



Indigenous Health Professional

Retention & Recruitment Toolkit

2023



First Nations, Inuit
& Métis Program

Introduction

We gratefully acknowledge and respect the treaty, unceded Traditional territories, and ancestral lands where we live, love and work. We are inspired by SE Health's purpose to bring hope and happiness and our long-standing commitment to collaborating with First Nations, Inuit and Métis communities and organizations across Canada, which honours, respects and acts upon the work of the **Truth and Reconciliation Commission**. Please **click here** to discover how SE Health's First Nations, Inuit and Métis Program is Working Together for Indigenous Health.

The SE First Nations, Inuit and Métis team commits to a strength-based approach in co-creating and disseminating knowledge. In alignment with the organizations and communities we serve, we continue to commit to retaining and recruiting Indigenous healthcare professionals and allies to facilitate the delivery of programs and services. We acknowledge the increased number of Indigenous healthcare professionals required to support improving health outcomes for Indigenous Peoples and communities across Canada. As a team and with the development and implementation of this toolkit, we aim to support the **2015 Truth and Reconciliation Commission of Canada Calls to Action** # 23(i) and #92(ii):

- i. Increase the number of Aboriginal professionals working in the healthcare field.
- ii. Ensure the retention of Aboriginal healthcare providers in Aboriginal communities.
- iii. Provide cultural safety training for all healthcare professionals.

The SE First Nations, Inuit and Métis team acknowledges that Indigenous healthcare professionals often possess a deep cultural understanding and can better support holistic approaches to care. The presence of Indigenous healthcare professionals builds trust and rapport within communities and act as role models and mentors for aspiring Indigenous youth who may be interested in pursuing careers in healthcare. Indigenous healthcare professionals also lead culturally responsive care, improve health outcomes, reduce health inequities, and influence a more equitable healthcare system.



The SE First Nations, Inuit and Métis team is guided by our values of respect, relevance, reciprocity, responsibility, and relationship. This toolkit supports and encourages non-Indigenous health professionals, teams, and organizations to practice cultural safety and humility to foster inclusive and equitable workplace policies and practices.

The SE First Nations, Inuit and Métis team acknowledges that recruiting and retaining qualified health professionals have always presented challenges. Current health workforce shortages and the growing service demand have magnified these challenges. This toolkit provides updated resources, templates, and strategies carefully developed to alleviate some challenges associated with recruiting and retention processes.

Guided by our process, we collaborate and build close relationships with Indigenous communities and organizations to develop culturally relevant tools and resources.



The SE First Nations, Inuit and Métis team wishes to express our utmost gratitude to the individuals, families, communities, and organizations we have had the opportunity to build relationships with and serve. We continue to grow our understanding and knowledge through meaningful engagement and partnerships. In addition to this toolkit, the SE First Nations, Inuit, and Métis team provides free access to courses, resources, policies, and procedures that help facilitate new staff orientation, onboarding, and ongoing professional development.

Please visit our website to access free additional courses and resources.

<https://fnim.sehc.com/>

If you have any questions about this toolkit (including implementation or dissemination strategies) or have suggestions for future editions, please connect with us directly by emailing atyoursidefnim@sehc.com

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ABOUT

Our Toolkit

This toolkit does not replace your existing Human Resource policies, procedures, or processes within your community or organization. It is an additional resource focused on supporting the retention and recruitment of Indigenous and non-Indigenous healthcare professionals who promote cultural safety.

An Indigenous health professional is a healthcare worker who identifies as Indigenous and often provides healthcare services within Indigenous communities or populations. These professionals are crucial in addressing the unique healthcare needs of Indigenous communities and individuals. They possess a deep understanding of Indigenous cultures, histories, and perspectives, which enables them to provide culturally relevant and wholistic care.

Within this toolkit, healthcare professionals refer to regulated and unregulated healthcare providers who work in various settings. This includes home and community care, long-term care, group homes, nursing stations, community health centres, and hospitals. Healthcare professionals may also work in various leadership and management roles within communities and organizations.

Regulated Health Professionals (RHPs)

have regulatory bodies that enforce professional standards to ensure the protection and safety of the public. Their education usually includes a minimum of a bachelor's degree. It includes nurses, social workers, some mental health workers, occupational therapists, physicians, dentists, and speech-language pathologists, to name a few.

A professional body does not regulate unregulated health professionals (UHPs)

who usually receive education and training from a career college, community college, or university. Examples include healthcare aides, personal support workers, home support workers, Indigenous Patient Navigator, National Native Alcohol and Drug Abuse Program (NNADAP) workers, and community health representatives.

Retaining & Recruiting Indigenous Healthcare Professionals

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Indigenous Health Professional Recruitment Tools

1. OVERVIEW

The tools within this chapter will help inform your overall health professional recruitment strategy. Strategies recognize the unique strengths, rights, and perspectives of Indigenous job applicants and employees and prioritize and promote the success of Indigenous Peoples within the workforce. Some elements within your strategy may include:

COLLABORATION

Building relationships with Indigenous communities and organizations is beneficial for successful Indigenous recruitment strategies. Several organizations are resources within this toolkit.

CULTURAL CONSIDERATIONS

Cultural factors that may impact the work environment, such as the importance of family, community, and traditional practices, may be included in team policies and processes.

CULTURAL LEAVE AND PRACTICES

Some communities and organizations may offer additional leave or accommodations to allow Indigenous employees to participate in cultural ceremonies, events, or practices.

CULTURAL SAFETY TRAINING

Staff and hiring panels may undergo cultural safety training to understand and interact with Indigenous candidates better, particularly if staff or panel members are non-Indigenous or outside the community. For example, [SE Health Cultural Safety Course](#)

ELDERS AND TRADITIONAL KNOWLEDGE KEEPERS

Involving Elders or Traditional Knowledge Keepers in the recruitment and orientation process to provide cultural guidance and support is essential.

PREFERENCE FOR INDIGENOUS CANDIDATES

This includes prioritizing hiring Indigenous candidates for positions through targeted job postings to attract Indigenous applicants.

SUPPORT FOR INDIGENOUS EMPLOYEES

Processes may outline specific supports for Indigenous employees, such as mentorship programs, cultural safety training for non-Indigenous colleagues, and opportunities for career advancement.

2. DEFINING A HEALTHCARE PROFESSIONAL

A healthcare professional is a person who works in the field of healthcare and is either a regulated or unregulated care provider. They work in various settings, including home and community care, long-term care, group homes, nursing stations, community health centres, and hospitals. Healthcare professionals may also work in various leadership and management roles within communities and organizations. Roles vary widely and can include:

- Health Director
- Registered Nurses (RN)
- Registered Psychiatric nurses (RPN)
- Register Practical Nurses (RPN)/ Licensed Practical Nurses (LPN)
- Nurse Practitioner (NP)
- Diabetic Educator (Nurse or RD)
- Dietician
- Social Workers
- Canada Prenatal Nutrition Program (CPNP) Workers
- National Native Alcohol and Drug Abuse Program (NNADAP) Workers
- Mental Health Workers
- Healthcare Aides/ Personal Support Workers
- Jordan's Principal Service Coordinator
- Non-Insured Health Benefits (NIHB) Navigator
- Indigenous Transition Facilitator (ITF)
- Indigenous Patient Navigator (IPN)

3. EMPLOYMENT LAWS

All Canadian provinces have enacted legislation setting out minimum standards that govern the basic terms and conditions of employment, including minimum wage levels, vacation and holiday pay, work hours, leaves of absence, and notice periods for termination. In some jurisdictions, severance payments are also available. Discrimination, workplace safety and standards, and workers' compensation fall under employment law. Employers and employees are permitted to contract within these minimum standards.

Employers ensure that employees' rights are protected under employment law and create a healthy work culture that encourages communication, sharing of ideas, growth, and work-life balance. Following employment law is a minimum requirement for cultivating a work environment that fulfills, motivates, and inspires employees daily.

A complete list of Labour Laws can be found in the resource section of this tool kit.

4. PERSONNEL RECORDS

Through provincial/federal legislation, employers keep confidential, accurate, complete, and up-to-date personnel records. The links and information you need for personnel records can be found in [Canada Labour Standards Regulations \(C.R.C, c 986\): Keeping of Records](#). Employers keep personnel records for various reasons:

DOCUMENTATION

Provide a systematic and organized way to document essential information about employees, including their qualifications, employment history, and contact details.

RECORD-KEEPING

Serve as a reliable record-keeping tool, maintaining a comprehensive history of employees' employment journey within the organization. This information can be valuable for future reference, performance evaluations, and career development.

COMMUNICATION

Facilitate effective communication between employees, supervisors, and human resources departments. They provide a central repository of employee information that can be accessed when needed, streamlining communication processes and ensuring accurate and up-to-date information.

EMPLOYEE SUPPORT

Support and provide accommodation to employees, including information on health conditions, disabilities, or specific needs that are documented, ensuring that necessary measures are taken to support the well-being and success of employees.

COMPLIANCE

Ensure compliance with legal and regulatory requirements, such as employment laws, tax regulations, and health and safety standards.

ACCOUNTABILITY

Promote accountability by documenting employment agreements, policies, and procedures. This helps ensure transparency and consistency in decision-making processes within the organization.

PLANNING AND DECISION-MAKING

Allows organizations to gather data and generate insights about their workforce. This information can support workforce planning, resource allocation, and decision-making processes related to staffing, training, and organizational development.

TOOLS

[PERSONNEL RECORD
Template 1](#)

[PERSONNEL RECORD
Template 2](#)

5. STEPS IN RECRUITING HEALTH PROFESSIONALS

Recruitment refers to identifying the needs, attracting appropriate candidates, interviewing, selecting, hiring, and onboarding employees. The following steps are the most common in recruiting, regardless of the community size. The specific hiring process details are unique to each community or organization.

A. IDENTIFY THE HIRING NEED

The hiring process begins by identifying a need within your community. This need could vary from filling a vacated position, better managing a team's workload, or expanding programs and services. All those involved in the hiring decision must agree on the hiring process, steps, the interview process, and who will conduct interviews.

Identify existing needs and capacity:

- What skills are needed?
- Who will meet those needs (LPN/RPN, RN, SW, PSW/HCA, or NP)?
- Who in the community is a great fit?
- What capacity (full-time, part-time, or casual)?

REGULATORY AND SCOPE OF PRACTICE CONSIDERATIONS (REGULATED HEALTH PROFESSIONALS)

The scope of practice in healthcare refers to the procedures, actions, and processes that a healthcare practitioner is permitted by their professional license(s). The scope of practice is limited to that which the law allows for specific education, experience, and specifically demonstrated competency. Each province and territory has laws, licensing bodies, and regulations that define requirements for education and training and the scope of practice.

A complete list of Indigenous and non-Indigenous Health Professional Associations and regulators can be found in the resource section of this tool kit.

B. FORMING A RECRUITMENT TEAM

Organizations may convene a small hiring and selection team with representatives from existing healthcare, human resource, and community leadership teams. This assists in sharing the work involved and ensures that the job description adequately meets the community's needs. Furthermore, it ensures that the successful candidate meets that need and that there are various perspectives when screening and selecting the new employee.

C. CREATING A JOB DESCRIPTION

A job description is an internal document created when a community identifies a hiring need. Once completed, the job description informs an engaging job posting to attract qualified talent. A job posting is advertising a job opening or vacancy on internal employee boards, the internet, newspapers, community boards, or other media sources to attract qualified applicants. The time you choose to post the position may depend on how many staff you need or how many apply.

The recruitment team generates a job description with a prioritized list of job requirements, unique qualifications, desired characteristics, and required experience.

The job description includes the following information:

- Community or health centre logo
- Company description of culture and values
- Job title
- Who does the position report to
- Outline the job's primary duties (this summary must be clear, concise, and objective)
- Responsibilities and duties in a detailed list
- Qualification requirements, including education, licenses, and skills
- Desired qualifications, including education, licenses, and skills

TOOLS

[JOB DESCRIPTION Template 1](#)

[JOB DESCRIPTION Template 2](#)

[JOB DESCRIPTION Template 3](#)

[JOB DESCRIPTION RPN-LPN - Example](#)

[MANDATORY EMPLOYEE REQUIREMENTS Example](#)

D. CREATING A JOB POSTING

Once a community identifies a hiring need and the internal job description has been completed and approved, the recruitment team will use that job description to create a job posting to market the position.

A job posting includes the following information:

- Community or health centre logo
- Community description of culture and values
- Job title
- Full-time, part-time, permanent or a short-term contract
- Location
- Detailed job description of duties and responsibilities
- Salary Range (helps set clear expectations with potential applicants. It is a good idea to review your wage and salary scales at least once a year to remain competitive)
- Package benefits (retirement, health insurance, flexible working, childcare, etc.). Healthcare benefits are one of the most important and popular benefits offered by employers today
- Career progression opportunities
- Qualification requirements, including education, licenses, and skills
- Desired qualifications, including education, licenses, and skills
- Indicate that all applicants are subject to a background check
- How to submit the application
- Contact information

JOB POSTING TYPES

Internal Job Posting: Job postings that are only available to current employees in a community. These postings are usually advertised only to applicants within the community. Employers can also fill positions quickly and at a lower cost than hiring externally.

External Job Posting: Job postings advertised to the public, usually through online job boards or other recruitment websites. An external job posting aims to attract qualified applicants outside the community's current employee base.

Other Recruitment Methods

- Community outreach or job fair
- Community web page or radio station
- Newspaper Advertising: Job advertisements in local or national newspapers
- Help Wanted Posters: Community bulletin boards
- Current Employee Incentives: Provide incentives for recruiting new employees
- Promote Internally: Offer growth opportunities to existing employees
- Job/career Fairs

I. INDIGENOUS SPECIFIC JOB BOARDS AND NETWORKS

[Amik Inc. Professional Indigenous Engagement Services](#)

[Canadian Indigenous Nurses Association](#)

[First Nations Jobs](#)

[First Nations Jobs Online](#)

[Aboriginal Job Board](#)

[Government of Canada Job Bank: For Indigenous Peoples](#)

[Indigenous Canada.org. A National Job Site for Indigenous Job Seekers](#)

[Indigenous Link Careers](#)

[Indigenous Careers](#)

JOB POSTING SITES

[Career Beacon](#)

[Community Health Nurses Association](#)

[Government of Canada Job Bank](#)

[Indeed](#)

[Monster](#)

[Nursing Careers Canada.ca](#)

[Workopolis](#)

II. LEVERAGING SOCIAL MEDIA AND ONLINE PLATFORMS

Social media and online tools are major tools in the talent attraction and hiring. Your community can establish a presence on multiple platforms to reach the widest talent pool. It is important to have a consistently active and professional social media presence. Some advantages of using this platform are:

- Ability to promote your community and make connections
- Employee advocacy- sharing job postings
- Ability to measure results and how many views a posting received or was shared

[SIKU](#)

[FACEBOOK](#)

[MYSPACE](#)

[LINKEDIN](#)

[TWITTER](#)

TOOLS

[JOB POSTING
Template 1](#)

[JOB POSTING
Template 2](#)

[JOB POSTING
PSW/HCA – Example](#)

[JOB POSTING
Registered Nurse Example](#)

[JOB POSTING
RPN Example –
Wage Review - Template](#)

E. REVIEW APPLICATIONS

Your community likely already has a mechanism to receive applications via email, job posting sites, etc. Establishing an interview panel (HD, HR Director, Nurse, Elder or Knowledge Keeper, etc.) is important to identify and develop a **scoring matrix**. The interview panel will review interview material, including applications, resumes, and cover letters, to establish a list of applicants the team wishes to proceed to the interview phase.

Tips when reviewing resumes:

- Overall appearance: Look for organized resumes that are void of typos. Look for significant gaps in experience or many jobs in a short period.
- Career Path and Accomplishments: Look for specific accomplishments instead of general responsibilities, such as promotions, advancements, etc.
- Do not consider personal information on the resume (i.e., age, gender, marital status, and religious beliefs) as they have no impact on the candidate's qualification for the job.

F. INITIAL SCREENING PHONE INTERVIEW

Initial interviews typically begin with phone calls with HR representatives. Phone interviews determine if applicants possess the requisite qualifications to fill the position and align with a community's culture and values. Phone interviews enable communities to pare down the list of applicants further.

Screening interviews facilitate the following:

- Describe the company and the open position
- Find out whether the applicant meets the role's basic requirements
- Assess whether the applicant has the essential skills for the job
- Applicant's work history
- Availability
- Answer any question the applicant may have about the community, role, or hiring process

After initial phone interviews, create a pool of potential applicants to proceed to the next step in the recruitment process.

Note: At this stage, you should also inform the applicants you elect not to request an interview that the search has moved forward and they are no longer under consideration.

TOOLS

[PRESCREEN QUESTIONNAIRE
Template - Nurse](#)

[PRESCREEN QUESTIONNAIRE
Template - PSW/HCA](#)

G. INTERVIEWS

The job interview is an important step in choosing the right candidate for the position. It helps an interviewer get to know an applicant's skills and knowledge and allows the applicant to ask specific questions regarding the position.

Structured interviews promote objectivity as each applicant is asked the same questions, and their answers are evaluated in the same way. This is particularly relevant for diverse workers with different mannerisms and unique ways of answering interview questions.

Interviews can be either one-on-one or group interviews with the hiring committee. They may be casual or more formal, on-site, off-site, or virtual. The interview is more in-depth than the screening interview. In interviews between an applicant and multiple hiring team members, each member of the hiring team will focus on a specific topic or aspect of the job to avoid redundancy. This will also prompt an in-depth conversation about the role and the applicant's qualifications and experience. Each interviewer will have a copy of the questions, take individual notes and score using the developed **scoring matrix**. A major interviewing pitfall for employers is hiring the person who is the best talker rather than the right person for the job. Using a structured interview process and asking well-thought-out questions will help you avoid this pitfall.

1. Provide interview questions to the applicant before the interview. This is typically done one hour before the interview (in person or electronically).
2. Welcome candidates and make them feel at ease. Smile and take a minute to let them get comfortable before you start, even if it is just to comment on the weather and offer a glass of water.
3. Introduce the panel of interviewers by name and role.
4. Be aware of cultural differences when conducting interviews. For example, an applicant may not make eye contact as a sign of respect in their culture. Do not assume that the applicant is disinterested or disrespectful.
5. Begin with basic interview questions. The job interview is the best time to see if the applicant is a good fit for both the position and the community. Since healthcare professionals perform important jobs in numerous work environments, it is important to consider what role your team needs to fill to ensure the interview questions are relevant. Consider questions like these:
 - **“Why are you interested in working for our community?”**
 - **“What kinds of professional development do you like to attend?”**
 - **“What are your long-term career goals?”**
 - **“What excites you the most about this role?”**
 - **“How do you handle conflict with patients, clients or staff members?”**
 - **“Do you prefer to work on your own or with a team?”**
 - **What is your understanding of cultural safety? Or alternately ask “can you tell me approaches to care you may use in promoting cultural safety?”**
 - **“What do you feel qualifies you for this position?”**

6. Promote your organization by describing its values, benefits, and why the candidate should consider working for you.
7. During the interview, it is important to prioritize retention as it is a critical aspect of the hiring process. Retention often receives less attention than other stages, such as recruitment and selection.
8. Discuss the role and answer candidates' questions.
9. End the interview and thank the applicant for their time. Inform the applicant of the next steps in the process and when your team hopes to reach a decision.
10. Review the interview panel scores and discuss the applicant's interview with other panel members.

TOOLS

[INTERVIEW SCORING MATRIX
Template](#)

[INTERVIEW TOOL
General - Template](#)

[INTERVIEW TOOL
For Nurses - Template](#)

[INTERVIEW TOOL
PSWs - HCAs - Template](#)

H. BACKGROUND CHECK

The initial job posting indicates that all applicants are subject to background checks. People receiving care are often vulnerable and at greater risk for abuse or neglect. As a result, the background check for health professionals is comprehensive. It may include:

CRIMINAL BACKGROUND CHECK

A criminal background check is performed to identify prior convictions or pending criminal charges. It helps assess whether an individual poses a risk to patient safety or the healthcare environment.

EDUCATION AND CREDENTIAL VERIFICATION

Confirming the educational background, degrees, certifications, and credentials the applicant claims. This ensures that the individual has the qualifications to practice in their field.

PROFESSIONAL LICENSE VERIFICATION

Verifying that the individual holds a valid and current license to practice their profession is crucial. This includes checking the status of the license, any disciplinary actions, and ensuring it is in good standing.

EMPLOYMENT HISTORY VERIFICATION

Checking an applicant's employment history to confirm their work experience, positions held, and any relevant healthcare-related experience. Gaps or inconsistencies may be a cause for further inquiry.

