

## LiRN Recruitment Policy

As approved by the Board of Directors on March 26, 2026

### Purpose and Scope

1. This policy establishes a clear and consistent framework for recruiting and selecting employees who will contribute to LiRN's mission, operational priorities, and organizational culture. It supports a recruitment process that is fair, equitable, inclusive, and accessible, including for candidates with disabilities.
2. This policy applies to the recruitment and selection of all new and vacant positions ("vacancies") at LiRN, including permanent, part-time, full-time and contract roles. Recruitment for the Managing Director role is conducted in accordance with LiRN's Unanimous Shareholder's Agreement; where there is any discrepancy, the Agreement takes precedence.

### Guiding Principles

3. **Equity, Diversity and Inclusion (EDI):** LiRN strives to attract, assess, and hire candidates in a way that reduces barriers and supports a workforce reflective of Ontario's diversity.
4. **Accessibility:** LiRN provides reasonable accommodations throughout the recruitment process for candidates with disabilities.
5. **Consistency and Fairness:** Selection decisions are based on job-related criteria, using structured and consistent tools (e.g., interview guides and scoring rubrics).
6. **Transparency and Candidate Experience:** Candidates receive clear information about the process, timelines (where possible), and next steps.
7. **Confidentiality and Privacy:** Candidate information is handled sensitively and shared only with those who require it to perform their role in the recruitment process.
8. **Value for Money:** Recruitment methods are chosen to balance quality, speed, and cost, and may include external recruiting support when appropriate.

### Definitions

9. **Vacancy:** A new role or an open position that LiRN has approved to fill.

10. **Permanent Full-time:** Ongoing role, typically 35 hours/week.
11. **Permanent Part-time:** Ongoing role, typically less than 35 hours/week.
12. **Contract:** Fixed-term role with a defined start and end date; may be full-time or part-time.
13. **Recruiter:** The Managing Director or an external recruitment consultant engaged by LiRN to manage aspects of the recruitment process.
14. **Hiring Manager:** The individual accountable for the performance of the role (often the Managing Director or a designated manager).
15. **Interview Panel:** Two or more individuals selected to evaluate candidates using structured methods.
16. **Related Persons:** Individuals connected by blood relationship, common-law partnership, or adoption, as defined in the Income Tax Act, and includes familial-like relationships where a real or perceived conflict of interest could arise.
17. **Accommodation:** A reasonable adjustment or support that enables a candidate to participate fully and fairly in the recruitment process.

## Roles and Responsibilities

### Board of Directors (and/or Committee Delegates)

18. Approves recruitment to fill roles where Board approval is required (e.g., new positions, senior roles, or where required by governance).
19. May appoint a selection committee for senior roles and ensures conflicts of interest are managed.
20. Ensures the recruitment process aligns with LiRN's governance obligations and values.

### Chair of the Board

21. Provides oversight and approves recruitment activities where required, particularly for senior roles.
22. Receives and manages disclosures related to conflicts of interest when appropriate.

### **Treasurer**

23. Confirms budget availability/constraints and provides approvals as required for staffing expenditures.

### **Managing Director**

24. Determines and articulates staffing needs and ensures the role is appropriately defined and funded.
25. Approves job descriptions and postings, selects recruitment methods, and may act as the Recruiter.
26. Ensures accommodations are offered and implemented in a timely and respectful manner.
27. Appoints interview panels, ensures panel members are trained/briefed on structured interviewing and bias-aware decision-making, and ensures proper documentation is maintained.
28. Makes the final hiring decision for roles within their authority, or recommends a finalist where Board approval is required.
29. Ensures records are maintained in accordance with LiRN's privacy and records retention practices.

### **Recruiter (Internal or External)**

30. Manages the recruitment process steps (screening, scheduling, communications, and candidate tracking) as agreed.
31. Develops structured assessment tools (interview guides, scoring rubrics, tests) in consultation with the Hiring Manager.
32. Conducts initial screening interviews when used.
33. Coordinates reference and background checks with appropriate consent.
34. Ensures candidates are informed about accessibility supports and process timelines.

