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Policy Title: Employee Recruitment and Selection

Last Approved: February 2025

BACKGROUND

The purpose of this policy is to outline requirements for the recruitment of Saskatchewan School Boards Association ('Association') positions which facilitate the hiring of the most suitable candidate.

APPLICATION

This policy applies to the recruitment, selection and appointment of employees to all positions of the Association.

POLICY STATEMENT

PRINCIPLES

Association recruitment will be based on the following principles:

- hiring decisions are based on fair and equitable treatment of all applicants;
- open, transparent and consistent recruitment processes and practices are followed;
- efficient and effective recruitment practices, capable of recognizing and responding to current and future organizational requirements;
- flexible and innovative recruitment processes, which reflect the nature and proportionate responsibilities of the positions;
- focus on broader competencies which provide opportunities for promotion and employee development;
- hiring decisions and processes preserve the Association's commitment to creating a diverse and inclusive workplace;
- recruitment activities are legally sound and conform to *Saskatchewan Human Rights Code, 2018* and other employment legislation; and
- A review of employee job descriptions shall occur during the year the compensation review is conducted or when required.

6.1 VACANCY MANAGEMENT

Prior to taking any recruitment action, the Executive Director will assess the Association's organizational needs and determine, given these current and future needs, whether or not it has a vacant position to be filled.

When a vacant position is identified, the Director in consultation with the Executive Director will review the job description and make adjustments, as necessary with the assistance of Employee and Labour Relations. In the event a new position is required, a new job description will be developed.

8.0**6.2 RECRUITMENT OPTIONS**

The Director will recommend to the Executive Director, the appropriate recruitment option for the vacant position (i.e. permanent full-time, part-time, temporary, etc.) and take into consideration whether the position can be filled via succession planning efforts, re-assignment of duties distributed to current employees, or through a competitive process.

If and when succession planning process is utilized to fill a vacancy, the appointment to the position will be approved by the Executive Director and communicated to employees.

6.3 ADVERTISING POSITION OPPORTUNITIES

- a. The information communicated about the position will include the general nature of the duties, qualifications, and will be written in clear language.
- b. Permanent and part-time positions may be advertised on the Association website, popular electronic job search engines, and applicable association sites pertinent to the job requirements sought, for a minimum of one week.
- c. Temporary positions may be filled without the requirement to advertise the position.

6.4 ASSESSING APPLICANTS THROUGH A COMPETITION PROCESS

The Director will determine and establish the selection assessment methodology and process (e.g. interview only; interview with presentation; interview with testing) for the position based on the competencies as outlined in the job description.

- a. The competitive process, will be fair, equitable and transparent and must include:
 - consideration, and assessment of education, experience, competencies, skills and abilities;
 - a reference check of a minimum of two (2) sources; and
 - a criminal record check (see 11.0-A Criminal Record Check Declaration Form).
- b. At least two candidates will be interviewed for each competition.
- c. For Directors hiring within their responsibility, the interview panel may consist of the hiring Director and Senior Consultant, Employee and Labour Relations.
- d. For Executive Director hiring Directors, the interview panel shall consist of the Executive Director, a Director, and an Executive member. Any other staff member invited to the panel will be at the discretion of the Executive Director.

6.5 NOTIFYING APPLICANTS OF DECISION

The Director will communicate the decision to the successful and unsuccessful interviewees within fourteen calendar days of the decision.

6.6 SALARY & ENTITLEMENTS ON INITIAL HIRE**a) Salary**

- Salary ranges, for fully experienced persons, are considered competitive relative to the market and, therefore, the normal practice is to offer a salary at, or near, the minimum of the range to allow for recognition of increased competencies.
- The Director may recommend a salary on initial appointment above the minimum Association Position Salary Range where a salary above minimum is required to attract a

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high quality candidate. In doing so the Director shall be guided by the following considerations:

- quality of the field of candidates in the competition;
 - competencies of the candidate (what does the candidate bring to the position);
 - candidate's current salary (what is the candidate willing to accept);
 - external market (does the candidate possess credentials and/or competencies which are 'in demand' by other employers and, therefore difficult to recruit);
 - will there be room for progress within the pay range;
 - has the position been previously advertised with no success in filling the vacancy;
and
 - internal comparison (salary rates of employees with comparable competencies).
- In making an offer of appointment, the Director in consultation with the Executive Director will balance fiscal prudence with the ability to attract high quality candidates.
 - The salary level to be offered must be approved by the Executive Director.

b) Vacation Leave Entitlement

Where annual vacation of more than 15 days is required to attract a high quality candidate, the candidate may be offered additional days of annual vacation. The Executive Director or Director shall be guided by the following considerations:

- quality of field of candidates in the competition;
- competencies of the candidate (what does the candidate bring to the position);
- candidate's current vacation leave (what is the candidate willing to accept);
- external market (does the candidate possess credentials and/or competencies which are 'in demand' by other employers and, therefore difficult to recruit);
- has the position been previously advertised with no success in filling the vacancy ; and
- internal comparison (VL entitlements of employees with comparable competencies).

If an employee is granted annual vacation leave other than that set out in this section, the next increase of annual vacation leave shall occur after the time increment required to reach the next increase and the maximum 30 days annual vacation leave is reached.

The vacation year shall commence on January 1 and end on December 31 during the first year of employment, or in the case of a reclassification, or when employment commences at a time other than January 1, the vacation leave shall be prorated from the time of employment to December 31.

6.7 OFFER OF EMPLOYMENT

- a. The Executive Director and hiring Director are responsible for preparation of the contract of employment in accordance with applicable conditions of employment.
- b. All contracts of employment shall be confirmed in writing and signed by the new employee and hiring Director or Executive Director or designate.

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- c. If relocation assistance applies, please refer to HR Policy 9.0 Relocation.

6.8 CRIMINAL RECORD CHECK

- a. All offers of employment shall be contingent upon receipt of a satisfactory criminal record check. A Vulnerable Sector Check is not required.
- b. A Criminal Record Check is reimbursed by submission of receipt to Corporate Services.

6.9 NEW EMPLOYEE ORIENTATION

The Association is committed to a new employee orientation. Directors are responsible to ensure new employees are oriented to their new position. The orientation will include the signing of the Acknowledgement of Confidentiality Requirements Form (see 2.0-A Acknowledgment of Confidentiality Requirements Form).

6.10 EMPLOYEE PROBATIONARY PERIOD

There will be a one (1) year probationary period for all positions. The Director shall be responsible for reviewing the performance of the new hire within 14 days prior to the end of the probationary period. At this time, the Director shall recommend the removal of the probation, an extension of the probation period, or a termination of employment and supporting documentation shall be provided filed in the personnel file.

REFERENCES