REFERENCE CHECKS

Contacting references provided by the applicant to gather insights into their professional capabilities, work ethics, and interpersonal skills.

CREDENTIALING

The credentialing process involves thoroughly reviewing an individual's qualifications, including education, training, licensure, certifications, and professional experience. This process helps healthcare facilities ensure that practitioners meet their specific standards.



ABUSE REGISTRY CHECKS

Healthcare providers may be checked against child and adult abuse registries to identify any history of abuse or neglect allegations.

DRUG SCREENING

Some healthcare settings may require drug testing to ensure that healthcare professionals are not using illegal substances that could impair their judgment or performance.

HEALTH SCREENING

Depending on the role, healthcare workers may need to undergo health screenings to assess their physical and mental health status. This ensures they are fit to perform their duties and do not pose a risk to clients or colleagues.

IMMUNIZATION AND HEALTH REQUIREMENTS

Healthcare professionals may be required to provide documentation of immunizations and meet certain health requirements to prevent the spread of infectious diseases within healthcare settings.

ONGOING MONITORING

In some cases, healthcare professionals may be subject to ongoing monitoring of their credentials, licensure, and professional conduct to ensure they meet the required standards.

I. SELECTION PROCESS

After conducting background and comparing the scoring matrixes, the hiring panel identifies their top choice and a backup applicant in case the top choice declines the offer or negotiations fail to produce a signed offer letter. There is no specific legal requirement in Canada that mandates employers to keep interview records or tools for unsuccessful job posting candidates. However, employers are subject to federal and provincial/territorial privacy laws and human rights legislation.

PRIVACY LAWS

Employers must comply with Canada's privacy laws, such as the Personal Information Protection and Electronic Documents Act (PIPEDA). These laws require employers to handle personal information, including job application information, responsibly and protect the privacy of individuals.

HUMAN RIGHTS LEGISLATION

Employers are also subject to human rights legislation at the provincial and territorial levels, which prohibits discrimination in employment on various grounds, such as race, gender, religion, and disability. While there is no specific requirement to keep interview records, employers must ensure that their hiring processes are fair and non-discriminatory.

While there may not be a specific legal requirement to retain interview records for unsuccessful candidates, it is considered good practice for employers to maintain documentation related to the hiring process for at least one year. This documentation can be useful for several reasons, including:

1. **Transparency:** Keeping records can demonstrate that the hiring process was fair and based on merit, which can help in any disputes or legal challenges.
2. **Continual Improvement:** Employers can use interview records and feedback to improve hiring processes.
3. **Reference Checks:** If an employer is considering rehiring or reconsidering a candidate for a future position, having past interview records can be beneficial.
4. **Compliance with Laws:** In the case of legal investigations or audits, having documentation can help employers demonstrate compliance with relevant laws and regulations.

If no applicants meet the hiring criteria, the hiring panel must decide whether to restart the hiring process. If restarting the hiring process, the hiring staff will discuss adjusting or altering the hiring process to yield more favourable applicants.

J. REFERENCE CHECK

The final step in the screening process is to check the applicant's references. It involves contacting references provided by the candidate and asking for specific insight into their level of experience and professionalism.

Reference checks verify the applicant's information about previous employment (e.g., job performance, experience, responsibilities, workplace conduct, etc.).

The recommended way to do a reference check is via phone call or e-mail. In most cases, you must book appointments for verbal confirmation or wait a few days for an e-mail response.

The best references come from a supervisor who has worked directly with the applicant. Be mindful that contacting a current supervisor may place the applicant in a difficult position in their current job. Contact the current supervisor if necessary and ask the applicant for permission first.

When you check a reference, it is important to ask the right questions. Here are some examples of questions to ask when you call:

- What period was (applicant's name) employed at your organization?
- What was your relationship with the candidate?
- What position did (applicant's name) hold, and what work was it?
- How well does the (applicant's name) work in teams and individually?
- How would you describe this candidate's reliability and dependability?
- What recommendations would you have for their skill development and career growth?
- Is the applicant eligible for rehire? If not, why?

TOOLS

[REFERENCE CHECK FORM
Template 1](#)

[REFERENCE CHECK FORM
Template 2](#)

K. JOB OFFER/EMPLOYMENT AGREEMENT

Once a candidate is identified, the community extends an initial offer. Call the candidate to deliver the good news. A verbal offer creates a more personal connection. If the candidate expresses interest in this verbal offer, tell them an official offer letter will follow. The offer letter should include the position's details, salary, benefits, vacation entitlement, start date, deadline for accepting/declining the offer, and your contact information. The offer includes company equipment and any other terms and conditions of employment. Negotiations are likely to follow. Therefore, the hiring panel internally determines which elements of the offer letter are negotiable and which are not. It is typical for terms like salary, flexible work schedule, and working remotely to be negotiable.

TOOLS

[DECLINED APPLICANT LETTER Template 1](#)

[DECLINED APPLICANT LETTER Template 2](#)

[EMPLOYMENT AGREEMENT Nursing- Template](#)

[EMPLOYMENT AGREEMENT PSW/HCA - Template](#)

[EMPLOYMENT AGREEMENT Simple - Template](#)

Created by
Bodiene Dussion



Indigenous Health Professional Onboarding and Orientation Tools

1. ORIENTATION PROCESS

Orientation and onboarding are distinct but important and related processes to support new staff transition into their new role, team, organization, and community.

ONBOARDING

Onboarding is a more comprehensive and long-term process that goes beyond orientation. Its primary purpose is to help new employees fully engage in their roles, teams, and the community. It encompasses a broader range of activities and support to ensure that new hires are productive and engaged.

ORIENTATION

Orientation is typically a one-time or a short-term process that focuses on introducing new employees to the organization, its policies, and procedures. It aims to provide an overview of the community and its culture and essential information to help employees feel prepared for their new role. New hires may or may not be from the community and will have different lived and work experiences. Working closely with your new hire, you may identify opportunities to help ensure the new embraces the role and community:

BUILDING LONG-TERM RELATIONSHIPS

Orientation and onboarding highlight the importance of long-term commitment and relationship-building. Healthcare professionals are encouraged to establish enduring connections with the community to provide ongoing support and care.

COMMUNITY ENGAGEMENT

Through orientation and onboarding, health professionals actively engage with individuals, families, and the community. This helps healthcare providers better understand community needs and preferences, leading to more effective healthcare services.

COMMUNITY RESOURCES

During orientation, healthcare providers are introduced to valuable local resources, support services, and community organizations. These resources enhance the delivery of healthcare services and contribute to the community's overall well-being.

EFFECTIVE COMMUNICATION

Orientation emphasizes the importance of clear communication, including understanding the languages spoken within the community. Health professionals receive training and access to interpreters to facilitate effective and respectful communication.

INDIGENOUS HEALTHCARE MODELS

Orientation introduces healthcare professionals to the healthcare models and approaches within the community. This helps healthcare providers to integrate these models into their practice and enhance the quality of care.

RESPECT FOR TRADITIONAL HEALING PRACTICES

Healthcare professionals are encouraged to embrace and honour traditional healing practices within Indigenous communities, recognizing their significance in wholistic healthcare.

CULTURAL SAFETY AND HUMILITY

Orientation and onboarding empower healthcare professionals with the knowledge they need to embrace and celebrate the rich cultures, traditions, and beliefs of the community. This helps foster relationships and enables healthcare providers to deliver care that respects and reflects the community's values.

INDIGENOUS HEALTH OUTCOMES

Orientation and onboarding equip healthcare professionals with insights into the unique community health needs and priorities. Health professionals work to plan and address these needs based on the community's priorities.

LEGAL AND ETHICAL GUIDANCE

Healthcare professionals understand the legal and ethical considerations relevant to Indigenous health and the community through orientation. This knowledge ensures that healthcare services respect the rights and sovereignty of Indigenous communities.

TRAUMA-INFORMED CARE

By learning about trauma-informed care during onboarding, healthcare professionals can provide a compassionate and supportive environment for Indigenous individuals who may have experienced historical trauma or ongoing challenges.

SUPPORTIVE ORIENTATION AND ONBOARDING PROCESS

A supportive orientation and onboarding process is important because it:

- Provides the new employee with concise and accurate information to make them more comfortable in the job
- Encourages employee confidence and helps the new employee adapt faster to the job
- Contributes to a more effective, productive workforce
- Improves employee retention
- Promotes communication between the supervisor and the new employee

The goals of orientation are to:

- Familiarize new hires with your community, job expectations, current undertakings, and plans.
- Inform them about relevant policies and procedures.
- Outline desired workplace philosophy and behaviours when people are most receptive.

It is important to develop an orientation guidebook or employee handbook. An **employee handbook** is a valuable tool that gives employees various information to help them understand employment expectations, handle issues, reference policies, and learn what is acceptable in the workplace.

A new **employee checklist** must be developed to ensure all orientation steps are complete. Include a list with all the required paperwork to be completed by new employees.

Important information to be provided and reviewed during orientation:

- Site orientation and overview of facility/work location
- Name and contact information of supervisor
- Name and contact information for Occupational Health and Safety Committee
- Employers' and workers' rights and responsibilities under the Workers Compensation Act and occupational health and safety regulations
- Employer's health and safety program
- Workplace health and safety rules
- Dress code
- Potential workplace hazards (e.g., violence, exposure to infectious agents)
- Working alone procedures
- Violence in the workplace (e.g., how risk is communicated, reporting, etc.)
- Point-of-care risk assessment
- Hand washing stations (soap and water and/or alcohol-based hand rub)
- Personal protective equipment (location, use [including demonstration])

- Emergency codes and procedures applicable to your area
- Who to contact if injured at work
- Location of first aid and how to get first aid
- WHIMIS information
- Orientation shifts
- Introduction to the care team
- Site documentation procedures
- Check-in procedures when reporting for a shift
- On-site appropriate staff break areas
- Human resource processes and forms
- Leave requests (vacation and reporting absences)
- Explanation of benefits package
- An organization's employee handbook

When orientating new employees, ensure they understand the expectations and schedule for the orientation. Assigning your new employees a mentor who will help them settle into their new position and community and set them up for long-term growth and success.



2. CULTURAL SAFETY TRAINING

Promoting cultural safety is vital in Indigenous communities and organizations. Indigenous cultural safety includes making spaces, services, and organizations safer and more equitable for Indigenous Peoples. Furthermore, cultural safety considers current and historical colonial impacts and seeks to eliminate structural racism and discrimination. The orientation process for all staff must include cultural safety training.

The 2015 Truth and Reconciliation Commission of Canada Call to Action # 92(iii) calls for the “education for management and staff on the history of Aboriginal peoples.” “This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.”

Understanding how social and cultural determinants of health and power and privilege impact the health of populations and individuals is essential to identifying the risk of health inequity and informing strategies to foster culturally safe care.

Healthcare providers must take care to ensure that they respect the diversity and distinctness between Indigenous Peoples, communities and nations in Canada (Bourque Bearskin et al. 2020; Browne et al. 2016; CNA (Canadian Nurses Association) and Aboriginal Nurses Association of Canada 2014; Richardson and Murphy 2018 as cited by Monkman & Limoges, 2023, p.73).

Structural racism and social exclusion of Indigenous Peoples have perpetuated deficit-based discourses that create harms and impede reconciliation (Allan and Smylie 2015; Bourque Bearskin et al. 2020; Brockie et al. 2023; Browne et al. 2016; Dykhuizen et al. 2022 as cited by Monkman & Limoges, 2023, p. 72). Therefore, healthcare organizations must make efforts to address Indigenous bias.

Efforts to address Indigenous bias include:

- Reconciliation: The **Truth and Reconciliation Commission of Canada (TRC)** addresses the **legacy of residential schools** and promotes reconciliation between Indigenous and non-Indigenous Canadians. The TRC's recommendations provide a roadmap for action.
- Indigenous Rights and Self-Determination: Recognizing Indigenous rights and self-determination is a fundamental step in addressing bias. This includes respecting treaties, engaging in meaningful consultation, and supporting Indigenous-led initiatives.
- Education and Awareness: Promoting awareness and understanding of Indigenous cultures, histories, and contemporary issues is essential in combatting bias. This is done through curriculum changes, public awareness campaigns, and cultural safety training.
- Policy Changes: Implementing policies that address systemic bias and discrimination within government institutions, the justice system, and other sectors is crucial.
- Economic Development: Supporting economic opportunities and infrastructure development in Indigenous communities can help reduce disparities and bias.

Addressing Indigenous bias in Canada is an ongoing and complex process that requires the commitment of individuals, communities, governments, and organizations to work collaboratively towards reconciliation, equity, and justice for Indigenous Peoples.

Please refer to the Resources Section: Resources to Promote Cultural Safety for references and online training.

3. MENTORSHIP PROCESS

Mentoring is a great way to get healthcare staff members up to speed in their new positions. Pairing new staff members with experienced and knowledgeable employees in the same role can help them learn the ropes more quickly. It is beneficial to have a training program for mentors, so they have knowledge of the responsibilities and expectations for them in the role.

The mentor can also serve as a go-to source for any questions that the new employee may have or if the direct supervisor is not immediately available.

BENEFITS FOR MENTORS

- Enhanced job satisfaction
- Reduced susceptibility to burnout
- Augmented organizational skills
- An increased level of self-awareness, confidence and personal growth
- A sense of satisfaction obtained by observing novices develop their skills and confidence
- A sense of accomplishment as being recognized by their supervisor for the role

BENEFITS FOR THE MENTEE

- Decreased stress
- Significant personal growth
- Increased confidence
- Attainment of new attitudes, knowledge and skills quicker
- Successful entry (socialization) into the role

CHARACTERISTICS OF EFFECTIVE MENTORS

- Knowledgeable and experienced in a healthcare role
- A consistent and professional approach to their work
- Strong leadership and conflict management skills
- Enthusiasm
- Strong teaching, role-modeling and facilitation skills
- Patience and a positive attitude
- Excellent oral and written communication skills
- An ability to coach and provide constructive feedback



4. DEVELOPING INDIVIDUALIZED PROFESSIONAL DEVELOPMENT PLANS

A professional development plan is an individualized document that records an employee's current training needs or desires and short- and long-term career goals. It is a written plan for developing knowledge, skills, and competencies that support the organization's objectives and needs and the employee's needs and goals.

Supervisors Role in the Individualized Professional Development Plans (IPDP)

- Identify the community's healthcare needs and work with the employee to identify knowledge, skills, and competencies that will help them perform in their position to meet these needs.
- Explain the IPDP process and the supervisor and employee role
- Review and discuss the employee's strengths and weaknesses in performing the current work assignments
- Identify specific gaps between current competencies and those required to perform in the current job
 - Identify the activities that will address these gaps
 - Prioritize the activities
- Provide information on options for learning, such as:
 - Formal training
 - On-the-job training or coaching by yourself or an expert worker, mentoring, shadowing
 - Self-study, including reading and online courses

Employee Responsibilities with Individualized Professional Development Plans

- Take responsibility for their learning and development
- Participate actively in training goals and how they will meet them
- Set goals and objectives that will benefit the communities and organization as well as enhance their career
- Provide input into the development of the IPDP
- Evaluate own progress and keep supervisor informed
- Identify opportunities for professional development

Type of professional development and training

- New employee orientation
- Basic skills training
- Continuing technical and professional education and training
- Retraining for occupational changes

All new employees require an IPDP plan to identify their strengths and learning needs. It supports the employee's professional development, which results in employee motivation and retention.

Training Records and Evaluation

It is essential to record training and training dates on the employee personnel record. This is particularly important for training required by government legislation, such as safety-related training. This training record will allow you to identify any training and development gaps.

5. EMPLOYEE CHECK-INS AND PROBATIONARY REVIEWS

Provide regular performance feedback to your employees through formal and informal means. It helps to keep your employees engaged.

It is good practice to review the IPDP and meet with the employee regularly to review the plan and progress and identify changes in education requirements (suggested periods are one, two, three, and six months, during the employee's orientation and probationary period and then yearly afterwards).

New employee check-ins are important for new employees to help them achieve their IPDP goals, ask any questions, and solve any issues they may have in their new role. It is an opportunity to deal with issues about the work environment and relationships with co-workers, address questions related to policies and procedures, and strengthen their knowledge of the community's general operations, especially as many things tend not to come up right away.

Frequent communication with their supervisor makes the new employee feel supported and valued. It affirms work well done and lets them make improvements if needed. The regular check-in also allows the supervisor the time to restate expectations and better understand the employees' strengths and weaknesses so far. It also supports discussion during performance reviews and eliminates any surprises.

PROBATIONARY PERIODS AND REVIEWS

Probationary periods are a common feature of many workplaces, designed to allow employers and new hires to evaluate and consider before making a permanent commitment. The terms of the probationary period should be included within the employment agreement and include:

- how long the probationary period will last
- under what circumstances the probationary period can be extended
- whether the probationary period can be extended

Probation reviews are conducted during and at the end of the probation period. These are in addition to regular check-ins between the supervisor and the employee. If problems arise during the probationary period, the probation review is critical for raising and addressing the issues in a structured way through formal feedback, where the supervisors support new targets, objectives, and learning plans.

Employees undergo a final probation review meeting at the end of a probationary period, where their performance is assessed and their employment status is determined. The supervisor needs to be prepared for the meeting; review the employee's work before the meeting to assess performance and employee successes and identify areas for improvement.

It is important to present specific feedback about what the employee needs to do to improve, including examples, if possible. The feedback should be motivating so that the employee does not become discouraged. It is also crucial for the supervisor to remember that the probation meeting is not part of a disciplinary procedure. These important areas need to be reviewed during the probationary review:

- Demonstrated the organization's values
- Creates and supports a positive client experience
- Follows the organization's policy and procedures
- Demonstrates skills and knowledge for the position
- Completes all mandatory education (e.g., cultural safety training, WHMIS)
- Accepts coaching and feedback from leadership and peers
- Maintains an acceptable level of attendance (reliability, dependability)

It is critical that the probation meeting is documented on a standardized form and becomes a permanent part of the employee file. A copy of the completed form is to be provided to the employee for their records.

Suppose the supervisor is dissatisfied at the end of the probationary period and is considering ending the employment contract. In that case, a compliant probation review process will provide the framework for fair dismissal.

TOOLS

[30 DAY TOUCH POINT
Template](#)

[60 DAY TOUCH POINT
Template](#)

[EMPLOYEE PERFORMANCE
REVIEW
Template](#)

[NEW EMPLOYEE CHECKLIST
Template](#)

[NURSING ORIENTATION
LEARNING PLAN
Template](#)

[ONBOARDING CHECKLIST FOR
NEW EMPLOYEES
Template](#)

[PERFORMANCE REVIEW
Template](#)

[PROBATIONARY PERIOD
REVIEW
Job Aid](#)

[TRAINING AND DEVELOPMENT
ASSESSMENT
Template](#)

SECTION IV

Retention Tools for Indigenous Health Professionals

Employee turnover is a leading workforce management challenge for many communities and organization. Randstad's Workmonitor 2023 places the cost to replace an employee – including recruiting, hiring and training a new worker – as high as 50% to 60% of the lost worker's salary.

Workplace culture and employee satisfaction are also affected by employee turnover. A positive employee experience can boost employee engagement and satisfaction. Employees who feel supported, respected and trusted, are fairly compensated and have the opportunity to use their skills tend to remain in the workplace for the long term.

Employee retention refers to the strategies and processes a community develops to keep its top talent and mitigate turnover risks.

The best way to reduce or avoid the time and resources needed for hiring is to focus on keeping the employees you already have. Employees leave their workplace for many reasons, many of which you may be unable to influence. You can, however, influence your workplace environment with strong leadership and strategies to help increase employee satisfaction. These strategies are a win-win for employees, the community, and community members. It will not only reduce the effort and resources needed to invest in the hiring process. It will also support the development of a motivated, productive healthcare team that will provide stability to the health needs of community members.

A good retention plan starts during the recruitment process and extends to the end of the employee relationship.

Compensation and benefits play a crucial role in attracting and retaining employees. However, non-financial benefits such as flexible working hours, remote working, and positive company culture also play a vital role in employee retention. These benefits can help employees find a better work-life balance, improve job satisfaction, and reduce their likelihood of leaving the community.



1. WORKPLACE CULTURE

Keeping workers does not just happen. Seeing what is important to the people working with you requires a planned approach. Many things can be done to improve the work environment to motivate employees to stay and perform to the best of their capabilities.

Create a positive work environment that works against lateral violence and becomes known for it. Foster a culture that encourages employee teamwork, where all employees feel valued and have a sense of belonging. Employees' attitudes, work-life balance, growth opportunities and job satisfaction depend on the workplace culture.

