

Managing the Selection Process

Webinar Series

Webinar Series Description

This webinar series prepares managers in British Columbia’s health care facilities use a fair and objective process to select employees while keeping within the context of the collective agreement(s) and jurisprudence.

In the first webinar in the series, *I Have a Vacancy... Now What?*, participants will gain an understanding of the overall selection process, guidelines for assessing the position and identifying when a vacancy exists.

In the second webinar, *Selection in the Health Care Sector*, participants will be provided with an overview of the selection clauses and key terminology that applies to selecting employees in the health care sector. They will also be provided with an awareness of what arbitrators have considered in past selection arbitrations.

In the third webinar, *Preparing to Hire*, participants will receive step-by-step guidelines for preparing a selection plan spreadsheet, preparing selection tools such as interview questions, and posting the position.

In the fourth and final webinar in the series, *Hiring the Right Candidate*, participants will receive step-by-step guidelines for gathering information about each candidate, conducting interviews, determining who to hire, and communicating the selection decision.

Topics/Learning Objectives

I. I Have a Vacancy... Now What?

Time: 2 hours (plus 15 min Q&A)

Topic	Learning Objectives
Overview of the Selection Process	<ul style="list-style-type: none"> • Explain the importance of using an objective selection process • List and explain the main steps of the internal selection process
Planning Your Selection	<ul style="list-style-type: none"> • Explain management rights as outlined in the collective agreements • Define vacancy • Explain the jurisprudence relied upon to determine the existence of a vacancy • Explain the difference between regular and temporary vacancies • Conduct an assessment of the current operational requirements and determine what job requirements and

Topic	Learning Objectives
	<ul style="list-style-type: none"> • qualifications would best fill the vacancy • Explain the three-step test (Meiorin Test) for determining if a unique skill requirement is a bona-fide occupational requirement
Reviewing the Job Description	<ul style="list-style-type: none"> • Explain how to interpret the collective agreement language regarding job descriptions • Explain the importance of having an accurate and current job description • Review and update a job description • Determine and document equivalencies

2. Selection in the Health Care Sector

Time: 2.5 hours

Topic	Learning Objectives
Selection Clauses	<ul style="list-style-type: none"> • Explain how to interpret the collective agreement language regarding selection clauses • Describe the three types of selection clauses contained in collective agreements
Selection Language	<ul style="list-style-type: none"> • Define and explain the following terms from a labour relations/arbitral perspective: <ul style="list-style-type: none"> ○ Qualifications ○ Training vs. orientation ○ Initiative ○ Efficiency ○ Competency ○ Experience ○ Capability ○ Suitability for meeting client needs ○ Interpersonal skills ○ Threshold requirements ○ Seniority ○ Recent related experience ○ Discernible material difference
Handling Selection Grievances and Arbitrations	<ul style="list-style-type: none"> • Gain an awareness of what arbitrators look for in selection disputes

3. Preparing to Hire

Time: 2.5 hours

Topic	Learning Objectives
Preparing a Selection Plan Spreadsheet	<ul style="list-style-type: none"> • Explain the benefits of using a Selection Plan Spreadsheet (SPS) • Prepare a Selection Plan Spreadsheet using the criteria outlined in the collective agreement and job description • Weight the selection requirements
Preparing Screening Tools	<ul style="list-style-type: none"> • Prepare relevant job-related interview questions and answers • Explain the importance of documenting the information regarding the selection process that will be provided to each candidate interviewed • Prepare a panel for interviewing candidates • Explain the considerations for using screening tests
Job Postings	<ul style="list-style-type: none"> • Explain how to interpret the collective agreement language regarding job postings and applications • Outline what the employer needs to consider when creating a job posting • Explain issues to consider when cancelling a job posting

4. Hiring the Right Candidate

Time: 2 hours

Topic	Learning Objectives
Screening Candidates	<ul style="list-style-type: none"> • Explain when and how to short list candidates • Evaluate equivalencies • Explain when and how to consider seniority when screening applicants
Collecting Additional Information	<ul style="list-style-type: none"> • Explain what additional information can be obtained about candidates and how to obtain it • Explain when and how to check references • Explain privacy issues to consider when checking references • Prepare a Candidate Summary Sheet for each candidates
Conducting Interviews	<ul style="list-style-type: none"> • Review best practices for interviewing candidates • Explain the importance of documenting interviews • Explain how and what to document from the interviews
Completing the Selection Plan Spreadsheet	<ul style="list-style-type: none"> • Use a Selection Plan Spreadsheet to rank candidates objectively
Notifying the Candidates	<ul style="list-style-type: none"> • Explain how to offer the position to the successful candidate • Describe how to follow up with unsuccessful candidates and the local union representative