

Policy/Procedure Name: Recruitment Philosophy	
Manual: Human Resources	Number:
Section: Recruitment and Onboarding	Effective Date: February 3, 2025
Pages: 1 of 4	Revision Date:

Purpose

The Muskoka Algonquin Healthcare (MAHC) Recruitment Philosophy policy serves as a guiding framework for our Recruitment practices. MAHC strives to attract and retain top talent while supporting our employees to reach career goals and maximize their potential. We ensure that each step of the recruitment process is inclusive, accessible, and free of barriers. By adhering to these principles, we foster an organizational culture that supports our mission, vision, and values.

Scope

This policy pertains to all prospective and current employees, volunteers and students at MAHC.

This policy does not apply to the procurement of contractors and consulting services.

1. Core Principles

- a) **Inclusion, Diversity, Equity and Accessibility:** MAHC ensures that our workforce represents the communities we serve. We are committed to creating and maintaining a workplace that is welcoming, inclusive, and barrier-free, and strive to maintain accessible practices throughout the hiring process.

Accommodation is provided to candidates in accordance with the Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA) and other applicable legislation throughout all stages of the recruitment process, MAHC makes every reasonable effort to accommodate, up to the point of undue hardship.

Commitment to this philosophy is reinforced to all applicants on our job postings:

MAHC is committed to a selection process and work environment that is inclusive and barrier-free. We encourage applicants from all equity-deserving groups, including but not limited to, individuals who identify as Indigenous, racialized, seniors, persons living with disabilities, women, and those who identify as 2SLGBTQ+.

Manual: Human Resources	Number:
Section: Recruitment and Onboarding	Effective Date: February 3, 2025
Pages: 2 of 4	Revision Date:

- b) **Talent Acquisition and Selection:** MAHC is dedicated to building a talented and diverse workforce; one that ensures that the most qualified candidates are attracted to fill vacancies. All our recruitment decisions are based on valid, practical, and measurable approaches that ensure selection based on merit while actively avoiding nepotism or favoritism. All engagement with candidates is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- c) **Candidate Experience:** The recruitment process is transparent, respectful, and engaging for all candidates, regardless of the outcome. Feedback will be available to all candidates and hiring teams. Clear communication regarding job requirements will be provided on the job posting and MAHC will provide transparency throughout the process including pre-employment requirements and on-the-job expectations.

2. **Key Stages of Recruitment**

- a) **Pre-Posting:** When a vacancy occurs, the Hiring Manager responsible for the vacancy must submit a digital Staff Action Form (SAF) or Position Action Form (PAF) to Human Resources. If no SAF or PAF is received and/or approved Human Resources will not post the vacancy. The submission process is subject to the Human Resources Department's current pre-posting process.
- b) **Postings:** Postings will be accessible for staff application in accordance with the terms of the respective collective agreement, if applicable. When a posting is for a vacancy not represented by a bargaining agent, the Hiring Manager and Human Resources will determine the posting length and other applicable details. All postings open to the public will be advertised on the MAHC careers page, and when applicable will be advertised on external sites both paid and unpaid. Human Resources will collaborate with the Hiring Manager to ensure postings are reflective of the work including major responsibilities and the necessary knowledge, skills, and competencies required.

Muskoka Algonquin Healthcare (MAHC) is aware of an increase in fraudulent job postings and recruitment-related scams targeting job seekers across the country. If you receive a suspicious message or are

		Policy/Procedure Name: Recruitment Philosophy
Manual:	Human Resources	Number:
Section:	Recruitment and Onboarding	Effective Date: February 3, 2025
Pages:	3 of 4	Revision Date:

unsure about the legitimacy of a communication claiming to be from MAHC, we encourage you to contact us directly at jobs@mahc.ca before taking any action.

- c) **Application: Only applications to an active posting will be accepted.** All applications, both internal and external must be received through the MAHC career site to an active posting. Email and paper applications will not be accepted unless otherwise stated. Applications submitted after the listed closing date may not be accepted. Applications will not be stored for future use or consideration.
- d) **Applicant Selection and Pre-screen:** Applicants will be assessed based on the minimum requirements and qualifications listed in the posting. Applicants who meet the requirements may be forwarded to pre-screening phone/virtual interviews by a member of the Human Resources Department.
- e) **Interview & Testing:** Selected candidates may be required to undergo an interview(s). Candidates interviewing for a manager role or higher, will present on a relevant topic chosen by the hiring team, communicated in advance. MAHC interviews are structured and standardized to ensure consistency and fairness in the evaluation process. Interviews may consist of multiple interviewing parties to assist with selection and eliminate biases. Candidates may be asked to partake in tests relevant to their position. For example, an Administrative Assistant candidate may be tested on their ability to use Microsoft Office.
- f) **References and Verification:** Selected candidates shall provide at least two professional references from current or former employers. MAHC may ask for additional references if needed. References will be asked a set of standardized questions, and their responses will be reviewed by the Human Resources Department. Progression to the next stage of the recruitment process is contingent upon receiving satisfactory references.

MAHC may request candidates to provide verification of educational, licensure and other qualifications required for the position.