To devise a good plan, consider these important points:

A. SUPERVISOR INTERACTIONS

Most employees want a positive connection with their supervisor. Creating those connections requires time and communication. Get to know employees individually to determine each person's strengths, interests, priorities, challenges and commitment to the community. Some important tips for supervisor interactions are:

- Provide positive and constructive feedback to employees on their work as soon as possible. Praise publicly, but if you correct or reprimand, make sure you do that in private
- Be accessible and open to communicate
- Maintain an open-door policy
- Avoid creating and enforcing unnecessary rules
- Ensure communication is polite and considerate
- Foster a motivating, supportive and trusting environment
- Encourage employees to share ideas, concerns and questions

B. TRAINING AND DEVELOPMENT

Training and development provide existing employees with new skills, abilities and knowledge to help build their capability within their job position. Be committed to providing ongoing training and development opportunities. Sometimes, employees seek other work opportunities because they are bored or not challenged in their current jobs. Ensure all staff have opportunities to develop skills without making judgments or assumptions about personal circumstances or priorities.

Invest in all employees. Have workplace training options that facilitate acquiring and enhancing the skills needed to learn from the ground up.

C. EMPLOYEE ENGAGEMENT

Communication is the key to keeping employees engaged and motivated. Keeping the lines of communication open and well-established prevents much of the negativity or unproductive behaviour often associated with disengaged employees.

Employees want to be informed, included and involved in the workplace. Ways to promote employee engagement are:

- Engagement surveys for current employees and exit surveys for former employees
- Hold regular staff meetings with the opportunity for employees to be heard
- Hold quick meetings to communicate new developments and address issues or concerns as they arise
- Let employees know what is happening in the community by including them in strategic planning and key decisions
- Encourage staff to use employee suggestion boxes that can be anonymous, are regularly checked and responded to positively
- Use staff memos in strategic places, such as with pay cheques
- Place bulletin boards in lunchrooms
- Consult with employees for suggestions and insights. Respond with action or an explanation.
- Provide regular feedback to employees
- Plan staff social events that foster relationship building amongst staff and management such as:
 - Casual dress days
 - Staff functions such as barbeques, parties and social events
 - Staff participation in community events
 - Birthday celebrations

The benefits of engaged employees are:

- employees are more committed to the community and its members
- work is more productive
- decrease absenteeism
- community is better able to provide superior client service
- workplace is a more safety-conscious environment
- actions of employees are more likely to encourage other employees to want to do great work
- company becomes more attractive as a workplace

D. COMPENSATION AND BENEFITS

Compensation and benefits are crucial in attracting and retaining employees. A competitive salary and benefits package can be a deciding factor for job candidates when choosing between job offers. It can also be a retention tool to satisfy and engage current employees.

It is important to do regular **wage reviews** for compensation and benefits in your area. This will help you determine what is considered fair and competitive pay and benefits packages and allow you to design a package that will attract potential employees.

Compensation, including salaries and bonuses, is often among the most important factors for employees when considering job offers. A fair and competitive salary can help attract top talent and motivate and engage employees. Additionally, bonuses and incentive-based pay can provide an additional financial incentive for employees to work hard and achieve specific goals.

Benefits such as health insurance, retirement plans, and paid time off also play a key role in employee retention. These benefits provide financial security for employees and their families and help employees maintain a work-life balance. Offering a comprehensive benefits package can also increase employee satisfaction and loyalty. Wages and benefits should be customized to meet the needs of individual employees.

Here are some examples of other benefits outside of the usual medical, dental, sick leave, vacation entitlement, and retirement plans:

- Tuition reimbursements
- Personal computer loans
- Access to software downloads for home computer use
- Counselling services
- Financial planning services
- Wellness subsidies for weight loss, smoking cessation, etc.
- Childcare assistance
- Eldercare assistance
- Corporate discounts
- Scholarships for children of employees

E. WORK-LIFE BALANCE

Work-life balance is the balance between an employee's work and personal responsibilities. Flexible working hours, remote working, and paid time off can help employees maintain a healthy work-life balance. Conversely, a lack of flexibility and a heavy workload can contribute to work-life imbalance and employee burnout. Adapt flexibility in work arrangements to the needs of individuals rather than applying one policy for all staff.

Some ways in which you can provide an employee with work-life balance are:

- Allow flexible hours and vacations
- Alternative working arrangements (e.g., part-time, modified work weeks)
- Job sharing where two part-time employees share responsibility for one full-time position
- Compressed time (e.g., working extra time each day to have one day off a month)
- Allow employees to have independence and control over work
- Flexible start and end times
- Ability to work from home
- Time off to volunteer in the community
- Family days
- Time off to take children or Elders to appointments

F. EMPLOYEE RECOGNITION

Employee recognition is the open acknowledgment and praise of employee behaviour or achievement. It expresses appreciation, motivates employees, and reinforces desired behaviour. Recognition is a powerful feedback tool. Employees who feel valued are more engaged, motivated, and likely to go the extra mile.

The simple act of acknowledging achievement is a significant boost for employee morale and performance. That is why employee recognition is so critical, as it connects the employee to the community, elevates performance, and increases the likelihood they will stay. Recognizing the achievements of a team builds trust and promotes teamwork.

Show employees that their contributions have not gone unnoticed and that you appreciate their efforts. A recognition program can be low-cost and have high returns. Here are some examples of ways you can recognize an employee's or a team's hard work:

- A simple “thank you”
- A handwritten note
- Employee of the month program
- Wall of fame
- Peer-to-peer recognition
- Surprise treats
- Team lunch
- Employee recognition awards
- Yearly anniversary recognition
- Long-term service rewards
- Gift certificates/cards
- Recognizing an employee for promotion

2. SUPPORTING OCCUPATIONAL HEALTH AND WELLNESS FOR HEALTH PROFESSIONALS

A Workplace Health and Wellness Program consists of:

- Occupational health and safety (the physical work environment)
- Psychosocial work environment
- Workplace health promotion (wellness)
- Mental Wellness Supports for Indigenous Peoples & Health Professionals

A. OCCUPATIONAL HEALTH AND SAFETY (OH&S)

Reducing physical job hazards can also reduce the stress employees may feel in the workplace. Ensure safe working conditions, address workload issues, identify risks and implement corrective actions to ensure all employees feel safe and supported.

Each Canadian province and the federal government have its own OH&S legislation. The details of the OH&S legislation vary slightly from one jurisdiction to another, but the essential elements are the same.

As per the Canadian Centre for Occupational Health and Safety:

GOVERNMENT'S RESPONSIBILITIES

1. to enforce occupational health and safety legislation
2. to conduct workplace inspections
3. to disseminate information
4. to promote training, education and research

JOINT HEALTH AND SAFETY COMMITTEE

1. must be comprised of one-half management and at least one-half labour representatives
2. must meet at least once every 3 months
3. must be co-chaired by one management chairperson and one worker chairperson
4. employee representatives are elected or selected by the workers, or their union

ROLE OF JOINT HEALTH AND SAFETY COMMITTEE

1. to act as an advisory body
2. to identify hazards and obtain information
3. to recommend corrective actions
4. to assist in resolving work refusal cases
5. to participate in accident investigations and workplace inspections

WORKER'S RESPONSIBILITIES

1. to work in compliance with the Occupational Health and Safety Act and regulations
2. to use personal protective equipment and clothing as directed by the employer
3. to report workplace hazards and dangers

EMPLOYER'S RESPONSIBILITIES

1. to establish and maintain a joint health and safety committee, or cause workers to select at least one health and safety representative
2. to take every reasonable precaution to ensure the workplace is safe
3. to train employees about any potential hazards
4. to supply personal protective equipment and ensure workers know how to use the equipment safely and appropriately
5. to immediately report all critical injuries to the government department responsible for OH&S.
6. to train all employees how to safely use, handle, store and dispose of hazardous substances and handle emergencies

SUPERVISOR'S RESPONSIBILITIES

1. to ensure that workers use prescribed protective equipment devices
2. to advise workers of potential and actual hazards
3. to take every reasonable precaution in the circumstances for the protection of workers

WORKER'S RIGHTS

1. to refuse unsafe work
2. to participate in workplace health and safety activities through the Joint Health and Safety Committee (JHSC) or worker health and safety representative
3. to know actual and potential dangers in the workplace

B. PSYCHOSOCIAL WORK ENVIRONMENT

A respectful workplace treats all employees fairly, differences are acknowledged and valued, communication is open and respectful, conflict is addressed early, and a culture of collaboration exists.

Lateral violence can be an outcome of colonization that can impact Indigenous communities and organizations. It refers to the harmful behaviours, actions, and attitudes directed toward others, often because of the external oppression they face. Lateral violence can manifest in several ways, including gossip, bullying, shaming, and undermining one another's efforts. This phenomenon harms community cohesion, individual well-being, and collective progress.

Several factors contribute to lateral violence in Indigenous communities:

- **Historical Trauma:** Indigenous communities have experienced centuries of colonization, forced assimilation, discrimination, and loss of cultural identity.
- **Systemic Oppression:** Ongoing systemic issues, such as poverty, inadequate housing, limited access to quality healthcare and education, and over-policing, can create organizational stressors.
- **Limited Resources:** Competition for limited resources within a community can exacerbate tensions and lead to negative interactions among community members.
- **Cultural Disconnection:** The erosion of Indigenous cultures and languages due to colonial policies has resulted in a loss of cultural identity and self-esteem, contributing to lateral violence.

Addressing lateral violence in Indigenous communities requires a wholistic approach that considers historical context, systemic issues, and the unique cultural aspects of each community.

Some strategies to combat lateral violence and build a respectful workplace are:

- Healing and wellness programs that focus on healing from historical trauma and promoting emotional well-being can help individuals address the root causes of lateral violence.
- Support efforts to revive Indigenous languages, traditions, and cultural practices can empower community members and enhance their sense of identity and belonging.
- Providing education on the history of colonization and its impact on Indigenous communities can help community members understand the root causes of lateral violence.
- Developing effective conflict resolution mechanisms within communities can help address disputes and tensions before they escalate into lateral violence.

- Providing access to mental health services, addiction treatment, and other support services can assist individuals dealing with trauma and stress, reducing the likelihood of engaging in lateral violence.
- Provide regular training on respectful workplaces to all workers and management
- Consider training to help address challenges and sensitivities associated with having a workplace made up of various ethnicities and cultures
- Create an inclusive workplace and be open to employees with different values, styles of dress and physical appearances
- Provide new employees with an orientation that reviews their rights, responsibilities, and obligations toward other employees
- Develop Policies & Procedures
- review policies and procedures to make sure they encourage respect
- involve employees in the development of respectful workplace policies
- ensure that employees know what the policy is, and have it posted in places where employees gather
- Include employees in decision-making
- Encourage responsibility- hold supervisors, managers and employees responsible for their behaviour
- Encourage regular and open communication
- Address all complaints of disrespectful behaviour, bullying, and harassment
- Resolve conflict in a positive and respectful way

Respectful workplace:

- Builds employee trust and reassurance
- Reduces absenteeism
- Minimizes workplace conflicts
- Improves safety

C. WORKPLACE HEALTH PROMOTION (WELLNESS)

Workplace Health Promotion programs, also called wellness programs, provide a proactive approach to healthy living for all employees at the workplace and cover a broad range of health issues.

Examples of workplace health programs include:

- active living
- healthy eating
- immunization against influenza and other infectious disease
- smoking cessation
- mental health support
- employment assistance programs

Employee participation in workplace health programs must always be entirely voluntary. Through needs assessments, the community determines what workers' health needs and preferences are and then plans programs in response, but it is still the worker's choice whether to participate or not.

D. MENTAL WELLNESS SUPPORTS FOR INDIGENOUS PEOPLES & HEALTH PROFESSIONALS

Supporting mental wellness for Indigenous Peoples and health professionals who work with them is crucial, given their unique historical, cultural, and systemic challenges. Some key resources available to support mental health are listed below; however, links and information can change. We encourage teams to keep an up-to-date list and check it regularly:

HOPE FOR WELLNESS HELPLINE

Available 24 hours a day, 7 days a week to all Indigenous Peoples across Canada.

Telephone: 1-855-242-3310

Online chat counselling service

MISSING AND MURDERED INDIGENOUS WOMEN AND GIRLS

An independent, national support call line that addresses issues such as:

- suicide
- self-harm
- child abuse
- sexual assault
- domestic violence
- bullying and harassment

Available 24 hours a day, 7 days a week.

Telephone: 1-844-413-6649 (toll-free)

Missing and Murdered Indigenous Women and Girls: Contact

TALK SUICIDE

Available to listen 24 hours a day, 7 days a week, and to provide support and resources available in your local area.

Telephone (outside Québec): 1-833-456-4566

Text (outside Québec): 45645 (4pm to 12am EST)

Telephone (Québec): 1-866-277-3553

Text (Québec): 535353 (4pm to 12am EST)

Talk Suicide

INDIAN RESIDENTIAL SCHOOL CRISIS LINE

Provides 24-hour crisis support to former Indian Residential School students and their families.

Telephone: 1-866-925-4419 (toll-free)
Indian Residential Schools Resolution Health Support Program

OCCUPATIONAL & CRITICAL INCIDENT STRESS MANAGEMENT

(OCISM) program provides services to nurses working in Indigenous communities (nursing stations, health centres, home, and community care) and zone/regional offices, including FNIHB / Transferred / Band-employed / Agency / student nurses. OCISM is specialized for emergency service workers – such as nurses – whose needs are different than those of the general population. Available 24 hours a day, seven days a week.

Call 1-800-268-7708 and ask for the OCISM Coordinator or

E-mail: hc.ocism-gspic.sc@canada.ca

WELLNESS TOGETHER CANADA

Provides access to support services 24 hours a day, 7 days a week. Includes counselling and peer support, especially when in a crisis.

Telephone: 1-855-242-3310

Text: WELLNESS to 741741

Wellness Together Canada

E. DEALING WITH CONFLICT

All workplaces have conflict, either between workers or between a worker and a supervisor. We all have different experiences, backgrounds and perspectives, meaning we often see the world differently. This means we can all react differently to situations at work. Conflict must be dealt with fairly and effectively as soon as possible, and everyone involved must work together to find a fair solution.

Workplace conflict can occur across a wide spectrum of behaviour, from a low-level difference of opinion to serious incidents of bullying, harassment or lateral violence. Not all conflict is necessarily harmful, but even a minor disagreement between people can fester and escalate if it is not addressed and resolved immediately.

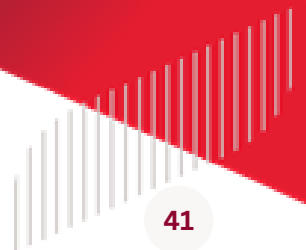
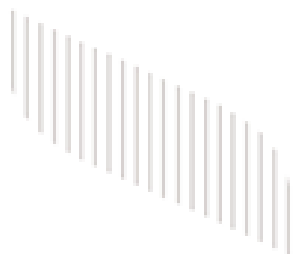
WORKPLACE CONFLICT

Managing workplace conflict in Indigenous communities requires a culturally sensitive and community-focused approach that considers the communities' unique cultural, social, and historical context. **Here are some strategies and considerations for effectively managing workplace conflict in Indigenous communities:**

- Do not avoid conflict. Most people need assistance in working through their differences so that they can work together.
- Get to the root of the problem, the real issue. Often, there may be multiple issues because of one root problem.
- Speak to the employees who are having conflicts in a private setting. Talking to them individually may add to the conflict.
- Remain neutral and do not take sides. Encourage open dialogue and communication among parties involved in the conflict. Do not permit personal attacks.
- Help create options to resolve the conflict. Explore restorative justice approaches focusing on healing and reconciliation rather than punitive measures.
- Have the employees agree on an action(s) to help resolve the issue. Indicate your commitment to support them with this plan of action.
- Agree on timelines for the actions that result in respectful behaviour and set a follow-up time to meet with the employees to determine if agreements are met.
- If the conflict continues, meet to determine what went wrong. As an employer, you may need to consider workplace changes or get help from a third party to resolve the issues.
- Traditional Practices:
 - Respect and incorporate traditional practices and ceremonies to help resolve conflict and heal.
 - Elders and cultural Knowledge Keepers can play a vital role.
- Community Healing Circles:
 - Consider organizing community healing circles where individuals can discuss and address conflicts in a supportive environment.
 - These circles can help build trust and promote community healing.
- Seek External Support:
 - If necessary, seek external support from professionals or organizations with expertise in conflict resolution and Indigenous issues.

Although conflict in a workplace is commonly between employees or between an employer and a supervisor or manager, sometimes everyone in the company is affected. Helping to create a respectful workplace free from offensive behaviours.

It is important to note that each Indigenous community is unique, and the approach to managing workplace conflict should be tailored to that community's specific cultural and social context. Building trust and fostering open communication are central to successful conflict resolution in these communities.



Tools/ Templates and Resources

1. HEALTHCARE PROFESSIONALS JOB DESCRIPTIONS

HEALTH DIRECTOR

The job description of a Health Director in an Indigenous community typically involves a wide range of responsibilities related to the planning, managing, and delivering healthcare services to the community members. The role is critical in addressing the unique healthcare needs and challenges faced within an Indigenous Community

Position Summary:

The Health Director plays a key leadership role in the Indigenous community, overseeing the development, implementation, and management of healthcare programs and services to improve the overall health and well-being of community members.

Responsibilities:

STRATEGIC PLANNING

- Develop and implement a strategic healthcare plan that aligns with the community's health priorities and long-term goals.

BUDGET AND RESOURCE MANAGEMENT

- Develop and manage the health department's budget, ensuring responsible use of resources.
- Secure funding through grant applications and partnerships with governmental agencies and non-profit organizations.

PROGRAM MANAGEMENT

- Develop and manage healthcare programs and services tailored to the community's specific needs.
- Oversee the delivery of healthcare services, including medical, dental, mental health, and preventive care.
- Monitor program effectiveness and make improvements as needed.

HEALTH PROMOTION AND EDUCATION

- Promote community health awareness and education initiatives.
- Develop and implement public health campaigns and activities to prevent diseases and promote healthy lifestyles.

COMMUNITY ENGAGEMENT

- Collaborate with community leaders, Elders, and other stakeholders to understand healthcare priorities.
- Foster a culturally sensitive approach to healthcare and involve the community in decision-making processes.

HUMAN RESOURCES MANAGEMENT

- Recruit, train, and supervise healthcare staff, including doctors, nurses, and support personnel.
- Ensure staff members provide culturally safe care and use trauma-informed approaches and strengths-based care to promote cultural safety.

DATA COLLECTION AND REPORTING

- Collect and analyze health data to identify trends and health disparities within the community.
- Prepare regular reports for community leaders and funding agencies.

RELATED EXPERIENCE

- Five years of experience in healthcare management, preferably in a community healthcare setting.
- Knowledge of Indigenous health issues is highly valuable.
- Experience developing culturally relevant and safe programs and services, including monitoring and evaluation, ideally focusing on health and social services.
- Demonstrated experience in management and leadership of staff and contractors.
- Demonstrated experience in people management, including describing work, recruitment learning, development and career planning, coaching, mentoring, and performance management.
- Experience in collaborative planning at a community level, ideally with a health and social services focus, including monitoring and evaluation.
- Experience in collaborative and integrated development, implementation, monitoring, and reporting on community health and wellness plans.

EMERGENCY PREPAREDNESS

- Develop and maintain emergency response plans to address community health crises or natural disasters.

COMPLIANCE AND QUALITY ASSURANCE

- Ensure healthcare services adhere to all relevant regulations and standards.
- Implement policies and procedures to maintain high-quality care.
- Develop, implement and evaluate culturally relevant and safe policies, processes and procedures, including amendments as needed.

POSITION SPECIFICATIONS:

- **Cultural Safety:** A deep understanding of Indigenous culture, traditions, and healthcare practices is essential. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
- **Leadership Skills:** Strong leadership, organizational, and communication skills to manage healthcare programs and lead a team effectively.
- **Advocacy:** Support employee development and encourage diversity and inclusion in the workplace.
- **Budget Management:** Proficiency in budgeting and financial management to ensure efficient use of resources.
- **Community Engagement:** Ability to engage and collaborate with the community and external stakeholders to meet healthcare goals.
- **Regulatory Compliance:** Knowledge of relevant healthcare regulations, funding sources, and reporting requirements.
- **Computer Skills:** Proficiency in using healthcare management software and data analysis tools.

RELEVANT EDUCATION AND TRAINING

- A university degree in Human Services, Health Sciences or a related field (e.g., nursing, healthcare management, home support worker, social development or other related degree).

OR

- A diploma in Health Sciences (e.g., nursing, healthcare management, home support worker, social development).