### **Interview Panel Members**

35. Review candidate materials consistently against the job requirements.
36. Use the approved interview guide and scoring rubric; document evidence-based notes.

37. Maintain confidentiality and declare conflicts of interest promptly.

### **Candidates**

38. Provide accurate information and advise LiRN of any accommodation needs as early as possible.
39. Disclose any relationships that may create a real or perceived conflict of interest when applicable.

### **Policy Requirements**

#### **Request to Hire and Approval to Post**

40. Before posting a vacancy, the Managing Director confirms the business need, budget, and the most appropriate recruitment approach (internal, external, or both).
41. The Managing Director prepares a Request to Hire (Template A) and confirms: role type, budget, reporting line, and expected start date.
42. Approvals are obtained from the Treasurer and/or Chair of the Board as required; for new positions, full Board approval may be required.
43. Where it is cost-effective or strategically beneficial, LiRN may use an external recruitment firm to source and pre-screen candidates.

#### **Job Description and Posting**

44. Job descriptions and postings must be accurate, inclusive, and focused on the essential duties and qualifications needed for successful performance.
45. Postings identify essential qualifications (education/experience), required certifications or memberships (if any), key competencies, and any job-related language requirements.
46. Postings include a clear accommodation statement and how to request support.
47. LiRN uses outreach methods intended to reach a broad and diverse candidate pool (e.g., sector networks, community boards, and targeted outreach where appropriate).

### **Candidate Communications and Accessibility**

48. Candidates are informed of the recruitment steps and how to request accommodations. Accommodation requests are handled promptly, confidentially, and respectfully.
49. Recruitment communications are written in plain, professional language and shared consistently with candidates.
50. When an accommodation is requested, LiRN works with the candidate to identify an appropriate solution (Template E).
51. Any accessibility needs related to interviews, tests, or technology are addressed in advance where possible.

### **Screening and Candidate Review**

52. Applications are reviewed against the essential requirements of the role. Screening criteria must be job-related and consistently applied.
53. Minimum essential requirements include education, related experience, required licenses/designations/memberships, and job-related language requirements.
54. Where used, screening tools (e.g., screening questions) are standardized and retained with the recruitment file.

### **Initial Telephone or Videoconference Interview (Optional)**

55. An initial phone or video interview may be used to confirm essential requirements and assess role fit, communication, professionalism, and understanding of LiRN's mandate.
56. Questions are structured and linked to the job requirements.
57. Notes are evidence-based and retained as part of the recruitment record.

### **Interviews, Assessments and Testing**

58. LiRN uses structured interviews and, where appropriate, job-relevant assessments to evaluate candidates fairly and consistently.
59. An interview guide and scoring rubric are developed for each role (Template C). The same core questions are used for all candidates in the same recruitment process.
60. Panel interviews may be held in one or more rounds. Panel composition should reflect relevant expertise and, where possible, diversity of perspectives.

61. Work samples, skills tests, or presentations may be used when job-relevant and proportionate to the role. Candidates complete each test once per recruitment process; re-tests are not permitted.
62. Assessments must not introduce unnecessary barriers; accommodations are provided as needed.
63. Selection decisions are based on documented evidence aligned with the criteria and competencies for the role.

## **References and Background Checks**

64. Short-listed candidates may undergo employment-related verification. The type of check is proportionate to the role and conducted with candidate consent.
65. Reference checks are conducted using a standard template (Template D).
66. LiRN may verify employment history, education credentials, and required licences or memberships.
67. Where relevant to the role, additional checks may include credit checks or other role-specific checks, subject to applicable law and with explicit consent.
68. Any concerns identified through verification are reviewed fairly with the candidate where appropriate.

