

Hiring and Internal Staffing Policy	Policy Number: PA-200
Last Reviewed: 2019/12/17	Next Review: 2020/12/17

Purpose: Pinnguaq believes that hiring and staffing positions with qualified individuals contributes to the overall success of the company. Pinnguaq values hiring and staffing positions with individuals of diverse backgrounds and individuals who reflect the local communities we serve, as this core value will help build programming and resources that are grounded in sustainability, active participation in programming, local economy and meaningful skill development.

Policy Statement: The Pinnguaq Association will endeavour to hire and staff positions with people that will help fulfill its mandate. This means selecting the most qualified candidates for positions in consideration of equitable representation in the workforce, knowledge, skills, experience and capacity to grow in a position.

Technology, education, organisation, and administrative skills are all important to the Pinnguaq Association depending on the position being filled. However, we believe that hard skills are not enough; that staff need to have an understanding for the culture and unique needs of the communities we serve.

Scope: This policy applies to the Hiring Committee, and any decision to create, hire, select and oversee part-time/full-time positions within Pinnguaq.

Governing Documents:

1. Pinnguaq's Best Practices for Inclusive Hiring
2. Pinnguaq's Hiring Philosophy
3. Recruitment, Retention and Capacity-Building Strategy
4. Training Future Leaders Strategy
5. Acting Assignment Policy

Procedures:

1. Determination of Designated Groups

- 1.1. Designated Groups have been derived from the Federal Employment Equity Act, these are:
 - 1.1.1. Indigenous Peoples
 - 1.1.2. People with Disabilities
 - 1.1.3. Visible Minorities
 - 1.1.4. Women
2. **Intake Meeting**
 - 2.1. HR will arrange a meeting with the hiring manager to conduct an intake meeting prior to posting a job opening to learn more about the position, the requirements and the profile of the ideal candidate. The recruiting strategy will be set during this meeting and expectations established with all the key stakeholders.
3. **Job Description and Job Posting**
 - 3.1. Every job description and posting will include:
 - 3.1.1. A brief description of Pinnguaq's mandate and the role being advertised
 - 3.1.2. The reporting structure
 - 3.1.3. The duties the position is responsible for
 - 3.1.4. A list of required credentials, skills, and experience to meet the minimum expectations of the role
 - 3.1.5. A list of recommended credentials, skills, and experience which will be considered as exceeding the minimum expectations of the role.
 - 3.1.6. Encouragement for the candidate to include self-identification if they are a member of a designated group.
 - 3.2. All job posting will include a Vulnerable Sector Screening as a job requirement, noted to be completed for first day of expected employment.
 - 3.3. Pinnguaq shall include the following equity hiring statement in all postings for full- and part-time staff:

“Pinnguaq Association is strongly committed to fostering diversity within the communities we serve. We welcome those who would contribute to the further diversification of our staff including, but not limited to, Indigenous people, women, visible minorities, persons’ with disabilities and persons of any sexual orientation or gender identity.”

Pinnguaq Association is also committed to developing inclusive, barrier-free recruitment and selection processes and work environments. Please inform us should accommodation be required at any point in the recruitment process.”

- 3.4. Job postings will be circulated in a manner that aims to reach the broadest number of candidates. To achieve this, Pinnguaq will make reasonable attempts to circulate job postings to a variety of communities and organizations. These may include:
 - 3.4.1. Partnering with community groups
 - 3.4.2. Indigenous Resource/community centers
 - 3.4.3. Postings in Iqaluit Makerspace
 - 3.4.4. Indeed, or other widely available public job boards,
 - 3.4.5. Facebook and LinkedIn
- 3.5. Current employees with a part-time or full-time employment status may apply for internal job openings. The consents of the employee's manager and the HR department may be necessary.
4. **Hiring Committee**
 - 4.1. A minimum of two individuals will constitute a Hiring Committee for positions, with one member being the direct supervisor over the role, and the other being the Human Resource Manager.
 - 4.2. The Human Resource Manager is tasked with:
 - 4.2.1. Ensuring the available position is appropriately advertised
 - 4.2.2. Retrieving all applications upon the position closing
 - 4.2.3. Performing an initial screen for minimum qualifications, or alternative qualifications and forwarding appropriately qualified applications to the Committee members
 - 4.2.4. Collecting all electronic files and paperwork at each stage of the interview process for confidential filing, Communicating with the Candidates at appropriate intervals
5. **Internal staffing processes**

In order to support employee development, progression and organizational capacity-building in alignment with Pinnguaq Association's values, positions may be filled by internal processes:

 - 5.1. **Acting assignments**
 - 5.1.1. In order to support employee development and internal requirements temporary acting assignments may be applied;
 - 5.1.2. Acting assignments are when an internal employee covers off another employee's responsibilities or when an employee is assigned to a supervisory role when the usual supervisor is away;

- 5.1.3. Acting assignments should follow inclusive and equity considerations and support retention and capacity-building initiatives;
- 5.1.4. Acting assignments are determined at the discretion of the manager and/or Executive Director;
- 5.1.5. See PA-Reference: Acting Assignment Policy.