OR

- An acceptable combination of education, training and experience.
- Successful completion of the Indigenous Health Directors Association Certification Program.
- Experience in healthcare management, preferably in Indigenous or First Nations communities.
- Knowledge of Indigenous culture, traditions, and healthcare practices.
- Strong communication and leadership skills.
- Budget management and grant writing experience.
- Understand public health principles and epidemiology.
- Possess the ability to work collaboratively with diverse teams.

SPECIFIC CLINICAL TRAINING/CERTIFICATION

- First Nations Health Directors Association Certification Program
- Possession of a valid driver's license
- Computer skills /technology skills
- Criminal record check including vulnerable sector check



NURSE (RN/RPN/LPN)

A nurse's job description in an Indigenous community may vary depending on the specific needs and resources of the community, but generally, it includes a range of responsibilities related to providing healthcare services to the community members.

The nurse (RN/ RPN/LPN) will report under the operational supervision of the Health Director/Home Care Manager and the professional supervision of the Home Care Nurse Manager, Zone Nurse Manager, or Community or Tribal Council Nursing Manager (dependent on organizational structure).

Position Summary:

The responsibilities and qualifications may vary depending on the community's size, location, and healthcare needs. Nurses working in Indigenous communities often face unique challenges related to remote locations, limited resources, and historical trauma, so adaptability and consideration of cultural safety are essential qualities for success in this role.

Homecare Nurse

- Provides direct nursing care and health education to clients, coordinates home care services, and provides home nursing care treatment.
- Provides functional supervision to support care personnel in cooperation with other agencies.

Community Health Nurse

- Provides health promotion and wellness, prevents illness, and provides culturally sensitive care to address the community's unique needs and challenges.

Responsibilities:

1. Health Assessment: Conduct health assessments of individuals and families to identify healthcare needs, develop care plans, and monitor progress.
2. Primary Care: Provide primary healthcare services, including vaccinations, chronic disease management, and basic wound care.
3. Health Promotion: Develop and implement health promotion programs that address community-specific health concerns, such as diabetes management, substance abuse prevention, and mental health awareness.
4. Cultural Safety: Demonstrate cultural sensitivity and understanding of the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
5. Emergency Response: Be prepared to respond to health emergencies and provide first aid or life-saving measures as necessary.
6. Collaboration: Work closely with other healthcare professionals, including physicians, mental health counsellors, and traditional healers, to ensure holistic care for community members.

7. Health Education: Conduct educational sessions and workshops to empower community members to make informed decisions about their health and well-being.
8. Community Outreach: Engage in outreach activities to identify vulnerable populations and connect them with appropriate healthcare services.
9. Record Keeping: Maintain accurate and confidential patient records, document the care provided, and ensure compliance with regulations.
10. Advocacy: Advocate for the community's healthcare needs and collaborate with local, provincial, and federal authorities to secure necessary resources.
11. Crisis Intervention: Provide emotional support and crisis intervention for individuals and families facing difficult situations, such as domestic violence, substance abuse, or mental health crises.
12. Cultural Safety: Promote cultural safety in healthcare practices, acknowledging the impact of colonization and addressing historical trauma in healthcare delivery.
 - Promotes the philosophy of self-care and independence by providing instruction to individuals, families, and other groups of people
 - Participates in further education as required (i.e., advanced foot care, wound care, palliative care, pediatric care, senior care, care of people with disabilities, etc.)
 - A strong commitment and understanding of the concept of client independence and client self-care
 - Good interpersonal skills
 - Excellent organizational skills
 - Demonstrated teaching skills
 - Ability to work independently:
 - organize and manage a caseload
 - possess effective decision-making skills

Working Conditions:

- Works independently in a community setting
- Extensive travel in the community is required
- Maintains client confidentiality in a public environment
- Because of independent practice and delivery of services in client's homes, the potential exists for encountering threatening situations
- Poor weather and driving conditions may be encountered while providing home care
- There may be a requirement to provide short-term after-hours nursing care for the special needs of clients (i.e., palliative care)
- Physically able to perform all nursing tasks including appropriate transferring of clients

Position Specifications:

RELATED EXPERIENCE

- A minimum of one year of acute care experience (i.e., hospital is recommended)
- Experience in home care nursing/assisted living/community health nursing would be an asset
- Experience in working effectively with Indigenous Peoples to provide culturally safe trauma-informed care

RELEVANT EDUCATION AND TRAINING

- Must be a registered nurse in good standing with their respective provincial nursing governing body (Provincial College of Nurses)
 - Baccalaureate degree in nursing preferred
 - Diploma in nursing from a recognized post-secondary institution with relevant experience accepted

SPECIFIC CLINICAL TRAINING/CERTIFICATION

1. Current Cardiopulmonary Resuscitation
2. Healthcare Provider and First Aid Certificate
3. Wound Care/ Foot Care education or certification
4. Transportation of Dangerous Goods Certificate
5. Workplace Hazardous Materials Information System (WHMIS)
6. Case Management Certification
7. Possession of a valid driver's license
8. Computer skills /technology skills
9. Criminal record check including vulnerable sector check
10. Child Welfare Information System Check

NURSE PRACTITIONER

A Nurse Practitioner is vital in providing high-quality healthcare services to our community members.

Position Summary:

The responsibilities may vary depending on the community's size, location, and healthcare needs. Nurse Practitioners working in Indigenous communities often face unique challenges related to remote locations, limited resources, and historical trauma, so adaptability and an understanding of cultural safety are essential qualities for success in this role.

Responsibilities:

- Conduct comprehensive health assessments for patients of all ages.
- Diagnose and treat various acute and chronic medical conditions.
- Develop and implement patient-centred care plans.
- Promote preventive care and wellness initiatives within the community.
- Participate in community outreach and health promotion programs.
- Maintain accurate medical records and ensure compliance with regulatory standards.
- Promotes the philosophy of self-care and independence by instructing individuals, families, and other groups.
- Strong communication and interpersonal skills.
- Ability to work effectively within a multidisciplinary team.
- Collaborate with other healthcare professionals, including physicians, nurses, and community health workers.
- Provide health education and counselling to patients and their families.
- Demonstrate cultural safety and understand the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
- Excellent organizational skills.
- Demonstrated teaching skills.
- Ability to work independently:
 - organize and manage a caseload
 - possess effective decision-making skills.

Working Conditions:

- Works independently in a community setting
- Maintains client confidentiality in a public environment

Position Specifications:

RELATED EXPERIENCE

- A minimum of one year of experience as a Nurse Practitioner (experience in primary care or community health preferred).
- Knowledge of and sensitivity to the cultural and healthcare needs of the Indigenous community.

- Knowledge of and sensitivity to the cultural and healthcare needs of the Indigenous community.
- Successful completion of an approved Nurse Practitioner education program. Certification as a Nurse Practitioner from an accredited program.
 - Baccalaureate degree in nursing
 - Masters Degree in Nursing- Nurse Practitioner Program
- Current Nurse Practitioner license in (Province/ Territory).
- Must be a registered nurse in good standing with their respective provincial nursing governing body (Provincial College of Nurses)

SPECIFIC CLINICAL TRAINING/CERTIFICATION

1. Current Cardiopulmonary Resuscitation
2. healthcare Provider and First Aid Certificate
3. Workplace Hazardous Materials Information System (WHMIS)
4. Possession of a valid driver's license
5. Computer skills /technology skills
6. Criminal record check including vulnerable sector check
7. Child Welfare Information System Check

DIABETIC EDUCATOR

A Diabetic Educator in an Indigenous community in Canada plays a crucial role in providing education, support, and guidance to individuals and families affected by diabetes, with a particular focus on the unique needs and challenges faced by Indigenous populations.

Position Summary:

The Diabetic Educator promotes diabetes management and prevention within the Indigenous community by offering culturally sensitive education, support, and resources. The primary goal is to empower individuals with diabetes or at risk of developing diabetes to lead healthier lives through lifestyle modifications, improved self-care, and access to appropriate healthcare services.

A Diabetic Educator in an Indigenous community plays a vital role in reducing the burden of diabetes and improving the overall health and well-being of community members while respecting cultural traditions and values. This position requires a deep commitment to community health and cultural safety.

Responsibilities:

1. Education and counselling:

- Conduct individual and group diabetes education sessions.
- Tailor education materials and approaches to align with Indigenous culture, beliefs, and traditions.
- Provide information on diabetes prevention, management, and complications.
- Address psychological, emotional, and social aspects of diabetes.

2. Assessment and Monitoring:

- Assess the diabetes management needs of community members.
- Monitor blood glucose levels, medication adherence, and lifestyle factors.
- Collaborate with healthcare providers to review medical records and test results.

3. Nutrition and Diet Support:

- Offer dietary guidance and meal planning assistance.
- Promote traditional Indigenous foods and culturally relevant nutrition education.
- Advocate for access to healthy food options within the community.

4. Physical Activity Promotion:

- Encourage physical activity as a means of diabetes management.
- Organize fitness programs, community walks, or culturally appropriate physical activities.

5. Community Outreach:

- Establish rapport and trust within the community.
- Conduct outreach activities to identify individuals at risk of diabetes.
- Participate in community events, workshops, and health fairs.

6. **Advocacy and Support:**

- Advocate for improved healthcare services and resources within the community.
- Provide emotional and social support to individuals and families affected by diabetes.
- Collaborate with healthcare providers and organizations to ensure comprehensive care.

7. **Documentation and Reporting:**

- Maintain accurate client interactions and progress records.
- Prepare reports and data on diabetes prevalence, outcomes, and community needs.

8. **Cultural Safety:**

- Continuously educate oneself on Indigenous culture, traditions, and health practices.
- Incorporate cultural safety and respect into all aspects of the role.
- Understand the factors that result in Indigenous health inequities and apply strategies to mitigate inequities.

Working Conditions:

- Works independently in a community setting
- Extensive travel in the community is required
- Maintains client confidentiality in a public environment
- Because of independent practice and delivery of services in clients' homes, the potential exists for encountering threatening situations
- Poor weather and driving conditions may be encountered while providing home care

Position Specifications:

RELATED EXPERIENCE

- A minimum of one year of diabetic education experience
- Experience in working effectively with Indigenous Peoples to provide culturally safe trauma-informed care

SPECIFIC CLINICAL TRAINING/CERTIFICATION

1. Current Cardiopulmonary Resuscitation
2. Healthcare Provider and First Aid Certificate
3. Workplace Hazardous Materials Information System (WHMIS)
4. Possession of a valid driver's license
5. Computer skills /technology skills
6. Criminal record check including vulnerable sector check
7. Child Welfare Information System Check

RELEVANT EDUCATION AND TRAINING

- A Bachelor's degree in a related field (e.g., nursing, nutrition, health education).
- Certification as a Diabetes Educator (CDE) is preferred.
- Knowledge of Indigenous cultures and a commitment to cultural safety.
- Strong communication and interpersonal skills.
- Ability to work independently and as part of a healthcare team.
- Empathy, patience, and a non-judgmental approach to individuals with diabetes.
- Knowledge of relevant healthcare resources and services in the community.

PERSONAL SUPPORT WORKER/ HEALTHCARE AIDE

The Personal Support Worker (PSW)/ healthcare Aide (HCA) will report under the operational supervision of the home care nurse (registered nurse or licensed practical nurse) regarding specific client care and the functional supervision of the health director.

Position Summary:

- The PSW/HCA is integral to the home care team. It is responsible for providing personal care and delegated health services to home care clients to maintain the clients in their living circumstances.
- The PSW/HCA contributes to the team with accurate documentation and active participation in team meetings, which may improve the quality of the client's care.
- The PSW/HCA regularly contacts the public, Nursing Station/Health Centre staff, other healthcare workers, and clients and their families.

Responsibilities:

- Exercise judgment and make decisions within their scope of practice.
- Taking and monitoring routine vital signs and weight, and reporting to nursing any changes
- Assists client with home support by:
- Provision of personal care in bathing and grooming, mouth/hair/skincare (application of non-prescription lotions/ointments/creams), toileting, simple bedside care, basic foot care/nail care (except for diabetic/at-risk clients)
- Preparation for bed, make bed and change as necessary
- Maintaining medical regimes as assigned by the home care nurse
- Transferring/positioning, ambulation, and rehabilitation exercises as directed by the physical /occupational therapist/HCN
- Dressing; feeding, including the use of eating aids
- Assist the client who is experiencing symptoms of common maladies (e.g., vomiting, coughing, diarrhea)
- Homemaking duties that may include:
- Wash out tub/shower stall following completion of bath/shower assist
- Assist with light meals or serve nutritious snacks demonstrating knowledge of the client's special dietary and cultural needs
- Cleans up eating area and kitchen as necessary (meals/snacks should be prepared by the family prior to serving time)
- Assist in the teaching of personal care tasks to persons who have the responsibility of caring for the client
- Promotes independence of the clients by teaching either the client or the family in self-care
- Provides in-home respite according to the care plan of the client such as supervising clients who cannot be left alone

- Provide care to a very ill client in the home
- Provide respite care for the primary caregiver
- Assisting the family in providing care for the dying in the home
- Demonstrates cultural safety and understanding of the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
- Maintains client confidentiality
- Maintains accurate records of care given and health status changes observed
- Keeps knowledge current through attendance at training programs and workshops
- Participates in staff meetings, case reviews, and in-service programs as requested
- Performs other duties as assigned.

Accountability:

- The PSW/HCA reports any concerns regarding a client's condition to the home care nurse.
- The PSW/HCA reports work-related concerns to their supervisor.

Working Conditions:

Services are delivered at the Health Centre, School, Day Care, Lodge, clients' home and other designated areas.

Position Specifications:

RELATED EXPERIENCE

- a minimum of 6 months of acute care experience (i.e., hospital, is recommended) experience in home care nursing would be an asset
- be a respected member of the community
- could live in the community served
- should have a working telephone
- demonstrate an interest in the care of others
- ability to work well with others
- ability to accept direction supervision
- team member
- ability to maintain confidential information

SPECIFIC CLINICAL TRAINING/CERTIFICATION

1. Current Cardiopulmonary Resuscitation
2. Healthcare Provider and First Aid Certificate
3. Basic Foot Care education or certification
4. Palliative Care knowledge or education
5. Transportation of Dangerous Goods Certificate
6. Workplace Hazardous Materials Information System (WHMIS)
7. Possession of a valid driver's license
8. Criminal record check including vulnerable sector check
9. Child Welfare Information System Check

RELEVANT EDUCATION AND TRAINING

- Completion of a recognized accredited Personal Support Worker/ healthcare Aide training program.

COMMUNITY HEALTH REPRESENTATIVE

The Community Health Representative (CHR) will work closely with the Community Nurse to establish community health priorities, including health promotion and prevention, detection, assessment, screening and treatment.

Position Summary:

- Participate in delivering high-quality community health, treatment, and surveillance programs to provide quality health promotion, prevention, and treatment in the community.
- Responsible for liaising between clients, families, the community and healthcare providers to ensure clients and families understand their conditions and treatment.

Responsibilities:

- Assist in the planning, coordination, and implementation of community-driven and culturally relevant health promotion and chronic disease prevention activities with the healthcare Nurse, including, but not limited to, the baby welcoming, the health fair, men's and women's wellness events, diabetes awareness, healthy eating, food security, and physical activity as part of wellness.
- Encourages and supports community initiatives and activities to facilitate greater community education and health promotion.
- Assist in planning, coordinating, implementing, and evaluating community health education programs, including sexual health education, chronic disease, children's oral health initiative (COHI), optometrists' visits, and other proactive health education programs.
- Keeps informed and up to date on health services and benefits provided by the community.
- Provides members with information on various health services and providers.
- Supports and advocates for members with external agencies such as local healthcare providers.
- They Engage individual and community input in determining healthcare needs and relay this information to their supervisor for setting healthcare priorities and program delivery.
- Encourages and supports community initiatives that facilitate greater community responsibility and involvement in healthcare.
- Assists individuals and families in recognizing their health needs and encourages appropriate action to meet them.
- Assists in managing budgets and expenditures relating to various CHR events and programs.

Other duties and responsibilities

- Participates in various committees within the Nation.
- Collaborate with Health Centre staff to address disaster planning and emergency preparedness.
- Provides support to all members of the healthcare team.
- Assists in completing appropriate program reporting templates as per program guidelines.

Support and Liaison

- Facilitate and coordinate continuity of care, ensuring clients are part of the decision-making team and that appropriate information and care plans are available to both formal and informal caregivers.
- Demonstrates cultural safety and understanding the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.

Organizational Responsibilities

- Assists with organizing and implementing preventative healthcare gatherings, workshops, and information sessions.
- Work collaboratively with home care workers.
- Maintain confidentiality as per policy guidelines.
- Adheres to Health Centre standards, policies and procedures.
- Works a flexible 35 hours per week as determined by the Director of Health and by community needs.

Working Conditions:

- Interact with residents, family members, staff, visitors and government agencies/personnel under all circumstances.

Position Specifications:

RELATED EXPERIENCE

- Grade 12 or equivalent with a health education background relevant to the position.
- Experience in community health is an asset.

Evaluate Care

- Report and document client care and its ongoing evaluation in a clear, concise and timely manner in the approved format, ensuring documentation meets the legal and medical requirements and provides continuity of care.
- Report potential or actual unsafe situations for clients to appropriate professionals.
- Advocate for individual and system-wide access to needed programs to deal with health issues.

Intellectual Skill

- Knowledge of home care program concepts, principles, practices and theories.
- Knowledge of homecare best practices.
- Knowledge of broad health determinants focusing on the community's needs.
- Knowledge of Indigenous cultures and history and how these unique cultures impact communication patterns, attitudes and approaches to health issues.
- Knowledge of adult learning principles.

- Intermittent physical activity including walking, standing, sitting, lifting and supporting patients.

- Possesses cultural awareness and sensitivity.
- Strong knowledge and understanding of Indigenous Peoples.

- Experience working with multi-disciplinary and inter-disciplinary teams.
- Ability to plan, coordinate, take the initiative and be self-directed.
- Knowledge of concepts, principles, practices and theories of community health.
- Evidence of commitment to ongoing professional development.
- Excellent organizational, communication, and interpersonal skills.
- Possess the ability to communicate effectively verbally and in writing.

RELEVANT EDUCATION AND TRAINING:

- A Certificate or Diploma in Health Sciences is an asset.
- Completion of the Aboriginal Health Community Administration Program certificate is considered an asset

- Experience with Microsoft Word and Outlook.
- Possess the ability to write or complete required reports.
- Ability to build trust and maintain confidentiality.
- Demonstrate care program strategies a healthy lifestyle and be a positive role model for the community.
- Valid driver's license and use of a reliable vehicle for work-related responsibility.
- Physical capabilities to perform the position's duties.
- Some travel may be required.

SPECIFIC CLINICAL TRAINING/CERTIFICATION

- Current Cardiopulmonary Resuscitation
- Healthcare Provider and First Aid Certificate
- Transportation of Dangerous Goods Certificate
- Workplace Hazardous Materials Information System (WHMIS)
- Possession of a valid driver's license
- Criminal record check
- Vulnerable Sector Police Information Check

SOCIAL WORKER

The Social Worker will report under the operational supervision of the Health Director/Home Care Manager.

Position Summary:

- Assist individuals, couples, families, groups, communities, and organizations in developing the skills and resources they need to enhance social functioning and provide counselling, therapy and referral to other supportive social services.
- Respond to social needs and issues such as unemployment, racism, and poverty.
- Provides functional supervision to support care personnel in cooperation with other agencies.
- Responsible for a varied caseload, including investigating and assessing matters about children/youth in need of protection, providing support services to families, children/youth, alternative care providers, kin care placements, and supporting children/youth in and out-of-home placements following the Child Youth and Family Services Act, Ministry Standards, Child Protection Protocols, Risk Assessment tools, Agency Policies and Procedures, and Indigenous Standards of Practice.

