



<b>Title:</b> Recruitment Policy DRAFT	<b>Policy No.:</b>
	<b>Pages:</b> 8
<b>Originator(s):</b> Human Resources	<b>Initial Issue Date:</b> 23 January, 2023
<b>Owner:</b> Chief People Officer	<b>Next Review Date:</b> 23 January, 2024
<b>Key Words:</b> Recruitment, Recruiting, Selection, Hiring	<b>Effective Date:</b> 23 January, 2023
<b>Reviewed by:</b> Policy Subcommittee	<b>Approved by:</b> Policy Review Committee

### 1.0 Purpose

The YMCA of Greater Toronto (“YMCA”) recognizes that staff and volunteers bring our mission and vision to life every day. We aim to recruit talented, qualified candidates to help us achieve our strategic goals. This policy is intended to outline our approach to ensuring excellence, fairness, and equity in recruitment practices. It provides the framework for matching candidates with positions to ensure the quality of YMCA programs, maintain safety, and reduce or eliminate the risk of harm to children and vulnerable people who take part in our programs.

### 2.0 Persons Affected

This policy applies to all employees, interns (student placements) and candidates for employment and volunteer positions.

### 3.0 Policy

- 3.1 All employees involved in recruitment are required to follow YMCA procedures for recruitment and selection of staff and volunteers.
- 3.2 Recruitment and selection processes will promote the equitable assessment of qualified candidates. They will reflect a commitment to removing employment-related barriers, especially those experienced by people historically under-represented among our staff and volunteer teams.
- 3.3 The YMCA will make hiring decisions in keeping with its obligations related to the protection of children and other vulnerable people. It will also uphold the Human Rights Code (“Code”) including ensuring that candidates do not face discrimination related to age, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex (including breastfeeding and pregnancy), gender identity, gender expression, sexual orientation, record of offences,

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marital status, family status and disability, as defined by the Code. The YMCA will embrace the requirements of the Accessibility for Ontarians with Disabilities Act in recruitment and provide reasonable accommodation during the hiring process. Longer term accommodation needs for a candidate will be based on the essential duties of the role.

- 3.4 In all recruitment processes, the job posting will describe the required qualifications in an objective, equitable, and inclusive way.
- 3.5 The YMCA encourages people historically under-represented in the Association to apply for roles.
- 3.6 To be considered for a position, candidates must be legally entitled to work in Canada. Candidates on temporary work permits are eligible for permanent positions but their employment will end if they are no longer eligible to work. Applicants must also meet minimum age requirements for program areas (15 or 16 years old depending on the program).
- 3.7 Relatives and close friends of YMCA employees may apply for positions but the employee will not be included in the recruitment process or hiring decision. If an internal or external candidate is selected for a role where they will be in the same reporting line as a current employee, Human Resources must be consulted before the offer of employment is made
- 3.8 An acceptable police records check must be received prior to an individual commencing employment.

#### 4.0 Definitions

**“Gender identity”** refers to a person’s subjective experience of their own gender. It is a deep internal feeling of whether they identify as female, male, genderqueer, non-binary, or anywhere along the gender spectrum. A person’s gender identity may be the same as or different from the sex assigned to them at birth.

**“Gender expression”** is how a person publicly presents or expresses their gender identity. This can include behaviour and outward appearance such as dress, hair, make-up, body language and voice. A person’s chosen name and pronoun are also common ways people express their gender. Others perceive a person’s gender through these attributes.

**“Sex”** is the classification of people as male, female or intersex. Sex is usually assigned at birth and is based on an assessment of a person’s

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reproductive systems, hormones, and chromosomes.

**“Protected grounds”** as defined by the *Code* are age, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex (including breastfeeding and pregnancy) gender identity, gender expression, sexual orientation, record of offences, marital status, family status and disability.

**“People historically under-represented”** in this Policy refers to Black people, Indigenous people (First Nations, Métis Inuit) and racialized people/people of colour, people with disabilities, and members of 2SLGBTQIA+ communities.

**“Relatives”** Relatives for the purposes of this policy include a spouse including common law spouse, parent, step-parent, legal guardian, child including step-child, sibling and children of siblings, father/mother-in-law, brother/sister-in-law, son/daughter-in-law, cousin and anyone who cohabits on a permanent basis.

