

Managing the Selection Process

Workshop Outline

Workshop Description

This workshop prepares managers in British Columbia’s health care facilities to use an objective process to select employees. It focuses on the responsibilities of management throughout the whole selection process, from planning the selection through to dealing with selection grievances. Emphasis is placed on the internal selection process.

Workshop Goals

After completing this workshop, participants will be able to do the following:

- Establish and implement a selection process for consistent, objective and transparent decisions
- Access and utilize selection tools to assess candidates objectively
- Gain awareness of applicable legislation, case law, jurisprudence, and labour relations principles that impact selection decisions
- Make selection decisions that are less likely to be overturned by grievance or arbitration

Workshop Length

1 day

Topics/Learning Objectives

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
Assessing the Position	<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 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

Topic	Learning Objectives
	<p>requirement</p> <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
<p>Selection Clauses and Terminology</p>	<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 • 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
<p>Preparing to Hire</p>	<ul style="list-style-type: none"> • Explain the benefits of using a Selection Plan Spreadsheet (SPS) • Prepare a Selection Plan Spreadsheet (SPS) using the criteria outlined in the collective agreement and job description • Weight the selection requirements • Prepare relevant job-related interview questions and answers based on the job description • Explain the importance of documenting 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 • Explain how to interpret the collective agreement language regarding job postings and applications • Outline what the employer needs to consider when creating job posting • Explain issues to consider when canceling a job posting • Use an applicant tracking form

Topic	Learning Objectives
Gathering Information About the 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 • 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 applicant • Review best practices for interviewing candidates • Explain the importance of documenting interviews • Explain how and what to document from the interviews
Making and Communicating the Selection Decision	<ul style="list-style-type: none"> • Use the Selection Plan Spreadsheet (SPS) to rank candidates objectively • Explain how to offer the position to the successful candidate • Describe how to follow-up with unsuccessful candidates and the local union representative • Explain when to hire externally