Responsibilities:

- Receives referrals for clients across the lifespan, with varying healthcare needs, from institutions, community agencies, and individuals
- Collects relevant information related to client's needs, conducts assessments, plans, implements, and evaluates the plan of care for clients
- Assesses the needs of persons who cannot function independently in the community, and of their families, according to policy guidelines
- Organizes/plans, uses care mapping, to ensure that the resources work to improve or maintain the client's/family's ability to function at the best level possible, both as separate individuals and together as a unit
- Delivers the appropriate therapeutic component of professional social work service under professional practice standards, coordinating comprehensive care to individuals and families
- Acts as a consultant and community resource person to facilitate access to services for eligible clients
- Mobilizes and coordinates the other health and social resources required to permit clients and their families to function as independently as possible, both as individuals and as a family unit
- It takes the time to foster relationship building at each encounter and build healthy connections with the client and their caregivers. Building trust may take time as the person receiving care may mistrust Western systems and processes for many reasons, including colonization, systemic racism, racism in healthcare, and past or ongoing traumas.
- Establishes and maintains close liaison with families, significant others, attending physicians, and other healthcare providers involved in the client's care

- Reviews, reassesses and revises the client's progress with the client, the family, and the other care providers which may include planning and attending case reviews and client conferences
- Participates in quality assurance activities as requested
- Maintains client confidentiality; maintains client records in the approved format, ensures documentation meets legal and medical requirements, and ensures records provide for continuity of care
- Plans effectively with the client and family and other care providers for discharge
- Good interpersonal skills
- Excellent organizational skills
- Ability to work independently:
 - organize and manage a caseload
 - possess effective decision-making skills
- Must be able to work collaboratively with other healthcare providers
- Participates in staff meetings, case reviews, and in-service programs as requested

Accountability:

1. Review case workload with healthcare staff regularly
2. Report any concerns regarding a client's condition to other healthcare team members as appropriate
3. Reports work-related concerns to their supervisor

Working Conditions:

- Works independently in a community setting
- Extensive travel in the community is required
- Maintains client confidentiality in a public environment
- Because of independent practice and delivery of services in clients' homes, the potential exists for encountering threatening situations
- Poor weather and driving conditions.

Position Specifications:

RELATED EXPERIENCE

- Minimum Experience is two (2) years of direct experience in a social services agency
- Experience working effectively with Indigenous Peoples. Demonstrates cultural safety and understanding of the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.

RELEVANT EDUCATION AND TRAINING

- Bachelor of Social Work Degree
- Minimum education is a Community College Diploma in Social Services or a Native Child Protection Worker diploma may be considered

SPECIFIC CLINICAL TRAINING/CERTIFICATION

- Respect for, sensitivity towards, as well as knowledge and understanding of Indigenous culture, traditions.
- Knowledge of the Child Youth and Family Services Act
- Knowledge of Indigenous service delivery, customs and traditions
- Knowledge of external services and service agencies
- Criminal record check including vulnerable sector check
- Child Welfare Information System Check
- Valid driver's license
- Auto insurance liability coverage (as per provincial requirements)

NATIONAL NATIVE ALCOHOL AND DRUG ABUSE PROGRAM (NNADAP) WORKER

A National Native Alcohol and Drug Abuse Program (NNADAP) Worker plays a crucial role in addressing problematic substance use and addiction issues within Indigenous communities. These workers are typically employed by Indigenous communities and organizations, tribal councils, health centers, or government agencies and work closely with community members to provide support and resources for those struggling with problematic substance use.

A NNADAP Worker's role is critical in addressing addiction issues and supporting the well-being of Indigenous communities in Canada. They serve as a bridge between individuals and the resources necessary for recovery and healing.

Position Summary:

NNADAP Workers are responsible for coordinating and implementing alcohol and drug abuse prevention, education, treatment, and aftercare programs within Indigenous communities. They work collaboratively with community members, health professionals, and other stakeholders to address substance abuse issues and promote overall well-being.

Responsibilities:

- **Assessment and counselling:** Conduct assessments and counsel individuals and families affected by substance abuse. Develop personalized treatment plans and interventions.
- **Education and Prevention:** Develop and deliver educational programs and workshops to raise awareness about the risks of substance abuse and promote healthy lifestyles within the community.
- **Crisis Intervention:** Provide immediate assistance and support during substance abuse crises or emergencies, including suicide prevention and harm reduction strategies.
- **Documentation:** Maintain detailed records of client interactions, treatment plans, and program outcomes while respecting privacy and confidentiality regulations.
- **Referrals:** Connect individuals needing specialized treatment to appropriate healthcare providers, detox centers, rehabilitation facilities, or mental health services.
- **Support Groups:** Organize and facilitate support groups for individuals in recovery and their families, offering a safe and confidential space for sharing experiences and providing emotional support.
- **Advocacy:** Advocate for improved access to addiction treatment and mental health services within Indigenous communities and advocate for changes in policies and programs to meet community needs better.
- **Continuing Education:** Stay updated on the latest research, treatment modalities, and best practices in addiction and mental health to provide the most effective services.

- Cultural Safety: Demonstrate cultural safety and understand the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
- Community Engagement: Collaborate with community leaders, Elders, and other stakeholders to address substance abuse issues at the community level. Participate in community events and initiatives.

Working Conditions:

- Works independently in a community setting
- Travel in the community may be required
- Maintains client confidentiality in a public environment
- Because of independent practice and delivery of services in clients' homes, the potential exists for encountering threatening situations
- Poor weather and driving conditions.

Position Specifications:

RELATED EXPERIENCE

- Minimum Experience is two (2) years of direct experience in a social services agency
- Knowledge of Indigenous culture, traditions, and issues, strongly committed to cultural safety and respect.
- Strong communication and interpersonal skills, including active listening and empathy.
- Crisis intervention skills and handling sensitive situations with compassion and professionalism.
- Ability to work independently and as part of a multidisciplinary team.
- Knowledge of relevant laws and regulations governing addiction counselling and mental health services in Canada.
- Willingness to travel to different communities within the region served.

RELEVANT EDUCATION AND TRAINING

- Bachelor's degree in social work, counselling, psychology, or a related field. A relevant master's degree may be preferred
- Certification or licensure in addiction counselling or a related field may be required, depending on the jurisdiction.

SPECIFIC CLINICAL TRAINING/CERTIFICATION

- Respect for, sensitivity towards, knowledge, and understanding of Indigenous culture and traditions.
- Knowledge of the Child Youth and Family Services Act
- Knowledge of First Nation service delivery, customs and traditions
- Valid driver's license
- Knowledge of external services and service agencies
- Criminal record check including vulnerable sector check
- Child Welfare Information System Check
- Auto insurance liability coverage (as per provincial requirements)

MENTAL HEALTH WORKER

A Mental health worker in an Indigenous community is a vital and rewarding role that requires cultural safety, empathy, and a deep understanding of the unique challenges faced by Indigenous Peoples.

This position requires a deep understanding of the specific cultural, historical, and social factors affecting the mental health of Indigenous individuals and a commitment to improving the community's well-being through culturally appropriate interventions and support. Mental Health Workers in Indigenous communities are vital in addressing mental health disparities and promoting resilience and healing.

Position Summary:

The Mental Health Worker in an Indigenous Community is critical in providing culturally sensitive and community-focused mental health support to individuals and families within the First Nations community. This position involves addressing the unique mental health challenges Indigenous Peoples face while respecting their cultural beliefs, values, and traditions. The Mental Health Worker collaborates closely with community members, tribal leaders, and other healthcare professionals to improve mental health outcomes and promote wellness.

Responsibilities:

- **Crisis Intervention:** Provide immediate crisis intervention and support to individuals experiencing mental health emergencies, including suicide prevention and intervention, and ensure access to appropriate resources.
- **Cultural Safety:** Demonstrates cultural safety and understanding the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential. Collaborate with Elders and traditional healers as needed.
- **Case Management:** Maintain accurate and confidential client records, ensuring compliance with privacy regulations. Assist clients in accessing appropriate social services, healthcare, and financial assistance.
- **Assessment and Evaluation:** Conduct culturally appropriate assessments to identify mental health needs and develop personalized treatment plans. Continuously evaluate clients' progress and make necessary adjustments to treatment plans.
- **Community Outreach:** Engage in outreach efforts to build trust and rapport with community members, identify at-risk individuals, and promote mental health awareness. Conduct workshops and educational sessions on mental health topics.
- **Professional Development:** Stay informed about developments in the mental health field and participate in ongoing training and supervision to enhance skills and knowledge.

- Individual and Group counselling: Deliver one-on-one sessions and group therapy to address various mental health issues, such as trauma, substance abuse, depression, and anxiety.
- Advocacy: Advocate for the mental health needs of the First Nations community at both local and regional levels. Collaborate with government agencies and organizations to secure resources and support.
- Crisis Prevention: Develop and implement preventative strategies and programs within the community to reduce the incidence of mental health crises and promote overall well-being.
- Collaboration: Work closely with other healthcare providers, social workers, schools, and community organizations to provide wholistic care and support to clients. Foster strong relationships within the community.

Working Conditions:

- Works independently in a community setting
- Travel in the community may be required
- Maintains client confidentiality in a public environment
- Because of independent practice and delivery of services in clients' homes, the potential exists for encountering threatening situations
- Poor weather and driving conditions.

Position Specifications:

RELATED EXPERIENCE

- Minimum Experience is two (2) years of direct experience in a related field (e.g., psychology, social work, counselling).
- Knowledge of Indigenous culture, traditions, and issues, with a strong commitment to cultural safety and respect.
- Strong communication and interpersonal skills, including active listening and empathy.
- Crisis intervention skills and handling sensitive situations with compassion and professionalism.
- Ability to work independently and as part of a multidisciplinary team.
- Knowledge of relevant laws and regulations governing addiction counselling and mental health services in Canada.
- Willingness to travel to different communities within the region served.

SPECIFIC CLINICAL TRAINING/CERTIFICATION

- Respect for, sensitivity towards, knowledge, and understanding of Indigenous culture and traditions.
- Knowledge of the Child Youth and Family Services Act
- Knowledge of Indigenous service delivery, customs and traditions
- Knowledge of external services and service agencies
- Criminal record check, including vulnerable sector check
- Child Welfare Information System Check
- Valid driver's license
- Auto insurance liability coverage (as per provincial requirements)

RELEVANT EDUCATION AND TRAINING

- Bachelor's or Master's degree in a related field (e.g., psychology, social work, counselling).

DIETICIAN

A dietician working in an Indigenous community plays a crucial role in promoting and improving the health and well-being of community members through nutrition and dietary guidance.

Position Summary:

The role of a dietician in an Indigenous community is multifaceted, requiring a deep understanding of cultural sensitivities and a commitment to improving the health and well-being of community members through nutrition and dietary guidance.

Responsibilities:

1. **Assessment and Evaluation:** Conduct assessments of individuals' and families' dietary needs, considering cultural, social, and economic factors. Evaluate their current dietary habits and nutritional status.
2. **Nutritional counselling:** Provide culturally sensitive and individualized dietary counselling to community members, addressing health concerns such as diabetes, heart disease, obesity, and malnutrition. Develop and implement nutrition plans tailored to the unique needs and preferences of the community.
3. **Education and Outreach:** Develop and deliver educational programs and workshops on nutrition, healthy eating, and food preparation. Create resources that are culturally relevant and accessible to community members.
4. **Community Engagement:** Collaborate with community leaders, health professionals, and organizations to develop community-wide nutrition initiatives and policies that address specific health challenges the Indigenous community faces.
5. **Food Security:** Address food insecurity issues within the community by advocating for improved access to healthy and affordable food options. Work with local food programs and initiatives to support sustainable food sources.
6. **Cultural Safety:** Demonstrate cultural sensitivity and understanding of the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
7. **Health Promotion:** Promote healthy lifestyles by developing wellness programs, cooking classes, and other activities that encourage physical activity and healthy eating habits.
8. **Monitoring and Evaluation:** Track the progress of individuals and the community in achieving their nutritional goals. Make necessary adjustments to nutrition plans and interventions based on outcomes.
9. **Documentation and Reporting:** Maintain accurate client interactions, assessments, and intervention records. Prepare reports on the impact of nutrition programs and initiatives in the community.
10. **Continuing Education:** Stay updated on the latest research and best practices in nutrition and dietetics, especially concerning Indigenous communities and culturally appropriate approaches.

11. Advocacy: Advocate for improved healthcare services, food security, and policies addressing Indigenous communities' unique nutritional needs and challenges.
12. Collaboration: Work closely with other healthcare professionals, such as nurses, physicians, and mental health counsellors, to provide wholistic care and support to community members.

Working Conditions:

- Works independently in a community setting
- Extensive travel in the community is required
- Maintains client confidentiality in a public environment
- Because of independent practice and delivery of services in client's homes, the potential exists for encountering threatening situations
- Poor weather and driving conditions may be encountered while providing home care

Position Specifications:

RELATED EXPERIENCE

- A minimum of one year of diabetic education experience
- Experience in working effectively with Indigenous Peoples to provide culturally safe trauma-informed care

SPECIFIC CLINICAL TRAINING/CERTIFICATION

1. Current Cardiopulmonary Resuscitation
2. Healthcare Provider and First Aid Certificate
3. Workplace Hazardous Materials Information System (WHMIS)
4. Possession of a valid driver's license
5. Computer skills /technology skills
6. Criminal record check, including vulnerable sector check
7. Child Welfare Information System Check

RELEVANT EDUCATION AND TRAINING

- A Bachelor's degree in dietetics or a related field from a university program accredited by Dietitians of Canada (DC).
- Knowledge of Indigenous cultures and a commitment to cultural safety.
- Strong communication and interpersonal skills.
- Ability to work independently and as part of a healthcare team.
- Empathy, patience, and a non-judgmental approach to individuals.
- Knowledge of relevant healthcare resources and services in the community.

JORDAN' PRINCIPAL SERVICE COORDINATOR

A Jordan's Principal Service Coordinator in an Indigenous community ensures that Indigenous children receive timely and equitable access to essential public services. Jordan's Principle is a legal principle that ensures that Indigenous children receive the services they need when needed, regardless of jurisdictional disputes or funding issues.

Position Summary:

The Jordan's Principal Service Coordinator plays a pivotal role in ensuring that Indigenous children receive the services and support they require to thrive while advocating for systemic changes to address the unique challenges Indigenous communities face in Canada.

Responsibilities:

1. **Advocacy and Support:** Act as an advocate for Indigenous children and their families to ensure they receive the necessary services, such as healthcare, education, and social services. Provide emotional and practical support to families navigating complex service systems.
2. **Assessment:** Collaborate with families, healthcare providers, educators, and other relevant stakeholders to assess the needs of Indigenous children. Conduct comprehensive assessments to determine the services required.
3. **Coordination:** Facilitate coordinating services from various government departments, agencies, and organizations. Ensures prompt service delivery, following the principles of Jordan's Principal.
4. **Documentation and Reporting:** Maintain accurate and up-to-date records of each case, including assessments, service requests, and outcomes. Prepare reports to track the progress and outcomes of services provided to Indigenous children.
5. **Cultural Safety:** Demonstrate cultural safety and understand the community's traditions, customs, and beliefs while delivering care. Understand the factors resulting in Indigenous health inequities and apply strategies to mitigate them.
6. **Education and Outreach:** Raise awareness about Jordan's Principal within the community and among service providers. Provide information and training to families, professionals, and community members regarding their rights and the principles of Jordan's Principal.
7. **Policy and Advocacy:** Stay informed about changes in policies, regulations, and legislation related to Indigenous child welfare and services. Advocate for policy changes and improvements to meet Indigenous children's needs better.
8. **Community Engagement:** Collaborate with community leaders, Elders, and other stakeholders to ensure that the services are culturally appropriate and responsive to the community's needs.
9. **Conflict Resolution:** Mediate and resolve disputes or issues related to service delivery. Work to find solutions that are in the child's and family's best interest.
10. **Evaluation:** Continuously assess the effectiveness of services and identify areas for improvement. Participate in evaluations and quality assurance processes to enhance service delivery.

11. Data Collection: Collect data on the utilization and impact of Jordan's Principal services for reporting and program improvement.
12. Collaboration: Collaborate with regional and national Jordan's Principal teams, as well as government agencies, to share best practices, resources, and information.

Working Conditions:

- Works independently in a community setting
- Extensive travel in the community is required
- Maintains client confidentiality in a public environment
- Because of independent practice and delivery of services in clients' homes, the potential exists for encountering threatening situations
- Poor weather and driving conditions may be encountered while providing home care

Position Specifications:

RELATED EXPERIENCE

- Must have experience working with Indigenous children, youth, families, and communities.
- Experience working effectively with Indigenous Peoples to provide culturally safe trauma-informed care

RELEVANT EDUCATION AND TRAINING

- A Bachelor of Social Work, Social Sciences or related field.
- Knowledge of Indigenous cultures and a commitment to cultural safety.
- Strong communication and interpersonal skills.
- Strong negotiation skills and techniques.
- Ability to handle unpleasant and emotionally charged situations.
- Ability to work independently and as part of a healthcare team.
- Knowledge of relevant healthcare resources and services in the community.

SPECIFIC CLINICAL TRAINING/CERTIFICATION

1. Current Cardiopulmonary Resuscitation
2. Healthcare Provider and First Aid Certificate
3. Workplace Hazardous Materials Information System (WHMIS)
4. Possession of a valid driver's license
5. Computer skills /technology skills
6. Criminal record check including vulnerable sector check
7. Child Welfare Information System Check

NON-INSURED HEALTH BENEFITS (NIHB) NAVIGATOR

A Non-Insured Health Benefits (NIHB) Navigator in an Indigenous community plays a crucial role in assisting community members in accessing healthcare services and benefits provided through the Non-Insured Health Benefits Program and ensuring that community members receive equitable access to essential healthcare services and benefits, bridging the gap between government programs and the specific needs of the community.

Indigenous Services Canada administers this program and covers a range of health services and products for eligible Indigenous individuals not covered by other health insurance plans.

Position Summary:

The NIHB Navigator assists Indigenous community members in navigating the Non-Insured Health Benefits Program. They ensure eligible individuals receive timely access to essential healthcare services, medical supplies, and prescription medications. The Navigator liaises between community members, healthcare providers, and government agencies to facilitate access to healthcare services and benefits.

Responsibilities:

1. Client Support:

- Assist community members in understanding their NIHB benefits and services eligibility.
- Provide information about the types of services and products covered by NIHB.
- Help clients complete NIHB application forms and gather necessary documentation.

2. Advocacy:

- Advocate on behalf of community members to ensure they receive the healthcare services and benefits they are entitled to.
- Address any issues or concerns related to denied claims or delayed services.

3. Communication and Coordination:

- Collaborate with healthcare providers, pharmacists, and other service providers to facilitate access to care.
- Maintain open communication channels with Indigenous Services Canada and regional health authorities.

4. Education and Outreach:

- Conduct information sessions and workshops in the community to raise awareness about NIHB services and eligibility criteria.
- Provide culturally sensitive and community-specific education on health-related topics.

5. Documentation and Reporting:

- Maintain accurate client interactions, applications, and outcomes records.
- Prepare reports on NIHB utilization and challenges for community leadership and funding agencies.

6. Cultural Safety:

- Ensure services are culturally appropriate and respectful of the community's values and traditions.
- Demonstrate cultural safety and understand the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.

Working Conditions:

- Work may involve regular travel within the community and occasional off-site meetings.
- Ability to work flexible hours to accommodate community needs, including evenings and weekends.
- Collaboration with healthcare professionals, community leaders, and government agencies.

Position Specifications:

RELATED EXPERIENCE

- One to three years experience working with Indigenous people in NIHB areas or health-related issues.
- Experience in developing and implementing work plans.
- Experience working effectively with Indigenous Peoples to provide culturally safe trauma-informed care

SPECIFIC CLINICAL TRAINING/CERTIFICATION

- Possession of a valid driver's license
- Computer skills /technology skills
- Criminal record check including vulnerable sector check
- Child Welfare Information System Check

RELEVANT EDUCATION AND TRAINING

- Must possess a recognized health-related diploma/degree (i.e., healthcare Administration, Business Management, Social Work, Licensed Practical Nurse, Registered Nurse).
- Knowledge of the Non-Insured Health Benefits Program and related policies.
- Knowledgeable of all levels of government (Federal, Provincial, Indigenous, Local, etc.) and the services they provide.
- Strong communication and interpersonal skills.
- Understand Indigenous cultures, languages, and traditions.
- Empathy and the ability to work with individuals facing health challenges.
- Problem-solving skills and attention to detail.
- Knowledge of relevant software for record-keeping and reporting.

INDIGENOUS TRANSITIONS FACILITATOR

An Indigenous Transitions Facilitator (ITF) is primarily an RN/RPN, Social Worker, Traditional Healer, or educated in the health discipline which supports Indigenous patients through their transitions in care regardless of their diagnosis across provincial hospitals and home and community care in Indigenous communities or Tribal Councils.

Position Summary:

In communities and Tribal Councils, the ITFs report to the Home and Community Care Manager and participate in patient care, planning, counselling, and supporting patients and their families.