5.2. Internal competitions

- 5.2.1. When a position becomes available and the employer intends to fill it by internal competition, the details will be communicated to staff with as much notices as possible;
- 5.2.2. Current employees with a part-time or full-time employment status may apply for internal job openings. The consents of the employee's manager and the HR department may be necessary for employees with less than one year of service with Pinnguaq.
- 5.2.3. All applicants for a posted vacancy will be considered based on their qualifications and ability to perform the job successfully. Internal candidates who are not selected will be notified by the HR department.

5.3. Internal appointments (transfers)

- 5.3.1. In exceptional circumstances the employer may choose to internally appoint an existing employee to a new or vacant position through a non-competitive process;
- 5.3.2. A non-competitive internal appointment may be necessary when the need to fill the position is high, and/or no other suitable internal candidate is available, and/or the process supports inclusive hiring goals;
- 5.3.3. Non-competitive internal appointments will follow inclusive hiring processes and other Pinnguaq Association hiring values when considering candidates;
- 5.3.4. Non-competitive internal appointments may be temporary or permanent:
 - 5.3.4.1. Employees may request such an appointment;
 - 5.3.4.2. The employer may propose such an appointment to an employee;
 - 5.3.4.3. The terms and conditions of appointments will be communicated clearly to employees being appointed and employee consent is required;
- 5.3.5. A non-competitive internal appointment requires Board of Directors approval.

6. External appointments

- 6.1. In very rare circumstances appointing an external candidate without competition to a new or vacant position may be necessary. The employer will make every effort to plan ahead and avoid the need for non-competitive external appointments;

- 6.2. External appointments may be necessary when a high need project arises and filling the position immediately is required, and/or when no other suitable candidate is readily available;
- 6.3. A non-competitive external appointment requires Board of Directors approval.

7. Candidate Selection

- 7.1. The Human Resource Manager will screen all applications. Applicants who meet the minimum qualifications, or hold alternative qualifications and experience will be forwarded to the Hiring Committee for review.
- 7.2. Selected employees should reflect the communities that they are serving. The Hiring Committee will consider the community and the demographic needs this position will be serving and aim to select employees who represent the community and who meet the necessary qualifications.
- 7.3. Should a member of the Hiring Committee have a conflict of interest in respect to a candidate, they have a duty to report said conflict to the HRM. The member cannot:
 - 7.3.1. Review the applicant's application any further or provide a rating for candidate selection
 - 7.3.2. Be in attendance or participate in any way for the interview of that candidate
 - 7.3.3. Must refrain from providing the remaining Hiring Committee members unsolicited feedback to do with the candidate.
- 7.4. Those candidates selected by the Committee will be granted an interview.

8. Interviewing

- 8.1. Interviews must be conducted in an accessible space.
- 8.2. Interviews must be conducted according to the best practices set out in the Best Practices for Inclusive Hiring Procedures.
- 8.3. At least one question will be designed to elicit the candidate's views and/or experience with diversity and/or equity.
- 8.4. Each Hiring Committee member will prepare a set of interview questions for each interview that facilitate a discussion to highlight the candidate's skills and experience.
- 8.5. All paperwork will be provided to the Human Resource Manager for collection at the end of interviews.

9. Hiring Decision

- 9.1. Upon completion of all candidate interviews, the Hiring Committee will collectively discuss thoughts and share notes on the candidates.

- 9.2. When the Hiring Committee meets to discuss their recommendations for hire, the Human Resource Manager should ensure there are no clearly anomalous rankings between Committee members. If a ranking is found to be anomalous, the Hiring Committee should discuss the reasons for such a discrepancy in order to determine if there is possible bias.
- 9.3. Human Resource Manager will notify candidates who do not receive a job offer from Pinnguaq.
- 9.4. In the event the individual determined to be the best candidate for hire is not a member of a Designated Group, the Human Resource Manager will provide a summary statement to the Executive Director explaining how the successful candidate is significantly and demonstrably better than interviewed candidates from Designated Groups, if applicable.
- 9.5. In the event there are multiple equally qualified candidates, each from a Designated Group, if the department has an obvious lack of representation in one of the Designated Groups the Hiring Committee will offer the position to that individual.
- 9.6. Potential employees should have a positive attitude about the work they would be doing with Pinnguaq Association. They should be willing and excited to learn. A person with the right attitude will be able to learn on the job and excel as a teacher or staff member, while a skilled person with a negative attitude will fail no matter their education or experience.

10. Job Offer

- 10.1. An offer will be made contingent on the satisfactory completion of required Vulnerable Sector Screening (VSS)
- 10.2. Once the HR department receives satisfactory results from all required VSS, candidates will be provided with a final job offer. If a candidate fails to accept an offer of employment within 7 calendar days, the offer may be rescinded by the company.

11. Accountability

- 11.1. The Executive Director will review a summary of any proposed non-designated group hire.
- 11.2. Should the Executive Director find that the hiring decision is not consistent with the objectives of this Policy, the matter may be referred to the Board of Directors with the following possible outcomes:
 - 11.2.1. Further training members of the Hiring Committee prior to being permitted on any further Hiring Committees



PO Box 523
Iqaluit, Nunavut
X0A 0H0

87 Adelaide Street
Lindsay, Ontario
K9V 4L4

11.2.2. The provision of another opportunity for the Designated Group applicant.