

Hiring & Recruitment Policy & Procedures

Approved Date: October 13, 2026

1. Purpose & Application

Having a comprehensive volunteer and employee recruitment and screening process is paramount to ensure the safety, effectiveness, and sustainability of operations at the club/skating school. Volunteers and employees play crucial roles in fostering a positive and supportive environment for skaters, coaches, and staff alike.

The purpose of this Hiring Policy is to establish transparent, fair, and consistent guidelines for the recruitment and selection of employees and volunteers. This policy ensures that the hiring process is equitable, inclusive, and designed to attract individuals who align with our values, possess the necessary qualifications, and are deeply committed to upholding the organization's standards of professionalism, integrity, and safety.

This policy applies to all hiring and recruitment activities for paid and volunteer positions within the club/skating school, including full-time, part-time, temporary, contract, and board positions.

2. Core Governance Principles

The organization strictly adheres to the following principles throughout all phases of recruitment:

- **Equity, Diversity, and Inclusion:** We are committed to creating a diverse and inclusive workforce. All hiring decisions are made without discrimination based on race, color, religion, sex, gender identity, sexual orientation, age, disability, marital status, or any other characteristic protected under the Ontario Human Rights Code.
- **Equal Opportunity:** All employment and volunteer selections are based on business needs, operational requirements, and individual qualifications in an environment completely free from discrimination and harassment.
- **Transparency:** The hiring process will be conducted openly, ensuring that all candidates are provided with clear, accurate, and confidential parameters regarding the position and the evaluation process.
- **Merit-Based Selection:** Final selections will be based purely on the qualifications, skills, experience, and overall potential of the candidates to successfully fulfill the requirements of the role.

3. 10-Step Hiring & Recruitment Procedure

The following structured workflow must be followed by the organization for every vacancy to mitigate risk, maintain compliance, and ensure structural consistency:

Step	Phase	Operational Tasks & Sub-Tasks
1	Define	• Determine the specific positions needed (e.g., coach,

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	Requirements	- board volunteers). ● Outline the exact qualifications, required experience, and skills for the role. ● Ensure absolute compliance with relevant Ontario laws and regulations regarding working with children and vulnerable populations.
2	Write Job Description	● Create detailed job descriptions outlining distinct roles, key responsibilities, and performance expectations. ● Include required professional certifications, qualifications, and experience. ● Clearly embed organizational values and mission statements. ● Explicitly state screening, criminal background check, and vulnerable sector requirements directly in the posting text.
3	Advertise Vacancy	● Decide on appropriate channels for advertising (e.g., club website, social media, local networks) to maximize a diverse candidate reach. ● Craft compelling postings that explicitly outline application instructions and hard deadlines. ● Ensure all applications are submitted through confidential, secure channels.
4	Application & Screening	● Establish a formal screening/hiring committee or assign a qualified individual responsible for reviewing submissions. ● Screen applications consistently against the established criteria in the job description. ● Shortlist candidates and mandatorily cross-reference all shortlisted names against Skate Canada's Suspended/Expelled List.
5	Interview Process	● Develop a standardized, structured set of interview questions designed uniformly to assess skills, qualifications, and cultural fit. ● Schedule and conduct interviews consistently across candidates (in-person, phone, or video conference) while offering suitable accommodations for any applicant's accessibility needs due to disability. ● Evaluate candidates objectively based on standardized interview performance.
6	Reference & Background	● Obtain and formally contact references from previous employers or relevant contacts to verify qualifications and

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	Checks	suitability. Initiate the mandatory criminal background check and vulnerable sector screening for top candidates (utilizing the <i>Skate Canada Sterling Backcheck</i> program).
7	Decision & Offer	- Review all structural interview feedback, reference verifications, and background check results. - Hiring committee selects the preferred candidate. - Prepare a contract and extend a formal job offer contingent upon the successful completion of all required background checks. Contracts must explicitly detail salary/stipend, benefits, expectations, and start date.
8	On-Boarding & Training	- Execute an onboarding plan to ensure a smooth transition into the organization, introducing the hire to organizational missions, values, and operational policies. - Assign a mentor or buddy to assist the new hire or volunteer in acclimating. - Ensure the individual completes all required orientation modules, including mandatory accessibility (AODA), Safe Sport, and concussion training.
9	Documentation & Records Retention	- Maintain secure, organized, and accurate records of all recruitment history (job postings, resumes, interview notes, reference responses, and background check confirmations). - Ensure strict compliance with privacy laws regarding the secure storage, handling, and eventual disposal of candidate personal information.
10	Performance Reviews & Improvement	- Conduct periodic, formal performance reviews for paid employees to deliver constructive feedback. - Provide periodic, informal feedback to volunteers to foster continuous improvement. - Set clear performance objectives and future goals aligned with the organization's values. - Use reviews to celebrate achievements, plan career development, and adjust recruitment processes for continuous improvement.

4. Administrative Safeguards & Confidentiality

All personal information collected during the recruitment, application, screening, and interviewing phases will be kept strictly confidential. Access to candidate files is limited strictly

to the assigned screening committee or authorized board members and will be used solely for the purpose of candidate evaluation.

Failure to uphold applicant privacy or screening integrity may result in governance review and disciplinary action.

5. Appendix: Skate Canada Sterling Backcheck Program

To facilitate efficient, cost-effective screening for club and school personnel, the organization utilizes the specialized online screening partnership:

- **Volunteer Pricing:** System-low price of \$25 + Tax for club and school volunteers, administrators, and board members.
- **Account Setup Turnaround:** On average within 2 business days.
- **Program Account Registration Link:** [Sterling Backcheck Partnership Form](#)
- **Account Manager Contact:** Paul Skellett, Sterling Backcheck
 - **Email:** paul.skellett@sterlingcheck.com
 - **Phone:** 778-984-4636