

Section: Accessibility	Subsection: Employment	Policy Number: ACC-113
Performance Appraisals, Recruitment Under ESA for Ontarians with Disability		Effective Date: January 2016
ADOA	Authority:	Reviewed June 2021: November 2023
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1.0 POLICY STATEMENT

Belvedere Heights is committed to providing regular, systematic and written feedback to all employees. One method of ensuring that this occurs is through the performance appraisal program.

This program serves a number of purposes: it clarifies expectations of employees and supervisors; facilitates the development of staff through goal setting; provides an opportunity for open discussions between employees and supervisors; enables the evaluation of organizational and staff skills, strengths and areas for improvement. Its role in effective Human Resource planning is critical. Performance appraisals, however, are not intended to replace ongoing feedback and communications between staff and supervisors.

In assessing performance, the Health Centre will take into account the accessibility needs of employees with disabilities, as well as individual accommodation plans.

2.0 DEFINITIONS

N/A

3.0 EQUIPMENT

N/A

4.0 PROCEDURE

- All newly hired employees to a position will receive a Probationary Review before the end of their probationary period.
- All employees will receive a performance appraisal annually.

- Each performance appraisal will be conducted by the employee's immediate supervisor in a formal, confidential manner.
- The Performance Appraisal will be completed by his/her supervisor and the employee shall have the opportunity to review and comment on the appraisal.
- The employee and supervisor will establish goals for the future review periods.
- Upon completion of the performance appraisal, it will be forwarded to the department head who will sign off the appraisal. The original appraisal form will be sent to Human Resources to be filed in the employee's personnel file. A copy of the performance appraisal will be given to the employee upon request.
- The supervisor will provide regular feedback to the employee throughout the review period.
- Each manager will be responsible for scheduling and completion of the annual performance appraisal.

Recruitment

Belvedere Heights recognizes the importance of the recruitment and selection process in the delivery of efficient and effective services throughout the organization.

The Home seeks to employ qualified and competent individuals in all positions. It is therefore the practice to recruit, evaluate, select and assign qualified and suitable individuals for each vacancy and new position. The selection process is designed to ensure this is achieved.

The Home endeavors to ensure that the best possible candidate is selected in an open and fair manner consistent with all relevant collective agreements, policies, and legislation.

Belvedere Heights is committed to providing a barrier-free work environment for persons with disabilities, including the recruitment and selection process.

PROCEDURE

Selection criteria will be based on the requirements of the position as outlined in the job description of the position and will be discrimination free. Selection criteria could include: skills, knowledge, required competencies, training, ability, qualifications, experience, organizational fit, and the capability to assume the responsibilities of the position.

Depending on the relevant collective agreement, a vacancy in the respective bargaining unit may be posted internally, prior to being posted externally, or the vacancy will be posted internally and externally simultaneously. Non-bargaining unit position vacancies may be posted internally and externally simultaneously. Employees should follow the procedures outlined in his/her collective agreement or the directions on the posting when applying.

Candidates will not be hired or permitted to transfer into a position(s) where there would be a direct reporting relationship with a member of their immediate family and therefore the potential for a conflict of interest or undue favoritism or negative bias. A direct reporting relationship exists when an employee is supervised on a regular basis by a manager/supervisor/team lead who is responsible for reviewing the employee's performance, attendance, conduct, scheduling and/or potential advancement.

Job Postings

When a position becomes vacant or a new position is created, the immediate supervisor will review the job description to ensure that it is accurate and up to date. For all vacancies, the supervisor will review workload, budget and future plans to determine if it should be refilled.

The department Manager will determine the best method to recruit qualified applicants for the vacancy. All bargaining unit positions will be posted internally as specified in the appropriate Collective Agreement.

The Home may employ a variety of recruitment methods such as advertising, applicant bank search, and web site posting etc.

The Home will include language in all job postings which will communicate the Home's commitment to a barrier-free work environment for persons with disabilities, including the recruitment and selection process.

The Home will request for persons with disabilities who may require accommodation(s) to inform the Hiring Manager of the nature of any accommodation(s) that they may require to ensure equal participation in the recruitment process. Examples of accommodation(s) provided during the recruitment process may include, but are not limited to, providing or modifying equipment or devices, providing written materials in accessible formats, such as large print, or audio, ensuring that interviews, tests, and other components of the application process are held in accessible locations.

Applicant Screening and Selection**Bargaining Unit Positions**

- The language of the Collective Agreement will be followed.
- All applicants will be screened using the selection criteria outlined in the posting.
- Only applicants that meet all the selection criteria will be considered without an interview.
- When more than one applicant meets the selection criteria, the most senior applicant will be offered the position provided he/she is able to do the job with minimal familiarization to the unit/department.
- When no applicant meets all the selection criteria interviews will be conducted by a selection panel, consisting of two or more non-bargaining unit employees.

- A rating system that is directly related to the position qualifications will be utilized to assess the candidates.
- The selection committee should utilize attendance records, previous performance appraisals, letters of recommendation and discipline as well as the results of the interview in making their decision for internal candidates.
- Should no internal applicants be qualified, an external search may be undertaken and the procedure for selection of non-bargaining unit employees will be followed.

Non-Bargaining Unit Positions

- All applicants will be screened using the selection criteria outlined in the posting or job description.
- Applicants who meet all or most of the essential criteria may be a viable selection for an interview with a plan to train and develop.
- A selection interview will be conducted by a selection panel, consisting of two or more non-bargaining unit employees, usually including the direct supervisor of the position.
- A rating system that is directly related to the position qualifications will be utilized to assess the candidates.
- The selection committee should utilize attendance records, previous performance appraisals, letters of recommendation and discipline as well as the results of the interview in making their decision for internal candidates.
- All external candidates must have at least two reference checks completed. References from former supervisors are preferred.

Job Offers

Any external candidate must provide a current Vulnerable Sector Check (includes a Criminal Record Check) upon offer of employment.

Unsuccessful candidates that have been interviewed will be notified by the supervisor conducting the selection, within three (3) days of the offer being accepted. This is to be documented in the job posting file.

New employees will be consulted to determine the suitability of accessible formats and communication supports for:

- (a) information that is needed in order to perform the employee's job; and
- (b) information that is generally available to employees in the workplace

OUTCOMES

Belvedere Heights recognizes the importance of the recruitment and selection process. By recruiting and selecting staff in a fair, open, and consistent manner we will acquire the best possible candidate for the job. Effective recruitment and selection will assist in ensuring optimal productivity, teamwork, and retention amongst our staff.