## **Selection Decision and Approval**

69. The Hiring Manager/Managing Director (or the Board, as appropriate) makes the final decision after considering all evidence collected through the process.
70. Candidates are compared against the selection criteria and documented evidence (interview scores, assessments, references).
71. Where required, the Managing Director submits a recommended finalist and rationale for approval.
72. Unsuccessful applicants are notified in a timely manner, where possible.

## **Offer of Employment and Onboarding**

73. Offers of employment are made in writing and include key terms and conditions. Offers may be conditional upon successful completion of outstanding verifications.
74. The Managing Director prepares the written offer; negotiations (where applicable) are managed by the Recruiter in consultation with the Managing Director.

75. If outstanding verifications are unsatisfactory, LiRN may revoke the offer or terminate employment in accordance with applicable law and the terms of the offer.
76. LiRN provides new hires with onboarding information and role expectations, including probationary requirements where applicable.

## **Related Persons and Conflicts of Interest**

77. LiRN manages real, potential, or perceived conflicts of interest that may arise when related persons apply for or hold positions.
78. Employees and candidates must disclose familial or familial-like relationships to the Managing Director or Chair of the Board when a related person applies to a vacancy (Template F).
79. An employee related to a candidate must not sit on an interview panel, participate in decision-making, or serve as a formal reference for that candidate.
80. Related persons should not be placed in direct or indirect reporting relationships, or in roles that compromise internal controls or accounting practices.
81. Where a relationship is remote or inconsequential, the Managing Director may approve an exception with documented rationale.

## **Rehire of Previous Employees**

82. Former employees may be rehired when they are the most suitable candidate based on the established selection criteria.
83. If the employee returns six months or more after their last day of employment, they are treated as a new employee for length of service and benefits entitlements, unless otherwise required by policy or law.
84. If the employee returns within six months, LiRN may, at its discretion: (a) waive the customary probationary period (particularly when returning to the same role), (b) permit immediate participation in benefit programs, and (c) recognize length of service based on the original hire date for benefits entitlements, subject to policies in effect at the time of rehire.

## **Records Management, Privacy and Retention**

85. Recruitment records must be complete, accurate, and securely stored. Access is limited to individuals who require information for recruitment purposes.

86. Recruitment files include: posting approvals, interview guides, scoring rubrics, notes, assessment results, reference checks, and decision rationale.
87. Candidate personal information is collected only as necessary, used only for recruitment purposes, and retained and disposed of securely in accordance with LiRN's records retention practices.
88. Where an external recruiter is used, LiRN ensures confidentiality expectations are documented in the engagement agreement.

## **Continuous Improvement**

89. LiRN periodically reviews recruitment outcomes to identify opportunities to improve fairness, accessibility, efficiency, and candidate experience.
90. Examples of indicators include time-to-fill, source effectiveness, candidate experience feedback (where collected), and process improvements identified by hiring teams.
91. This policy is reviewed at least every two years, or sooner if operational needs or governance requirements change.

## Appendix A – Request to Hire & Posting Approval Form (Template)

**Instructions:** Use this form to request approval to recruit for a vacancy.

Position Title: \_\_\_\_\_

Department/Program: \_\_\_\_\_

Role Type (check one):  Permanent FT  Permanent PT  Contract

Hours per week: \_\_\_\_\_ Contract End Date (if applicable): \_\_\_\_\_

Reports to: \_\_\_\_\_

Location/Work Arrangement:  On-site  Hybrid  Remote

Budgeted Salary Range: \_\_\_\_\_

Funding Source / Cost Centre: \_\_\_\_\_

Reason for Vacancy:  New position  Backfill  Temporary project  Other: \_\_\_\_\_

Requested Posting Date: \_\_\_\_\_ Target Start Date: \_\_\_\_\_

Recruitment Approach:  Internal  External  Both  External firm (name): \_\_\_\_\_

Approvals: Managing Director \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Treasurer (if required) \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Chair/Board (if required) \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

## **Appendix B – Job Posting Checklist (Template)**

- Job description reviewed and current; essential duties clearly stated.
- Essential qualifications only (avoid “nice-to-have” unless truly relevant).
- Inclusive language used; unnecessary jargon minimized.
- Salary range and work arrangement included (where possible/appropriate).
- Accommodation statement included with contact method.
- Posting channels selected to reach a broad and diverse pool.
- Assessment plan defined (interview(s), work sample/test, reference checks).
- Interview panel confirmed and conflicts of interest checked.