**“Recruitment”** refers to the process by which individuals are hired including analyzing job requirements, advertising vacancies, attracting candidates to apply for jobs and managing candidate responses.

**“Selection”** is the process to decide which applicant is best suited for a job and includes activities such as screening, interviewing, testing, reference checking, and making job offers.

## 5.0 Responsibilities

### 5.1 Employer Responsibilities

- 5.1.1 Ensure that all recruitment and selection decisions are free from bias or discrimination in areas such as but not limited to establishing job requirements, advertising, interviewing and testing.
- 5.1.2 Provide processes, tools and training to support this policy and related procedures.
- 5.1.3 Respond to all concerns, reports and complaints related to this Policy in a fair and timely manner.
- 5.1.4 Maintain confidentiality of personal information regarding applicants.

### 5.2 Supervisor Responsibilities

- 5.2.1 Represent the YMCA as a top employer to candidates, providing a positive first impression of our charity
- 5.2.2 Follow established procedures to ensure fair, equitable hiring processes that

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comply with all legislative requirements. This includes but is not limited to posting, screening, accommodation, interviewing, selection, offers of employment and record keeping.

5.2.3 Ensure that all hiring processes and decisions are free from bias or discrimination.

5.2.4 Report to Human Resources any concerns related to accommodation or discrimination outlined in this Policy

## 6.0 Procedures

### 6.1 Representing the YMCA

Employees involved in recruitment provide a first impression of the YMCA to applicants and must demonstrate our values in all interactions. This includes treating all applicants with respect, answering questions, providing an accurate representation of the role, conducting interviews consistently, fairly and equitably, providing timely communication and follow up, and ensuring that timelines and schedules are met.

### 6.2 Posting a position

In order to post a position, the hiring supervisor/manager will contact their representative in Human Resources and complete a job requisition form. If the role is new or has changed, Human Resources will provide support in updating and evaluating the job description. All vacancies will be posted unless an exception has been provided by the Vice President of Human Resources or Chief People Officer in order to allow equal opportunity for internal candidates to apply,

### 6.3 Recruitment and Selection Processes and Tools

Human Resources provides tools and resources to ensure a consistent, fair, equitable hiring process that meets requirements for the position and all applicable legislation including the *Code* and *Accessibility for Ontarians with Disabilities Act* and that assesses individuals according to the needs of the role. Employees involved in recruitment will follow the steps outlined and familiarize themselves with the documents and tools made available. This includes understanding prohibited questions under the *Code*, obligations to provide accommodation during the hiring process and screening to ensure suitability for working with children and vulnerable people.

### 6.4 Internal Candidates

Internal candidates who meet most of the qualifications for a posted position will receive an interview and have a fair opportunity to compete for an opening.

Internal candidates who do not meet qualifications will be offered guidance on

how to develop skills and knowledge required to be considered for future similar roles.

### **6.5 Identifying and Removing Barriers in Recruitment and Selection**

The YMCA of Greater Toronto is committed to Diversity, Equity, Inclusion and Belonging (DEIB). We strive to remove barriers to employment and recognize that diverse staff who reflect the communities we work in enrich the experiences of our participants and our team. As an equal opportunity employer, we invite applications from all qualified candidates including racialized people/people of colour, Indigenous people, people with disabilities and members of 2SLGBTQIA+ communities.

- 6.5.1 Human Resources will review job descriptions to remove unnecessary barriers such as accepting equivalent experience to educational requirements where possible. Positions will be made available to internal applicants and will be posted externally in multiple locations. All applicants will be asked the same questions that relate to the responsibilities and qualifications for the role and YMCA's competencies. Accommodations may be made with the assistance of Human Resources. No hiring decisions will be made by a single individual to ensure that a diversity of perspectives is included in selection. All staff participating in recruitment activities will review YMCA's resources on identifying and removing bias and barriers in recruitment and selection. Candidates will be asked for demographic information as part of the hiring process so the YMCA can assess diversity and equity. At no time will this information be used in a discriminatory way.

### **6.6 Documentation and Privacy**

Interview notes must be uploaded into mYwork for record keeping. Interviewers should ensure that their notes support their selection decisions and should be mindful that notes can be reviewed by third parties in the event of a complaint.