Manual: Human Resources	Number:
Section: Recruitment and Onboarding	Effective Date: February 3, 2025
Pages: 4 of 4	Revision Date:

- g) **Appointment:** Positions shall be staffed by qualified candidates selected and appointed on the basis of education, experience, knowledge, performance, attendance, abilities, suitability, and when appropriate seniority. MAHC will also consider appointment within the framework of legislation, physical ability and resilience to work in the area, applicable collective agreements, equal opportunity, fairness of employment, budgetary limitations and organizational needs.

For appointment or promotion no person shall be discriminated against for identifying in equity-deserving groups, including but not limited to, individuals who identify as Indigenous, racialized, seniors, persons living with disabilities, women, and those who identify as 2SLGBTQ+.

- h) **Offboarding/Exit:** Prior to their last day of employment, employees will be provided with a link to complete a short Exit survey. The results of all Exit surveys will be reported to senior leadership on a quarterly basis. The employee's reporting manager will also be provided with a link to the Exit Evaluation, wherein they will provide feedback on the employee. This evaluation will be saved to the employee's file, where it will remain until the destruction of the file.
- i) **Rehiring Former/Retired Employees:** All former MAHC employees seeking to return to MAHC will be required to apply for a vacant posting. These candidates will follow the same recruitment process as defined in sections 2(b)-2(g).

Definitions

Hiring Manager: Manager, Director, Vice President or the CEO who is responsible for recruiting for a vacancy

SAF (Staff Action Form): Will be utilized for the replacement of a budgeted position.

PAF (Position Action Form): Will be used for a new, unbudgeted positions. All PAFs must be approved by a Director, Vice President or the CEO

Policy/Procedure Name: Recruitment Philosophy	
Manual: Human Resources	Number:
Section: Recruitment and Onboarding	Effective Date: February 3, 2025
Pages: 5 of 4	Revision Date:

Notes

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This policy replaces the following:

- Applications for Employment, 19 October 2022
- Departure/Exit Interview, 19 October 2022
- Job Posting Non-Union, 1 June 2018
- Recruitment Philosophy, 1 June 2018
- Rehiring Former/Retired Employees, 1 June 2018

References / Relevant Legislation

- Accessibility for Ontarians with Disabilities Act (AODA)
- MAHC's Nepotism Policy
- Ontario Human Rights Code

Appendix 1 – Document Consultation & Approval Tracking Record



Document Consultation & Approval Tracking Record

Document Title: Recruitment Philosophy

Document Status:

- ☒ New
☐ Revision of Existing
☐ Reviewed, no edits required

Document Type:

- ☒ Policy/Procedure
☐ Protocol/Guideline
☐ Standard Operating Procedure
☐ Medical Directive
☐ Order Set
☐ Other: _____
- ☐ Clinical Pathway
☐ Order Set
☐ Standard of Care
☐ Rules & Regulations
☐ Form

Development Team (list the names and designations of those involved in the development/review of the document):

Name	Designation
Leanne Gray	Director, Human Resources
Amy Carriere	EA to People

Scope of Document:

- ☐ Department specific
Corporate/Hospital-wide
- ☐ Two or more departments/services ☒

Groups Impacted by Document:

- ☐ Nursing
☐ Credentialed Staff
☐ Clerical/Support Staff
- ☐ Administration
☒ All Staff/Credentialed-Staff
- ☐ Allied Health (specify): __
☐ Support Staff (specify): __
☐ Other (specify): __

Consultation Phase (list below the stakeholders/committees that will provide feedback and input into the document prior to submission to the Signing Authority for final approval):

Stakeholder/Committee	Date Consulted	Feedback/Comments	Development Team Response
Senior Leadership Team	Feb 3, 2025	Approved	

Education & Communication Plan: (select all that apply)

<i>Tool(s) / Method(s)</i>	<i>Timeline for Completion</i>	<i>Lead Responsible</i>
<input type="checkbox"/> Huddles/Staff meetings		
<input type="checkbox"/> Education Blitzes		
<input type="checkbox"/> Learning Management System (LMS) Module		
<input type="checkbox"/> Posters		
<input type="checkbox"/> Electronic Mail		
<input type="checkbox"/> Communication Binder		
<input type="checkbox"/> Department Meetings		
<input type="checkbox"/> Frequently Asked Questions (FAQ)		
<input checked="" type="checkbox"/> Memo	February 2025	
<input type="checkbox"/> MAHC Moments		
<input checked="" type="checkbox"/> Other:	External MAHC website	February 2025

Approval Phase (for list of Signing Authorities, view the “Policy, Procedure and Guideline Development” policy):

Signing Authority:

Senior Leadership Team

Date Review:

February 3, 2025



Approved



Not Approved

Comments:

DOCUMENT MANAGEMENT SYSTEM INFORMATION (complete for the purpose of uploading to the DMS via executive assistant/document support person assigned to portfolio)
1. Category (manual/section): Recruitment and Onboarding
2. Key Words: recruitment, inclusive, accessible, talent, acquisition, application, job posting, philosophy, AODA
3. Is this document an ROP (Required Organizational Practice): No
4. Is there a preferred URL or external link:
5. Who will be accountable for leading any policy review?
6. Review Period: 3 years