## Appendix C – Interview Guide & Scoring Matrix (Template)

Role: \_\_\_\_\_ Date: \_\_\_\_\_

Candidate: \_\_\_\_\_ Interviewers: \_\_\_\_\_

Use a 1–5 scale (1 = Does not meet; 3 = Meets; 5 = Exceeds). Record evidence-based notes.

Competency / Requirement	Question(s)	Evidence / Notes	Score (1–5)

Overall strengths: \_\_\_\_\_

Overall risks/gaps: \_\_\_\_\_

Recommendation:  Advance  Hold  Decline

Rationale: \_\_\_\_\_

## Appendix D – Reference Check Template

Candidate Name: \_\_\_\_\_

Referee Name/Title: \_\_\_\_\_

Relationship to Candidate: \_\_\_\_\_

Dates worked together: \_\_\_\_\_

Consent: Reference checks are conducted with the candidate's knowledge and consent.

- 1) Can you confirm the candidate's role/title and dates of employment/engagement?
- 2) What were the candidate's key responsibilities and performance strengths?
- 3) How would you describe the candidate's reliability, judgment, and professionalism?
- 4) How does the candidate collaborate with others (teamwork, communication, conflict)?
- 5) How does the candidate manage deadlines and competing priorities?
- 6) What development areas would you identify?
- 7) Would you rehire/re-engage this candidate if you had the opportunity? Why/why not?
- 8) Is there anything else you believe would be helpful for us to consider?

Reference checker name/signature: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

## **Appendix E – Candidate Accommodation Notice & Process (Template)**

LiRN is committed to an accessible recruitment process. Candidates who require accommodation due to disability may request support at any stage of recruitment.

Contact (name/title): \_\_\_\_\_

Email/Phone: \_\_\_\_\_

Step 1 – Candidate Request: Candidate describes the barrier and requested support.

Step 2 – Discussion: LiRN and the candidate confirm an effective and reasonable accommodation.

Step 3 – Implementation: LiRN arranges the accommodation and confirms details in writing (as appropriate).

Step 4 – Privacy: Accommodation details are shared only with those who need to know to implement the support.

## Appendix F – Related Persons / Conflict of Interest Disclosure (Template)

Use this form to disclose a relationship that may create a real, potential, or perceived conflict of interest in recruitment or employment decisions.

Name of person completing disclosure: \_\_\_\_\_

Role (employee/candidate/board member/other): \_\_\_\_\_

Name of related person: \_\_\_\_\_

Nature of relationship: \_\_\_\_\_

Role applied for / role held: \_\_\_\_\_

Potential conflict (describe): \_\_\_\_\_

Proposed mitigation (e.g., recusal from panel/decisions): \_\_\_\_\_

Submitted to:  Managing Director  Chair of the Board

Signature: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Decision/Notes (MD/Chair): \_\_\_\_\_

## **Appendix G – Recruitment File Checklist (Template)**

- Request to Hire & approvals (Appendix A)
- Final job posting and posting locations
- Screening criteria and shortlist rationale
- Interview guide & scoring matrices (Appendix C)
- Interview notes (evidence-based) and panel recommendation
- Assessment materials/results (if applicable)
- Reference checks (Appendix D)
- Verification/background check consents and results (as applicable)
- Offer letter and acceptance
- Conflict of interest disclosures (if applicable; Appendix F)
- Accommodation notes (if applicable; Appendix E)