other managerial staff responsible for hiring employees.
Indirect supervisory or reporting relationship:	Where a person is not directly responsible for managing the work of someone else and is more than one level above that person in the organizational structure.
Merit Based Hiring:	Hiring decisions based on, but not limited to, an assessment of education, training, experience, competencies and references.
Traditionally Underrepresented Groups:	Those who have been historically marginalized in the workplace, including, but not limited to, people of Aboriginal or African-Nova Scotian descent, women, and people with disabilities.