Responsibilities:

- Plans and develops culturally relevant health counselling and support programs for Indigenous (First Nation, Inuit, and Métis) patients.
- Acts as a consumer advocate for Indigenous Peoples using the healthcare system when dealing with Indigenous community, Territorial, Provincial, and Federal agencies.
- Assists with the planning and provision of culturally relevant training and support for healthcare providers, including the other Indigenous Health Programs team members, to ensure quality and culturally sensitive wholistic healthcare.
- Provides health literacy education and cultural teaching to:
 - First Nation and Tribal Council Health Teams
 - Health Partners and Health Teams
 - Hospital and Community practitioners and employees
 - Patients and Families
- Collaborate with Indigenous Patient Navigators
- Provide case management guidance and support to:
 - Families and patients
 - Home and Community Care Support Services Care Coordinators
 - Hospital Discharge Planners
- Patient Advocate to:
 - Ensure appropriate patient care is provided
 - Ensure appropriate circle of care practitioners are involved in patient care
- Attend family case conferences and medical rounds to support patients and their family members through discharge planning and liaise with the hospital, contracted service providers and their own home and community care programs to ensure continuity of care.
- Depending on the ITF's background, experience, and training, they may also provide direct patient care, from delivering traditional medicine and spiritual rituals to nursing and counselling services.

Working Conditions:

- Works independently in a community setting
- Extensive travel in the community is required
- Because of independent practice and delivery of services in clients' homes, the potential exists for encountering threatening situations

- Maintains client confidentiality in a public environment
- Poor weather and driving conditions may be encountered

Position Specifications:

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

- Excellent knowledge of the culture, traditions, social history and economic conditions of the Indigenous community
- Demonstrates cultural safety and understanding of the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
- Very good knowledge of trends and developments in the field of child development, with emphasis on Indigenous requirements
- Good knowledge of trends and developments in the areas of Indigenous healthcare and social service
- Knowledge of health and social programs in the community
- Strong counselling skills
- Strong analytical skills
- Good interpersonal skills for consensus building and problem-solving
- Ability to plan and develop culturally relevant health counselling and support programs for Indigenous Peoples and healthcare providers
- Ability to work with all Indigenous Peoples and develop and maintain effective interpersonal relationships
- Ability to deal with trauma and stressful situations and work as part of a healthcare team
- Initiative to self-direct and maintain program delivery
- Flexibility and good judgment
- Good analytical and organizational skills
- Excellent communication skills, both oral and written
- Reliability
- Ability to work effectively in a cross-cultural environment

RELATED EXPERIENCE

- A minimum of one year of acute healthcare experience (i.e., hospital is recommended)
- Experience in home care /assisted living/community health would be an asset
- Experience in working effectively with Indigenous Peoples to provide culturally safe trauma-informed care
- Preference will be given to candidates of Indigenous Ancestry

RELEVANT EDUCATION AND TRAINING

- Graduation from an acceptable social service or healthcare program (4 years) is required for this position
- Non-Violent Crisis Intervention training is desired
- An equivalent combination of education and extensive related working experience may also be considered

SPECIFIC CLINICAL TRAINING/CERTIFICATION

- Current Cardiopulmonary Resuscitation
- healthcare Provider and First Aid Certificate
- Workplace Hazardous Materials Information System (WHMIS)
- Possession of a valid driver's license
- Computer skills /technology skills
- Criminal record check including vulnerable sector check
- Child Welfare Information System Check

INDIGENOUS PATIENT NAVIGATOR

The Indigenous Patient Navigator (IPN) supports Indigenous patients and their families by helping them to navigate the complexities of the healthcare system.

The IPN program offers support to clients referred out of their communities to hospital settings and a smoother transition when clients return to the community.

Position Summary:

Indigenous Patient Navigators (IPNs) collaborate with Indigenous Peoples and their families to ensure access to high-quality care that is trauma-informed, culturally safe and free of racism and discrimination. Indigenous Health has created a new Navigator role to address patient experiences of anti-Indigenous racism and unsafe care within the healthcare system.

Responsibilities:

- Facilitate patients with receiving culturally safe patient care while in the hospital, obtaining treatment and transitioning between hospital departments
- Demonstrates cultural safety and understanding of the community's traditions, customs, and beliefs while delivering care. Understanding the factors that result in Indigenous health inequities and applying strategies to mitigate them is essential.
- Assist patients and their families in better understanding their diagnosis, healthcare plans, and treatment options.
- Advocates for the patient by assisting and guiding the organization and other health providers in efforts to incorporate Indigenous cultural aspects into healthcare services.
- Provide access to:
 - Traditional cultural medicines, healing, and spiritual rituals
 - Elders for spiritual and emotional support
 - Indigenous community resources
- To facilitate:
 - Care package delivery
 - Translation services
- Attend medical appointments at the request of patients and or their family members and liaise with the hospital's onsite care team.
- Support access to traditional medicines, healing rooms and the ability to perform spiritual rituals.
- Liaise with the patient community when discharged from an acute care setting.

Working Conditions:

- Specific hospital departments where the role is deemed necessary. Examples include cancer and palliative care units.
- Monday to Friday 8-4

Position Specifications:

An IPN may primarily be an RN/RPN, or a Social Worker specifically assigned to an indigenous patient within the acute care system - usually a hospital.

RELEVANT EDUCATION AND TRAINING

- Education varies from grade 12 to the designation of Registered Nurse or Social Worker
- Indigenous qualified candidates, and those with experience working with vulnerable populations within a healthcare setting and with Indigenous Peoples are preferred
- Understanding the First Nations Indigenous Health Benefits (FNIHB) and Non-Insured Health Benefits (NIHB) framework
- Ability to speak an Indigenous language is considered an asset



KNOWLEDGE KEEPER – CULTURAL WORKER

Position Summary:

The Knowledge Keeper - Cultural Worker will help develop, implement, and plan land-based cultural activities. The KKCW will be responsible for developing land-based and cultural skills to ensure competency and ability to implement various teachings. KKCW will be responsible for carrying out duties that assist children and families in restoring their culture as they wish and being a positive role model in the community. KKCW may be relied upon to offer spiritual guidance and understand different spiritual practices, protocols and faiths. The KKCW will adhere to strict confidentiality when working with children and families.

Duties and Responsibilities:

- Help teach and demonstrate land-based teachings and skills.
- Basic counselling
- Group counselling Facilitation
- Develop, plan, and facilitate land based activities such as hunting, fishing, and trapping.
- Develop, plan, and facilitate cultural activities such as ceremonies, medicine harvesting, drum making, ribbon skirt classes, language classes.
- Positive role model for youth and community members
- Ongoing development and learning of lost cultural traditions and language.
- Engage with students and families and offer encouragement and support where needed
- Collaborate with other programs in the community to offer wholistic practices
- Participate in planning and networking meetings

Position Preferences:

- Degree in a Health or Social Services Field (Bachelor of Social Work, Psych Nurse, Nursing, Applied counselling)
- Experience working with Indigenous youth and families.
- Experience with cultural teachings and languages an asset
- Understanding of child development and practices
- Good written and oral skills
- Ability to maintain confidentiality
- Good physical health to work in a variety of settings
- Ability to remain objective
- Provide Child Abuse Registry Check
- Provide Criminal Record Check with Vulnerable Sector Check
- Must have Class 5 Driver's License
- Provide Driver's Abstract Record

2. RECRUITMENT AND RETENTION POLICIES AND TEMPLATES

RECRUITMENT POLICY

Policy Statement:

Our organization commits to retaining and recruiting Healthcare professionals who deliver culturally safe and relevant programs and services to community members.

Our organization, through a formal and periodic community needs assessment process, regularly evaluates the ongoing ability of the program to respond to changing needs and trends in the community. This dynamic assessment process and the analysis of the findings guide the program management in staff recruitment. The organization has a planned staff recruitment approach to attract qualified, appropriate candidates to meet the program's current and future development needs.

Policy Rationale:

This policy will ensure the availability of qualified, trained staff to meet clients' needs.

Policy Details:

The community needs assessment to gather information from clients, family members, program staff, and the wider community. This information is assembled and analyzed to provide the management of the community with current information on service delivery, changing needs, and developing trends.

Using this information, the program management examines the current staffing mix, specifically focusing on staff experience, training, and education. This review is then used to determine the appropriateness of the current staff for current and future program needs.

When gaps in staff are identified, the community management will immediately submit a recruitment request to the community leadership, if required. The request will detail the identified need/trend/gap and the number and qualifications of new staff required to be recruited. When authorized, the community management will recruit appropriate candidates and hire the required staff.

Process Guidelines:

1. A formal community needs assessment is completed regularly (community to determine schedule but at least Q5 years) by the community management of the community. All personal client information gathered by the community needs assessment is confidential and used only to identify community needs, develop trends, and determine required staffing levels.
2. All recruitment requests and decisions are based on Community needs.
3. Some recruitment options the community has been to:
 - Hiring preference within the community
 - Developing a cooperative program relationship with another Indigenous community or communities
 - Contract with an existing provider in the broader community

Expected Outcome:

This community will ensure the availability of qualified, trained staff to meet the needs of the community and clients.

HIRING POLICY**Policy Statement:**

The community hires qualified individuals for all positions within the program according to well-developed position descriptions. The recruitment and hiring processes meet the terms of all relevant Federal and/or Provincial legislative requirements for human rights, equal opportunity, and criminal checks/ security clearances. Preference may be towards Indigenous applicants who meet the qualifications of the advertised position.

Excepting the stated preference for qualified Indigenous applicants, new staff will be recruited and hired without any consideration of the following as defined and interpreted by the Provincial and Federal courts:

- race
- religion
- colour or ethnic origin
- gender
- age
- ancestry
- place of origin or citizenship
- sexual orientation
- gender identity
- gender expression
- marital status or family status
- physical, mental, or social challenges
- medical history/condition

Policy Rationale:

This policy is to ensure fair, equitable, and consistent practice throughout the organization about recruitment and reduce the risk of hiring unqualified staff.

Policy Details:

The community will develop position descriptions for all positions within the program. All position descriptions will include the following headings:

- Position Summary
- Duties and Responsibilities
- Reporting Structure
- Responsibilities
- Accountabilities
- Authority
- Contacts
- Working Conditions
- Position Specification
- Related Experience requirements
- Relevant Education and training requirements
- Specific clinical training/certification when required

This hiring process includes:

1. Completion by the applicant of the detailed application form that gathers information related to the position description. This information includes the applicants:
 - a. previous related experience
 - b. relevant basic education
 - c. ongoing specialized training received
 - d. relevant professional references
 - e. a signature of the applicant for permission to check references
 - f. availability of work (i.e., the start date, days, hours)
 - g. specific skills, including clinical skills, as appropriate
2. A formal interview with the management of the community. This interview is designed to gather information on the knowledge and training of the applicant relevant to the position description.
3. A review by management of all references, with specific attention to the applicant's ability to meet the position's specified responsibilities and accountabilities. The summary of the reference check will be kept in the personnel file.
4. A formal, written offer of employment to the applicant who has completed the process's first three parts. The offer of employment contains information about:
 - a. the position titles
 - b. the hours of work (full-time/part-time/casual)
 - c. the reporting structures
 - d. the salary and benefits expected
 - e. standard deductions
 - f. the probationary period
 - g. occupational health requirements (vaccinations/medical certificate)
5. The return of the signed offer of employment by the applicant.

Process Guidelines:

1. The community will ensure the position descriptions for all positions are relevant and current.
2. All new positions created through growth in, or expansion of, the essential or other services provided by the community will have a formal position description created before hiring is undertaken.
3. The hiring process will be followed.
4. Successful new employees to the community will be oriented to the program only when management has completed the hiring process.

Expected Outcome:

The community hires qualified individuals for all positions within the program according to well-developed position descriptions.

ORIENTATION POLICY

Policy Statement:

All employees of the community program will complete a formal orientation to the organization, the program, and the community they work in.

Policy Rationale:

The above ensures that staff are knowledgeable about the organization, the program, and the community with consistent application of standards, policies, and procedures.

Policy Details:

The community will provide a formal community orientation to all new staff within the first month of hire to ensure that staff is aware of the following:

The Organization and the home care program, including

1. Mission and Vision
 - a. Values and Beliefs
 - b. Goals and Objectives
 - c. Organizational Structure
 - d. Roles and Responsibilities of clients and families, providers, the community and First Nations and Inuit Health Branch
2. Program standards, policies, and procedures.
3. Program orientation will review the essential service elements, reporting requirements, and required education.

Process Guidelines:

1. There will be a formal orientation program; all staff will attend one within one month of hire.
2. Documenting orientation dates and times will be kept on the employee's file.
3. All staff will complete an orientation checklist.
4. The orientation program will be regularly reviewed and updated.
5. Changing the orientation based on the evaluation of the orientation program.

Expected Outcome:

All new employees will receive a formal orientation program within 1 (one) month of hire.

TRAINING AND DEVELOPMENT POLICY

Policy Statement:

The community recognizes and values continuous learning. The program ensures that ongoing staff training and development occurs. The program recognizes that training and staff development are integral to capacity building.

All healthcare professionals will ensure their practice meets the standards of practice dictated by the appropriate job role and regulatory college as applicable, is informed by evidence, and demonstrates competence by participating in ongoing professional development and continuing education opportunities as required.

Policy Rationale:

The policy ensures resourcing to develop staff to enhance client services. These resources include an allocation for orientation, ongoing training as identified, and support for performance management.

The healthcare professional must ensure knowledge specific to standards of practice, as dictated by the job role and appropriate regulatory college and relevant legislation, including the Health Professions Act, before performing any task in the delivery of services. Healthcare professionals are also accountable and responsible for their practice, which is informed by evidence and demonstrates competence.

The community ensures quality care, job satisfaction, and staff retention by providing a climate and culture that embraces growth and change and strives for excellence. The program is committed to promoting, assisting, and furthering the skills and knowledge of all staff to improve the quality of care and the program's efficiency.

Policy Details:

The employee and the community program share the responsibility for professional development.

TRAINING AND DEVELOPMENT INCLUDE:

- Providing or participating in performance feedback and coaching through the Employee Performance Development System
- A formal orientation processes
- Training and education

COMMUNITY PROGRAM RESPONSIBILITIES:

Ongoing training and development of staff in the community program is supported by:

- Improve and upgrade the knowledge and skills of staff
- Educate staff about:
 - changes in the way services are to be delivered
 - changes in policy/procedure
 - changes to the program and services provided based on community needs assessment
 - legislation changes that affect the program
- Build clinical, management, interpersonal, problem-solving, and decision-making skills through ongoing coaching and counselling
- Carry out quality improvement activities
- Observe practice to ensure the safety of care delivered
- Improve work satisfaction of staff and client satisfaction

ONGOING TRAINING AND DEVELOPMENT MAY INCLUDE:

- Formal programs provided by colleges, universities, and other certified training organizations
- Distance education programs
- Short term programs
- Certification programs
- Individual learning
- Committee participation
- Workshops
- Seminars
- Mentorship/preceptorship programs

HEALTHCARE PROFESSIONAL RESPONSIBILITIES

Healthcare professional responsibilities include and are not limited to:

- Maintain current registration according to the requirements of their regulator college as applicable
- Seek opportunities for developing continuing competence
- Demonstrate the use of process and/or critical inquiry in planning for the needs of the client
- Demonstrate in practice the use of current evidence from nursing science, other disciplines, and other pertinent sources to improve and enrich competence
- Acknowledge limitations in knowledge, judgment, and/or skills and function within those limitations
- Take personal responsibility for professional conduct and fitness to practice
- Demonstrate professional behaviours, attributes, and values and act as a mentor, coach, preceptor, and resource to students, colleagues, and other members of the healthcare team
- Identify education and training needs:
 - Submit a request to the direct supervisor for education and training

Process Guidelines:

The educational and training needs of healthcare professionals are identified and submitted to the direct supervisor for consideration.

Ongoing evaluation of training and development of staff will include:

- Holding formal meetings with staff to provide updates of information about the program/services/legislation requirements.
- Developing and implementing individual staff training and development plans.
- Annually assess staff learning needs and use these to develop and revise individual training and development plans.
- Identifying courses and seminars that will meet educational needs.
- Encouraging staff to document ongoing training and education.
- Observing clinical practice to ensure safety, work satisfaction, and client and family satisfaction.
- Documentation of assessments of clinical practice.
- Demonstrating skills that require certification.

Expected Outcome:

Healthcare Professionals:

- Meet the standards of practice dictated by the appropriate regulatory college as applicable
- Participate in ongoing professional development and continuing education as required to ensure knowledge and competence in the delivery of healthcare services
- Practice in a manner informed by evidence and demonstrate competence
- Receive consideration of their training needs requests, and access to orientation, education, and training is supported by the community
- Work within their full scope of practice to support the needs of the client

PROBATIONARY PERIOD POLICY

Policy Statement:

All new professional and non-professional employees with the community program will have a probationary period for up to one (1) year.

Policy Rationale:

To ensure that the community program employs qualified, competent healthcare professionals.

Policy Details:

The probationary period provides enough time to assess whether the new healthcare professional is suitable for their role and provides flexibility to the community to address any problems.

1. During the orientation of new healthcare professionals to the community program, the organizational values, beliefs, goals, and objectives will be provided and explained to all new healthcare professionals.
2. To succeed, All new healthcare professionals will receive ongoing in-services and education as needed.
3. Healthcare professionals are expected to attend all training and education provided by the community.
4. The community manager will monitor the new healthcare professional's progress throughout the probation period and provide feedback.

Process Guidelines:

1. The community manager will do ongoing assessments and feedback with new healthcare professionals to ensure the healthcare professional is meeting the goals and objectives of the program. The suggested timing of these ongoing assessments and feedback is 30, 60, 90 days, 6 months, and as needed.
2. The community will provide new healthcare professionals with education and mentorship as required.
3. Employees will attend all cultural safety education and be evaluated for cultural safety based on client feedback (client surveys, compliments or complaints process).
4. On satisfactory completion of the probationary period, healthcare professionals may be granted a permanent appointment. Continued employment will be contingent on a satisfactory probationary assessment where the healthcare professional aligns with the community program's values, beliefs, goals, and objectives.
5. Once the healthcare professional has served the required probationary period in a temporary or permanent position, the healthcare professional is not required to serve a further probationary period upon appointment or promotion to another position.

Expected Outcome:

All new healthcare professionals will have a one (1) year probationary period supported by the community program to model their values, beliefs, goals, and objectives.

RETENTION POLICY

Policy Statement:

Retention policies for healthcare workers working in Indigenous communities are critical to ensure the delivery of quality healthcare services to these communities, which often face unique healthcare challenges.

Policy Rationale:

Developing retention policies in close collaboration with the community ensures they meet each community's needs and cultural context. Flexibility and adaptability in policy implementation are key to success.

Policy Details:

While specific retention policies may vary depending on the healthcare facility, the region, and the specific needs of the community, here are some key factors and strategies when developing retention policies for healthcare workers in Indigenous communities:

1. **Cultural Safety Training:** Provide cultural safety training to healthcare workers to help them better understand the traditions, beliefs, and values of the Indigenous communities they serve. This can improve communication and trust between healthcare providers and patients.
2. **Collaborative Care Models:** Promote collaborative care models that involve community members in decision-making processes related to healthcare services. This can help build a sense of ownership and engagement among the community and healthcare providers.
3. **Incentives and Benefits:** Offer competitive salaries, benefits, and incentives to attract and retain healthcare professionals. This may include housing allowances, student loan forgiveness programs, and access to professional development opportunities.
4. **Continuing Education and Training:** Support ongoing professional development and training for healthcare workers. This can help them stay updated with the latest healthcare practices and technologies and improve job satisfaction.
5. **Work-Life Balance:** Strive to provide a healthy work-life balance for healthcare workers by implementing reasonable work hours, adequate time off, and support for mental health and well-being.
6. **Mentorship Programs:** Establish mentorship programs that pair experienced healthcare workers with newcomers. This can help newcomers acclimate to the community and healthcare environment more effectively.
7. **Community Engagement:** Encourage healthcare workers to engage with the community outside their clinical responsibilities. Building relationships and participating in community events can enhance the sense of belonging.
8. **Support for Family:** Recognize the importance of family support. Offering services or support for healthcare workers' families, such as education opportunities for children, can make working in remote communities more attractive.
9. **Career Advancement Opportunities:** Create clear pathways for career advancement, including opportunities for leadership roles and specialization.

10. Addressing Burnout: Be aware of burnout from healthcare workers' unaddressed physical, emotional, psychological, spiritual or cultural needs. Provide access to counselling and support services.
11. Regular Feedback and Evaluation: Establish mechanisms for healthcare workers to provide feedback and participate in evaluating retention strategies. This can help refine policies to meet their needs better.
12. Housing Solutions: Address housing shortages in remote communities by providing affordable and suitable housing options for healthcare workers.

Expected Outcome:

Regular assessments and adjustments are made to ensure the effectiveness of retention strategies.

3. TOOLS AND TEMPLATES:

Many tools were adopted and/or adapted from the [NOVA SCOTIA HR TOOLKIT](#).