- 6.6.1 Information about applicants such as which positions they have applied for, demographics, reference notes and contact information will be kept in strict confidence and not shared with anyone who does not need access to the information.

### **6.7 Testing**

Testing is not mandatory. However, as part of the selection process for some positions, hiring managers may want to include technical tests or ask candidates

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to complete an exercise or make a presentation. In each case, the request of the candidate must be directly linked to the requirements of the job and interviewers should be mindful that the time and preparation required is reasonable. Human Resources is available provide guidance. Broader candidate assessments can be arranged through Human Resources for openings at the General Manager level and more senior roles.

### 6.8 Reference Checks

Reference checks are a mandatory step **prior to offering a position** for all salaried, hourly and volunteer roles. They are intended to confirm accuracy of information provided by the applicant and help predict success in a particular position. Given the YMCA's work with vulnerable people, reference checks are also particularly important as part of our obligations to ensure safety.

- 6.8.1 If the applicant is a previous or current employee, before inviting the candidate for an interview, the supervisor/hiring manager must contact Human Resources to verify the applicant's YMCA employment record and reason for departure (if applicable). For candidates looking to be rehired by the YMCA, at least one previous supervisor should be contacted in advance of the interview invitation as well. Human Resources will advise if further external references are required for internal candidates.
- 6.8.2 For Early Childhood Educator positions, the College of ECEs will be contacted prior to the invitation for an interview to ensure that they are a member in good standing.
- 6.8.3 External reference checks should be only be conducted for the finalist candidate by phone or through a written questionnaire. The [Reference Check template](#) and [guide](#) provide details. Notes must then be uploaded to mYwork.
- 6.8.4 The YMCA is required to complete three reference checks for positions under the Protection of Children and Vulnerable Persons Procedure. At least one reference should be from a current or former supervisor. Other references can be provided by a colleague, client, volunteer manager/committee or board member. References cannot be provided by family, neighbours or friends.
- 6.8.5 The YMCA provides many young adults their first work experience and many newcomers their first working experience in Canada. In these cases or where candidates have faced other employment barriers, providing three work-related references can be difficult and the YMCA will accept written or verbal references from a teacher, guidance counselor, employment counselor, settlement worker, extracurricular leader/coach, or from a volunteer role.

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- 6.8.6 Contact information for references should be provided in written format to demonstrate that candidate has provided consent to check references. Reference contact information should not be provided verbally to ensure compliance with privacy legislation.
- 6.8.7 Information collected during reference checks should be maintained in strict confidence and comments should not be shared with the candidate.

### **6.9 Work Permits**

The YMCA is required to follow all rules under Immigration, Refugees and Citizenship Canada. Candidates with a temporary work permit, may be offered temporary or permanent positions but employment will be contingent on providing proper documentation to establish their status prior to their start date. Once the candidate is hired, they must maintain their status and notify the YMCA immediately if they are no longer eligible to work in Canada at which time their employment will end and they will not be entitled to any notice or compensation other than accrued wages and vacation pay, if any.

### **6.10 Police Records Checks**

Police Records Checks are a critical part of recruitment. Please see the Police Records Check Policy for details.

### **6.11 Unsuccessful Candidates**

All interviewed candidates should be provided a timeline for when they will hear back about their application. If it is clear that a person will not be selected, they should be contacted, ideally via a conversation rather than email, to notify them of the decision. Unsuccessful shortlisted candidates should be contacted once the position has been formally accepted by the finalist to ensure that options remain in the event that the finalist does not accept the offer.

#### **6.11.1 Monitoring**

Human Resources will track hiring activities including the diversity of candidates selected for roles on an annual basis and report to the Board of Directors. Analysis will be conducted to inform continuous improvement of practices and procedures.

## **7.0 References and Links / Related Documents including links to Management Practices**

[Ontario Human Rights Code](#)

[Accessibility for Ontarians with Disabilities Act](#)

Accessibility Policy

Accommodation Policy





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Police Records Check Policy  
[List of HR staff/employee relations team](#)

## 8.0 Review/Revision History

Date	Revision No.	Revision Type	Reference Section(s)
23 January 2023	1.0	New Policy	N/A