- [30 Day Touch Point - Template](#)
- [60 Day Touch Point - Template](#)
- [Declined Applicant Letter - Template 1](#)
- [Declined Applicant Letter - Template 2](#)
- [Employee Engagement Survey - Template](#)
- [Employee Handbook - Template](#)
- [Employee Performance Review - Template](#)
- [Employee Agreement Nursing - Template](#)
- [Employee Agreement Personal Support Worker - Template](#)
- [Employee Agreement Simple - Template](#)
- [Interview Scoring Matrix - Template](#)
- [Interview Tool General - Template](#)
- [Interview Tool For Nurses - Template](#)
- [Interview Tool Personal Support Worker/Healthcare Aid - Template](#)
- [Job Description- RPN/ LPN - Example](#)
- [Job Description - Template 1](#)
- [Job Description - Template 2](#)
- [Job Description - Template 3](#)
- [Job Posting - Personal Support Worker/ Health Care Aide - Example](#)
- [Job Posting - Registered Nurse- Example](#)
- [Job Posting - RPN- Example](#)
- [Job Posting - Template 1](#)
- [Job Posting - Template 2](#)
- [Mandatory Employee Requirements - Example](#)
- [New Employee Checklist - Template](#)
- [Nursing Orientation Learning Plan - Template](#)
- [Onboarding Checklist for New Employees - Template](#)
- [Performance Review - Template](#)
- [Personnel Record - Template 1](#)
- [Personnel Record Template 2](#)
- [Prescreen Questionnaire - Nurse - Template](#)
- [Prescreen Questionnaire - PSW/HCA- Template](#)
- [Probationary Period Review Job Aid](#)
- [Reference Check Form - Template 1](#)
- [Reference Check Form - Template 2](#)
- [Training And Development Assessment - Template](#)
- [Wage Review - Template](#)

4. RESOURCES TO PROMOTE CULTURAL SAFETY

Relevant resources are essential for promoting understanding, respect, and collaboration between Indigenous and non-Indigenous communities and organizations. They play a pivotal role in improving healthcare and education, achieving justice and reconciliation, and supporting the overall well-being and self-determination of Indigenous Peoples. Cultural safety resources play a crucial role in Indigenous communities for several reasons:

CULTURAL SAFETY RESOURCES

Canadian Nurses Association. Indigenous Health. (n.d.).
<https://www.cna-aiic.ca/en/policy-advocacy/advocacy-priorities/indigenous-health>

Canadian Nurses Association. Cultural Safety. Are we on the Same Page? (2020).
<https://community.cna-aiic.ca/dev-cn-en/blogs/cn-content/2020/02/18/cultural-safety-are-we-on-the-same-page>

Cultural Safety and Addressing Systemic Racism. (2018).
Cultural Safety and Humility Webinar Series. First Nations Health Authority. (n.d.)
<https://www.fnha.ca/wellness/wellness-and-the-first-nations-health-authority/cultural-safety-and-humility>

Government of Canada. Indigenous Health. An in-depth resource highlighting information on past, current, and future health indicators and the status of FN and Inuit Health (2022).
<http://www.hc-sc.gc.ca/fniah-spnia/index-eng.php>

Government of Canada. Public Health Agency of Canada. Indigenous Cultural Competency Learning Road Map. (2023).
<https://www.canada.ca/en/public-health/services/publications/aboriginal-health/indigenous-cultural-competency-learning-road-map.html>

Health Quality BC. Cultural Safety and Humility. (2023).
<https://healthqualitybc.ca/improve-culture/cultural-safety-and-humility/>

Lakehead University. Centre for Education and Research on Aging and Health. Preparing for the Journey. Caring for Indigenous Peoples who are seriously Ill. (2017).
<https://cerah.lakeheadu.ca/wp-content/uploads/2022/02/Preparing-for-the-Journey-BW-Compressed.pdf>

Monkman, M. and Limoges, J. (2023). Pathways for Healthcare Organizations to Strengthen Indigenous Nurse Retention.
<https://www.longwoods.com/content/27072/pathways-for-healthcare-organizations-to-strengthen-indigenous-nurse-retention>

Northern Health Indigenous Health. Cultural Safety: Respect and Dignity in Relationships. (n.d.)

<https://www.indigenoushealthnh.ca/cultural-safety#cultural-competence>

SE Health First Nations, Inuit and Metis Program. Trauma-Informed Relationships Building Safety and Trust.

<https://learn.sehc.com/course/view.php?id=473>

SE Health- Indigenous Cultural Safety. (2022).

<https://fnim.sehc.com/professional-learning/indigenous-cultural-safety/>

Truth and Reconciliation Commission of Canada: Calls to Action: 2015

https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/indigenous-people/aboriginal-peoples-documents/calls_to_action_english2.pdf

UBC Learning Circle. Cultural Safety and Addressing Systemic Racism. (2018).

<https://www.youtube.com/watch?v=SyX3yiDjot4>

United Nations Declaration on the Rights of Indigenous Peoples. (2007).

https://hl-prod-ca-oc-download.s3-ca-central-1.amazonaws.com/CNA/2f975e7e-4a40-45ca-863c-5ebf0a138d5e/UploadedImages/documents/DRIPS_en.pdf

5. FUNDING AND SCHOLARSHIP OPPORTUNITIES

In Canada, there are several scholarships and financial aid opportunities specifically designed to support Indigenous Peoples pursuing careers in healthcare. These scholarships aim to address healthcare disparities in Indigenous communities by increasing the representation of Indigenous healthcare professionals. Some sources and organizations that offer Indigenous healthcare scholarships in Canada:

ABORIGINAL HEALTH HUMAN RESOURCES INITIATIVE (AHHRI)

AHHRI offers scholarships and bursaries for Indigenous students in Canada pursuing health-related programs. These scholarships are designed to support Indigenous students in various healthcare fields.

DREAMCATCHER SCHOLARSHIP

The Dreamcatcher Charitable Foundation offers limited funding to Indigenous students in Ontario. A unique scholarship, this award can also be applied to purchase computers for special needs students, pay for organized school trips, and other educational circumstances.

CANADA POST AWARDS FOR INDIGENOUS STUDENTS

Canada Post offers \$2,000 grants for Indigenous students annually. This unique scholarship provides funding to students who are renewing their educational learning.

HORATIO ALGER INDIGENOUS ACHIEVEMENT SCHOLARSHIPS

The Horatio Alger Association offers \$50,000 in scholarships to Indigenous students. Five students starting a four-year post-secondary program can receive a \$10,000 scholarship each year. This award is in partnership with Inspire, although a separate application is required.

HUSKY ENERGY SCHOLARSHIPS

Husky Energy offers five scholarships for Indigenous students annually. Students in a four-year degree program can receive \$5,000 each school year for a total of \$20,000 towards their degree. Students in college or technical institute programs can get \$3,500 for two years, totalling \$7,000. Preference is given to students with financial need, work experience, and community involvement.

NELSON INDIGENOUS STUDENT SCHOLARSHIP

Each year, Nelson awards a \$10,000 scholarship to one Indigenous student in Canada. They look for student leaders who have demonstrated academic success, personal strength, and a commitment to preserving Indigenous languages and cultures.

INDSPIRE

Indspire is a national Indigenous-led registered charity offering scholarships and bursaries for Indigenous students, including those pursuing healthcare careers. Indspire is the largest scholarship fund available for Indigenous students in Canada. This unique platform allows you to complete one application for all the Indspire scholarships. They also have three deadlines throughout the year.

RBC (ROYAL BANK OF CANADA) SCHOLARSHIP FOR ABORIGINALS

This recurring scholarship is awarded to 10 students annually. This is a renewable scholarship, meaning recipients will receive \$4,000 each academic year for two to four years. That is up to \$16,000 towards your education. They also offer an internship and other professional development opportunities for Indigenous students.

SE HEALTH FIRST NATIONS, INUIT AND MÉTIS HEALTH SERVICES SCHOLARSHIP

The annual \$5,000 scholarship aims to improve healthcare and services for Indigenous communities across Canada and is open to Indigenous students nationwide enrolled in a certified, full-time, post-secondary health profession program.

Colleges and Universities: Canadian colleges and universities with healthcare programs may have scholarships, grants, or financial aid opportunities specifically for Indigenous students. Contact the institutions you are interested in attending for details.

Indigenous Health Organizations: Indigenous health organizations and associations in Canada, such as the Indigenous Physicians Association of Canada (IPAC) and the National Association of Indigenous Nurses of Canada (NAIHC), may offer scholarships and support for Indigenous individuals pursuing healthcare careers.

When applying for these scholarships, be sure to carefully review the eligibility criteria, application deadlines, and required documentation for each program. Additionally, consider reaching out to Indigenous student services or support centers at colleges and universities for guidance on available scholarships and financial aid opportunities.

Evaluation and Continuous Improvement

1. MONITORING AND EVALUATING RECRUITMENT AND RETENTION EFFORTS

Monitoring and evaluating recruitment and retention efforts are essential components of effective human resource management. These processes help communities assess the success of their strategies and make data-driven decisions to improve their recruitment and retention practices. Here are steps on how to monitor and evaluate these efforts:

1. **Define Clear Objectives:** Begin by establishing clear and specific objectives for your recruitment and retention efforts. For recruitment, this could be filling positions with qualified candidates, and for retention, it could be reducing turnover rates or increasing employee satisfaction.
2. **Identify Key Metrics:** Determine the key performance indicators (KPIs) that will help you measure your progress. Common recruitment metrics include time-to-fill, cost-per-hire, and quality of hire. Consider metrics like turnover rate, employee engagement, and satisfaction surveys for retention.
3. **Collect Team Data:** Implement data collection processes to gather relevant information. Recruitment might involve tracking the number of applications received, the sources of candidates, and interview-to-offer ratios. Collect data on employee turnover, exit interviews, and employee feedback for retention.
4. **Regularly Analyze Data:** Analyze the collected data to identify trends and patterns. Look for areas where recruitment or retention efforts may fall short or excel.
5. **Conduct Employee Surveys and Information Sessions:** Gather input from employees and candidates through surveys, feedback sessions, one-on-one interviews, and exit interviews. Their insights can provide valuable qualitative data to complement quantitative metrics.
6. **Adjust Strategies:** Based on your data analysis and feedback, make necessary adjustments to your recruitment and retention strategies. For example, if you find that a job posting site is not yielding quality candidates, consider reallocating resources to more effective posting sites.
7. **Monitor Overtime:** Overtime may result from operational requirements, but it can lead to burnout and turnover when extensive. Monitoring overtime will also ensure the team's workload is equally distributed.
8. **Implement Improvements:** Act on the insights gained from your monitoring and evaluation efforts. Implement changes to your recruitment and retention strategies to address identified needs or promote strengths.

2. EMPLOYEE ENGAGEMENT SURVEYS (CURRENT AND EXIT INTERVIEWS)

Engagement Surveys

Engagement surveys for current employees and exit surveys for former employees provide excellent data sources that can be analyzed to understand and identify significant issues. The data you collect must be high quality and actionable so you can more easily respond to and address issues. Using third parties is an effective way to get high-quality data due to confidential responses.

Engagement surveys and exit interview results help identify the issues contributing to employee turnover. The deeper understanding gained from these surveys allows organizations to address the real reasons healthcare staff are leaving to develop tools to re-engage staff, reduce burnout, and decrease job vacancies and turnover rates. At the same time, organizations with more engaged employees enjoy increased satisfaction and retention rates. It is important to share the results of the employee surveys with the existing employees and work together to develop a quality improvement plan.

An engaged healthcare team contributes to an improved workplace culture and better client health outcomes. Addressing job satisfaction issues early on will help engage the healthcare professions and reduce turnover.

ENGAGEMENT SURVEYS INFORM:

- Understand where your organization excels
- Shed light on where your organization needs to improve
- Give every employee a voice
- Build employee trust
- Drive meaningful action
- Help cultivate an engaging organizational culture
- Evaluate if current strategies are working to engage employees

Exit Interviews

Exit interviews are valuable tools for communities and organization to gather feedback and insights from departing employees. Exit interviews serve several important purposes and can provide numerous benefits, including:

1. **Feedback and Insight:** Exit interviews allow organizations to gather candid feedback from departing employees about their experiences, reasons for leaving, and overall satisfaction with their employment. This information can uncover patterns or issues that might need attention, such as problems with management, workplace culture, compensation, or workload.
2. **Identifying Trends and Areas for Improvement:** Analyzing data from multiple exit interviews can help organizations identify trends and common themes contributing to employee turnover. This data-driven approach can lead to informed decisions on how to improve the workplace and reduce turnover rates.

3. **Preserving Knowledge:** Departing employees often possess valuable knowledge about their roles, projects, and processes. Conducting exit interviews provides an opportunity to capture and transfer this knowledge to their successors, ensuring a smoother transition and minimizing disruptions.
4. **Enhancing Employee Retention:** Organizations can proactively improve workplace conditions and culture by addressing issues raised in exit interviews. This helps retain existing employees and boost overall employee satisfaction and morale.
5. **Legal Considerations:** In some cases, exit interviews can help organizations ensure they comply with labour laws and regulations. They can also help protect the organization against potential legal issues by documenting employees' perspectives on their departure.
6. **Building Trust:** Conducting exit interviews demonstrates that the organization values employee feedback and is willing to listen to their concerns. This can contribute to a positive employer reputation and foster trust among current and former employees.
7. **Continuous Improvement:** Over time, exit interview data can be used to track an organization's performance and make appropriate changes. It can also serve as a valuable source of information for continuous improvement efforts.

Effective Exit Interview Strategies

To conduct effective exit interviews, follow these best practices:

- **Ensure Confidentiality:** Inform departing employees that their feedback will remain confidential to encourage honest responses.
- **Conduct Interviews Promptly:** Schedule exit interviews as close to the departure date to ensure the information remains fresh in the employee's mind.
- **Use Structured Questions:** Develop a set of standardized questions to ensure consistency in data collection.
- **Analyze and Act On Feedback:** Regularly review and analyze exit interview data to identify areas for improvement and take appropriate action.

SECTION VII

Resources

GENERAL RESOURCES

Canadian Centre for Occupational health and Safety. (n.d.)
<https://www.ccohs.ca/headlines/text43.html>

Concordia University. Saint Paul. Peace and Profits. A manager's guide to Conflict in the Workplace. (n.d.)
<https://online.csp.edu/resources/article/managers-guide-to-conflict-in-the-workplace/>

Indigenous Services Canada. Hiring a Nurse Tips and Tools. First Nations and Inuit Health Branch- Atlantic. (2021).

Monkman, M. and Limoges, J. (2023). Pathways for Healthcare Organizations to Strengthen Indigenous Nurse Retention.
<https://www.longwoods.com/content/27072/pathways-for-healthcare-organizations-to-strengthen-indigenous-nurse-retention>

Novia Scotia Works. HR Toolkit. (2023).
<https://workplaceinitiatives.novascotia.ca/hr-toolkit>

Truth and Reconciliation Commission of Canada: Calls to Action: 2015
https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/indigenous-people/aboriginal-peoples-documents/calls_to_action_english2.pdf

EMPLOYMENT LAWS

Canada Labour Law
<http://laws-lois.justice.gc.ca/eng/acts/L-2/>

Canadian Human Rights
<http://laws-lois.justice.gc.ca/eng/acts/h-6/>

Environmental and Workplace health
<https://www.canada.ca/en/health-canada/services/environmental-workplace-health.html>

Government of Canada Canadian Center for Occupational. Workers Compensation Board in Canada
https://www.ccohs.ca/oshanswers/information/wcb_canada.html

Privacy Laws in Canada
<https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/>

NURSING GOVERNING BODIES

Association of New Brunswick's Licensed Practical Nurses
<https://www.anblpn.ca/>

Association of Regulated Nurses of Manitoba
<https://www.arnm.ca/home>

British Columbia College of Nurses and Midwives
<https://www.bccnm.ca/Pages/Default.aspx>

Canadian Association of Social Workers
College of Licensed Practical Nurses of Alberta
<https://www.clpna.com/>

College of Licensed Practical Nurses of Manitoba
<https://www.clpnm.ca/>

College of Licensed Practical Nurses of Newfoundland and Labrador
<https://www.clpnnl.ca/>

College of Licensed Practical Nurses of Prince Edward Island
<https://clpnpei.ca/>

College of Nurses of Ontario
<https://www.cno.org/>

College of Registered Nurses of Alberta
<https://www.nurses.ab.ca/>

College of Registered Nurses of Manitoba
<https://www.crnmb.ca/>

College of Registered Nurses of Newfoundland and Labrador
<https://crnml.ca/>

College of Registered Nurses of Nova Scotia
<https://www.nscn.ca/>

College of Registered Nurses of Saskatchewan
<https://www.crnsc.ca/>

College of Registered Nurses and Midwives of Prince Edward Island
<https://crnpei.ca/>

Ordre des Infirmières and Infirmiers du Québec

<https://www.oiiq.org/>

Registered Nurses Association of Northwest Territories and Nunavut

<https://rnantnu.ca/>

Registered Nurses Association of Ontario

<https://rnao.ca/>

Registered Practical Nurses Association of Ontario

<https://www.werpn.com/>

Saskatchewan Association of Licensed Practical Nurses

<https://salpn.com/>

Yukon Registered Nurses Association

<https://www.yrna.ca/>

SOCIAL WORKERS GOVERNING BODIES

Alberta College of Social Workers

<http://www.acsw.ab.ca/>

British Columbia College of Social Workers

<http://www.bccollegeofsocialworkers.ca/>

Canadian Association of Social Workers

<https://www.casw-acts.ca/en/about-us/about-casw>

Manitoba College of Social Workers

<http://www.mcsww.ca/>

Newfoundland and Labrador College of Social Workers

<http://www.nlasw.ca/>

New Brunswick Association of Social Workers

<http://www.nbasw-attsnb.ca/>

Nova Scotia College of Social Workers

<http://nscsw.org/>

Ontario College of Social Workers and Social Service Workers

<http://www.ocswssw.org/>

Ordre des travailleurs sociaux et thérapeutes conjugaux et familiaux du Québec
<https://otstcfq.org/>

Prince Edward Island Social Work Registration Board
<http://socialworkpei.ca/>

Registrar, Professional Licensing Government of the Northwest Territories
Department of Health and Social Services
<https://www.hss.gov.nt.ca/en/services/social-worker-licence>

Saskatchewan Association of Social Workers
<http://www.sasw.ca/>

JOB POSTING SITES

Canadian Indigenous Nurses Association
<http://indigenousnurses.ca/>

Career Beacon
<https://www.careerbeacon.com>

Community Health Nurses Association
<https://www.chnc.ca/en/>

Indeed
<https://ca.indeed.com/q-canada-nurse-jobs.html?vjk=ca648e64a672d11e>

Government of Canada Job Bank
<https://www.jobbank.gc.ca/employers>

LinkedIn
https://business.linkedin.com/talent-solutions/cx/20/05/jobs-single-cta-11?src=go-pa&trk=sem-ga_campid.12076561648_asid.123181876744_crid.657462946056_kw.posting%20job_d.c_tid.kwd-100201616_n.g_mt.p_geo.9000653&mcid=6842166157118713976&cid=&gclid=EAlaIQobChMlluuBiLHhgAMV5watBh3ligo0EAAYASAAEgILMfD_BwE&gclsrc=aw.ds

Monster
https://hiring.monster.ca/?re=swoop&intcid=skr_navigation_swoop_hiring

Nursing Careers Canada.ca
<https://www.nursingcareerscanada.ca/?locale=en>

Workopolis
<https://www.workopolis.com/en>

SOCIAL MEDIA

Facebook
<http://www.facebook.com/>

Myspace
<http://www.myspace.com/>

Twitter
<http://twitter.com/>

YouTube
<http://www.youtube.com/>



TEMPLATE

30 Day Touchpoint

Name of Employee: _____

Name of Supervisor: _____

Employee Start Date: _____

30-DAY INTERVIEW SCHEDULED FOR: _____

Question	Notes
1. What excites you about the job?	
2. Do you feel you are making the best use of your skills here? (Are there areas where you feel you need further mentorship?)	
3. What are we doing well? <i>(Do you feel you are being supported in your new role? Is there any area where we can support you to orient you further?)</i>	
4. At your previous employer, what were things that you already had in place that you feel could make us better? <i>(Important to ask this before they get ingrained into their role and focuses on some best practices they may have been exposed to)</i>	
5. Is there anything that you are uncomfortable with? Anything that might cause you to want to leave? <i>(Schedule, work-life balance, support?)</i>	

TRAINING & DEVELOPMENT ASSESSMENT

Key Responsibilities Listed in Order of Importance	Status Today	Learning Type
Knowledge Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development
Skill Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development
Ability Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development

NEXT STEPS:

Next Assessment Date: _____

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

TEMPLATE

60-Day Touch Point

If the employee identified something in the 30-day touch point, try to reflect back on what they described and demonstrate that you heard them and have acted upon their suggestions or concerns.

Name of Employee: _____

Name of Supervisor: _____

Employee Start Date: _____

60-DAY INTERVIEW SCHEDULED FOR: _____

Question	Notes
1. Now that you have been with us for two months, tell me about your experience. Do you feel like you are making a positive impact in your role? What is working well?	
2. What is not working well?	
3. Is there anything that I am doing that is preventing you from being successful? Is there anything I could do to support you in being successful?	
4. How are you progressing in your orientation? With your learning plan? Is there any areas where you feel you need further education or mentorship?	
5. Any other concerns that we haven't discussed?	

TRAINING & DEVELOPMENT ASSESSMENT

Key Responsibilities Listed in Order of Importance	Status Today	Learning Type
Knowledge Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development
Skill Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development
Ability Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development

NEXT STEPS:

Next Assessment Date: _____

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

TEMPLATE 1

Declined Applicant Letter



COMMUNITY
LOGO

Dear [candidate name],

Thank you for your application to [Community Name].

We have reviewed your qualifications and, after careful consideration, have decided we will not proceed further with your application.

Please accept our best wishes, and thank you for your interest in [Community Name].

Sincerely,

[Name]

TEMPLATE 2

Declined Applicant Letter

Rejection letter GUIDE

Letting job applicants know they have been unsuccessful is a good practice for employers. It shows respect for individuals and creates an image of a considerate organization. Such letters are short and straight to the point.

SAMPLE # 1

Sample Rejection Letter

(no interview, no future interest)

[Your Return Address]

[Date]

[Applicant Name & Address]

Dear [Name]:

Thank you for your application for the [job title] position with [Organization].

Unfortunately, we have received numerous applicants whose qualifications closely match our requirements.

Thank you for your interest in becoming part of our organization, and we wish you success in the future.

Yours truly,

[organization signature]

SAMPLE # 2

Sample Rejection Letter

(no interview, no future interest)

[Your Return Address]

[Date]

[Applicant Name & Address]

Dear [Name]:

Thank you for your application and attending the interview for the [job title] position with [Organization].

We were impressed with your qualifications and skill set, as demonstrated in your application and your interview. A number of impressive applicants were interviewed for the position, and we have offered the job to another candidate whose particular mix of skills and experience matches our needs more closely.

Thank you for your interest in becoming part of [Organization], and we wish you success in the future.

Yours truly,

[organization signature]

SAMPLE # 3

Sample Rejection Letter

(no interview, no future interest)

[Your Return Address]

[Date]

[Applicant Name & Address]

Dear [Name]:

Thank you for your application and for attending the interview for the [job title] position with [Organization].

We were impressed with your qualifications and skill set, as demonstrated in your application and your interview. A number of impressive applicants were interviewed for the position, and we have offered the job to another candidate whose particular mix of skills and experience matches our needs more closely.

Thank you for your interest in becoming part of [Organization]. We encourage you to apply again should further vacancies occur within our organization.

Yours truly,

[organization signature]

TEMPLATE

Employee Engagement Survey

[NAME OF ORGANIZATION]

Privacy Statement

Please complete this employee survey as conducted by [Organization]. Please do not write identifying marks on the survey; participants are anonymous. All information is kept confidential. Communicate any concerns to [Person, contact info]. Thank you for your time and cooperation.

Answer the following questions by circling the most appropriate answer

1. Your manager gives constructive and valuable feedback

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

2. The organization recognizes you as a valuable employee and your work is appreciated

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

3. The employee incentives offered are adequate

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

How could they be improved? _____

4. You have the resources necessary to do your job well

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

5. Help and Support are easily accessed

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

6. There are career growth opportunities in the organization

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

What opportunities could be improved? _____

7. There are opportunities for diverse work such as working in teams, individually and cross-training

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

8. Training options are offered

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

What types of training would you like to see? _____

9. Your working conditions are safe and non-hazardous

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

10. You have been given instructions on emergency safety procedures

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

11. Requirements of your job are clear

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

12. Communication with other employees/managers is easy

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

13. Your manager is approachable and supportive

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

14. Are special work time arrangements such as compressed work weeks, flex schedules and telecommuting offered?

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

What would you like to see or improve in this area? _____

14. The organization offers adequate leave packages (family leave, sick leave, parental leave. etc)

Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

What would you like to see offered/improved? _____

TEMPLATE

Employee Handbook

1.1 EMPLOYEE RESPONSIBILITY

This employee handbook has been prepared for your information to help you understand the policies, practices, and benefits of working with [Name of Community]. Upon reviewing the handbook, please sign the statement below and return it to your supervisor by the due date. You will be provided with a photocopy of the acknowledgment for your records.

I, _____, have received a copy of the Employee Handbook of the [Name of Community], which outlines the policies, practices, and expectations of the Community, as well as my responsibilities as an employee.

I have reviewed the contents of the handbook. By my signature below, I acknowledge, understand, accept, and agree to comply with the information contained in the Employee Handbook. I understand the handbook does not cover every situation that may arise during my employment.

I understand the Employee Handbook is not a contract of employment.

Employee Signature: _____ Date: _____

1.2 ABOUT THE COMMUNITY

1.3 COMMUNITY MISSIONS, VALUES, AND BELIEFS

1.4 STATEMENT OF NON-DISCRIMINATION

2.0 COMMUNITY EXPECTATIONS

2.1 HOURS OF WORK

2.2 STANDARDS OF CONDUCT AND PERFORMANCE

2.3 ATTENDANCE

2.4 USE OF ORGANIZATION PROPERTY

2.5 DRESS CODE

2.6 SAFETY RULES

2.7 LUNCH/COFFEE BREAKS

2.8 HARASSMENT

2.9 SMOKING

3.0 PAY POLICIES

3.1 WAGES AND SALARIES

3.2 PAY PERIODS & METHOD OF PAYMENT

3.3 BENEFITS

3.4 REPORTING HOURS OF WORK

3.5 OVERTIME PAY

3.6 MAKING UP TIME

3.7 LATENESS

3.8 WAGE AND SALARY ADJUSTMENTS

4.0 LEAVE POLICIES

4.1 VACATIONS AND HOLIDAYS

4.2 SICK AND PERSONAL LEAVE

4.3 MATERNITY AND PARENTAL LEAVES

4.4 BEREAVEMENT LEAVE

4.5 JURY DUTY

4.6 TIME OFF FOR VOTING

4.7 LEAVE OF ABSENCE WITHOUT PAY

5.0 TERMINATION POLICIES

5.1 LAYOFF FOR LACK OF WORK OR FUNDS

5.2 TERMINATION: POOR PERFORMANCE OR FAILURE TO COMPLY WITH POLICIES

5.3 TERMINATION PROCEDURES

5.4 RETIREMENT

TEMPLATE

Employee Performance Review

EMPLOYEE INFORMATION

Name _____

Position _____ Supervisor _____

Department _____ Period of Review _____

SCALE

**1: UNSATISFACTORY 2: NEEDS IMPROVEMENT 3: MEETS EXPECTATIONS
4: EXCEEDS EXPECTATIONS N/A: NOT APPLICABLE**

SCORE

1. Knowledge and Expertise

Demonstrates in-depth knowledge of community health principles, practices, and protocols.

Applies evidence-based practices effectively in providing healthcare services.

Keeps up-to-date with relevant information related to practice and engages in professional development opportunities.

2. Cultural Safety and Humility

Demonstrates a deep understanding and respect for the cultural values, beliefs, and practices of the community.

Incorporates cultural competence in interactions with clients, families, and community members.

Actively seeks opportunities for professional development related to cultural safety and humility.

3. Client Care

Provides compassionate and appropriate care to clients and families.

Demonstrates strong clinical skills in assessing, diagnosing, and treating clients.

Implements family and community-centered care plans and evaluates their effectiveness.

SCORE**4. Collaboration and Teamwork**

Works effectively within the interdisciplinary healthcare team.

Communicates and collaborates with colleagues, community members, and organizations to improve health outcomes.

Contributes positively to team dynamics and fosters a supportive work environment.

5. Communication

Demonstrates clear and culturally appropriate communication skills with clients, families, and colleagues.

Listens actively and empathetically, ensuring effective two-way communication.

Documents information accurately and in a timely manner.

6. Leadership and Initiative

Takes initiative in identifying and addressing healthcare needs within the community.

Demonstrates leadership qualities in guiding and mentoring junior staff members.

Actively participates in professional development activities and contributes to the advancement of Indigenous health.

Overall Score

Employee Goals and Development Plan

Based on the evaluation, outline specific goals for the employee's professional development and growth.

Identify any training opportunities, workshops, or resources that can enhance their skills and knowledge.

Additional Comments and Feedback

Employee Signature: _____

Evaluator/Supervisor
Signature: _____

Date: _____

TEMPLATE

Employee Agreement Nursing

PRIVATE & CONFIDENTIAL

COMMUNITY LOGO

[Frist Name] [Last Name]

[Address Line 1]

[Address Line 2]

[City] [Province]

[Postal Code]

[Date]

Dear [First Name]:

We are pleased to offer you employment with [Community Name] in the position of full time [Position] effective [Hire Date]. Your skills and ability will make you a valuable addition to our growing team of energized staff committed to providing quality health care.

The terms and conditions of your employment are detailed in this letter. In addition, you agree to comply with our Code of Conduct and policies, procedures, and practice guidelines (“Policies”) as amended from time to time (access to which is immediately available upon request).

You shall comply with all professional obligations of your regulatory College.

Duration: The contract duration is [x] months, ending on [End Contract Date].

Hours: [Provide hours and work schedule]

Wage: Your pay rate will be [Pay Rate] per hour.

You will be paid bi-weekly, in arrears, by direct deposit to your bank account. You must provide your bank account information on your first day of employment via our electronic signup process, which will be explained on your first day of employment. Please note, you will not be paid until you provide your direct deposit information.

Overtime: Overtime is payable in accordance with Employment Standards Act, 2000 (“ESA”).

Sick Time: You will accrue paid sick time credits at the rate of 1.15% of each hour worked up to a maximum of three (3) days (22.5 hours) in each calendar year, inclusive of two (2) paid Personal Emergency Leave days. Sick days can be accumulated from year to year to a maximum of 30 days (225 hours). Any unused sick time will not be paid out upon the end of your employment or a change in your work status.

Vacation: You will accrue four percent (_%) vacation based on your hours worked. Vacations are approved for such times as are convenient to you and [Community Name].

Public Holidays: [Community Name] recognizes nine (9) public holidays as per ESA.

Benefits: [Community Name] is pleased to provide you with group insurance and health/dental coverage in accordance with applicable policies. Include details.

Pension: [Include details]

Continuing Education: [Community Name] values learning and education and offers opportunities to enhance your knowledge and further improve your on-the-job performance and skills through mentorship, team meetings, on-line courses and other training.

Resources: [Community Name] will provide resources reasonably necessary to perform your duties. These may include a mobile device (i.e., phone, tablet or Playbook), education/reference materials and e-learning tools. All resources remain the property of Community Name and are to be used in accordance with our Policies and Procedures and are for work purposes only.

Given the expense to [Community Name] of providing these tools, you are required to sign and return the following general Withholding Agreement.

Accommodations: [Community Name] will provide accommodations necessary to perform your duties.

Declaration: During your employment, you agree to maintain certain statuses, licenses, certifications and qualifications in good standing and that you will reapply or renew (and pay any applicable charge or fee) for maintaining any such licenses, qualifications or certifications. You are required to sign and return the attached Declaration form.

Requirements of Position: In addition to completing a paid orientation program starting on [Hire_Date], you agree to maintain the following throughout your employment:

1. A current Certificate of Registration in good standing with the [Provincial Regulatory] College.
2. A current Criminal Record Check, Vulnerable Sector Check, and (as per provincial regulations)
3. Full-time access to and maintain in good working order a vehicle (Visiting Program).
4. \$1 million automobile insurance if using personal vehicles to service clients.
5. Valid Provincial class G driver's license if using a personal vehicle to service clients.
6. Stethoscope in good working order.
7. High-speed internet access.
8. Proof of current immunity status documented on the included Immunization Record
9. Valid Cardiopulmonary (CPR) Certificate; (only those listed below are acceptable)
 - CPR-Level C
 - CPR-HCP
 - Basic Life Support (BLS)
 - Advanced Life Support (ALS)

Professional Liability Insurance: Required or provided by community?

Vehicle: If you are assigned to the Visiting Program, you are required to have full time access and be legally eligible and qualified to operate a vehicle.

Use of Personal Vehicle/Mileage Allowance: If you use your personal vehicle for work, you must maintain \$1 million in insurance in respect of the vehicle and any accidents involving the vehicle (proof of such insurance to be provided when requested). You shall be entitled to a mileage allowance for travel between your first visit of the work day and the last visit of the work day, excluding non-work related travel, as follows: you will receive \$0.__ per kilometre.

Physical Demands of the Job: You understand that this is a physically demanding position and requires you to work within the environment provided by the client, therefore you may be required to employ unnatural postures: for example, while applying medication and dressings to a client's leg, you may have to be positioned awkwardly. Other typical postures that are required during the day include sitting, standing, walking, bending, kneeling/squatting, reaching at chest and waist level (i.e., shoulder flexion) and numerous hand grips of varying forces. You confirm that you do not have any current or pre-existing medical conditions that would prevent you from meeting these essential job requirements.

Accessibility: The Organization is committed to the success of all its employees. If you need accommodation because of illness or disability, please do not hesitate to contact your manager.

Professional Appearance: [Community Name] is pleased to provide you with three (3) organization-branded tops that must be worn while providing services to [Community Name] clients. The cost of replacement or additional tops will be your responsibility.

References: This offer of employment is conditional upon receipt of satisfactory references, including supervisors from your past and current employer(s). Whether the references are satisfactory is within the sole and absolute discretion of [Community Name] and the content will be kept confidential.

Background Checks: This offer of employment is conditional upon the following:

1. **A satisfactory Criminal Record Check:** Before your start of employment, you agree to provide the results of a criminal record check
2. **A satisfactory Vulnerable Sector Check from your local police department and Child Welfare Information System Check:** Community Name will also accept Vulnerable Sector Checks completed up to twelve (12) months prior to your start date (original copy only).. A clear Vulnerable Sector Check must be provided every six (6) years.

Record of Convictions/Failure to Provide Background Checks: A record of convictions or your failure to provide the required background checks within ____ weeks of your start date may result in the withdrawal of the offer or immediate termination of employment for cause.

Criminal Offences While Employed with [Community Name] Should you be charged with a criminal offence while employed with [Community Name], you are obligated to inform your supervisor/manager immediately. Failure to do so will result in disciplinary action up to, and including termination of employment for cause.

Attendance: Regular and punctual attendance is necessary to carry out your duties and responsibilities properly. Excessive absenteeism or lateness may be cause for dismissal. Where required, you will be responsible for the provision of medical certificates in respect of absences due to illness of more than three (3) consecutive days. For extended absences due to a medical condition or a request for work modification(s), you agree to provide consent authorizing your physician to provide objective medical findings to [Community Name] of your level of ability to work. You also agree to attend independent medical examinations, as required by [Community Name], and provide consent authorizing the results of such examinations to be provided to [Community Name]. [Community Name] agrees to pay for the cost of such examinations and medical reports. [Community Name] ensures the confidentiality of medical reports.

Probation: The probationary period for this position is ____ months. It should be noted that at any time during your probationary period, [Community Name] may terminate your employment without cause, and without advance notice or pay in lieu of notice, except for the minimum amount of notice, if any, required by the ESA.

Lay-offs and Suspensions: Temporary lay-offs in accordance with ESA and/ or suspensions with or without pay are allowed and do not end employment or constitute a constructive dismissal.

End of Employment: We are hopeful that the relationship will be lengthy. However, there is no guarantee that your employment will be long-term or last a specified length of time. We feel it wise to outline our respective rights and obligations should either of us decide to end the relationship.

Termination: Your contractual employment may be terminated prior to the contract end date, without notice and without pay in lieu of such notice at any time for any cause recognized at law, except for accrued compensation and any minimum payments or entitlements required by the ESA. Your contractual employment may also be terminated by providing you with notice or pay in lieu of such notice (at SE's option) in accordance with the ESA. No further amount of notice or pay in lieu of notice pursuant to ESA or at common law is payable.

Return of [Community Name] Property: At the end of your employment, as expected, you must return all [Community Name] property, including Confidential Information. Any deficit of hours or other amounts owing to [Community Name] shall be withheld in accordance with the Withholding Agreement. Organization-branded tops must be discarded (not given away, donated or sold).

Code of Conduct: As you join our team you are expected to abide by both the letter and the spirit of our Code of Conduct in all aspects of your employment with [Community Name], including your relationships with all [Community Name] employees and clients. A copy of the Code of Conduct will be provided at your orientation.

Conflict of Interest: Use of organization time or resources for purposes other than those related to your employment is prohibited and cause for termination. Please review the attached Conflict of Interest Agreement to ensure you are aware of your obligations and responsibilities in this area.

Non-Solicitation: During your employment, and during the six (6) month period following the end of your employment, you agree that you will not solicit, have business contact with, or accept any business from [Community Name] clients; nor solicit for employment, any [Community Name] employees. Please review the attached Non-Solicitation Agreement to ensure you are aware of your obligations and responsibilities in this area.

Confidential Information: As an employee of [Community Name] appropriate handling of confidential information is extremely important. Confidential information includes, but is not limited to, information identified as confidential or which you should know is confidential including client personal health information, and is to be used only when authorized. Please review the attached Confidentiality Agreement to ensure you are aware of your obligations and responsibilities in this area.

Effect of Agreement: This Agreement shall remain in full force and effect throughout the period of your employment notwithstanding its length or any changes to your title, position, duties, level of responsibility, reporting structure, remuneration, and location. Compliance by [Community Name] with this Agreement shall constitute full satisfaction of any and all claims by you arising out of your employment or the termination thereof.

Privacy: You hereby acknowledge and agree that in the course of administering our employment relationship, [Community Name] may transfer or disclose your personal information to various service providers, including organizations or individuals retained by [Community Name] to perform functions on its behalf such as contractors, payroll providers, security providers, benefit and insurance providers, auditors, and banks. When personal information is transferred to such third parties, we wish to confirm that [Community Name] uses contractual or other means to ensure that the information is handled in accordance with both [Community Name's] privacy standards and applicable privacy laws.. The information may be accessible to law enforcement and national security authorities in any or all of those jurisdictions.

General: This Agreement is made and shall be performed, construed, and enforced exclusively in accordance with, and our respective rights shall be governed by the laws of the Province of _____ and the laws of Canada applicable therein. It contains the entire understanding between us and replaces any other oral or written negotiations related to our employment relationship. The provisions of this Agreement shall be deemed severable and if any portion of this agreement is held invalid, illegal or unenforceable for any reason, the remainder shall not thereby be invalidated but shall remain in full force and effect.

Next Steps: In making this offer of employment, we wish to advise that it is valid for five (5) business days from the date of this letter. Please forward your written confirmation that you intend to accept this offer within five (5) business days from the date of this letter. If we do not receive your confirmation by that time, the offer is automatically revoked and is no longer available for acceptance. If you have any questions regarding the offer, please do not hesitate to contact me.

If our offer is acceptable, please return signed copies of this letter and other required documents, to my office before your start date, or provide it to your supervisor on that day, before you commence work.

If you have any questions regarding the offer, please contact [Supervisor Name] at [Supervisor Email].

[First Name], thank you for considering employment with Community Name, we are excited to have you join our team and look forward to the opportunity of working with you.

Yours very truly,

[Community Name]

Per:

Health Director

I have had the opportunity to obtain independent advice and accept employment on the terms set out in this Agreement, including the Withholding Agreement, Confidentiality Agreement and Declaration Form which are incorporated into the terms of this Agreement. I am executing this agreement freely, voluntarily and with a full understanding of its contents.

Signature: _____

Date: _____

Important Reminder

*Please ensure you sign and return all of the documents including the Employment Agreement and attachments on your **first day of employment**, as follows:*

- *Employment Agreement (signed)*
- *Withholding Agreement*
- *Confidentiality Agreement*
- *Declaration (signed)*
- *Immunization Record* (completed and signed)*
- *Vulnerable Sector Check* (VSC) – dated within twelve (12) months of your start date or a receipt as proof you have applied for the VSC*

**If these documents are not presented on your first day of employment, you may be sent home.*

Bank Account Information: *Please bring your personal bank account information with you on your first day; you will be required to enter this information into our on-line system. You can find this information in your bank passbook, monthly statement, on-line banking, or on your personal cheques.*

WITHHOLDING AGREEMENT

I, _____, (the undersigned) acknowledge and agree that [Please Print Full Name] when or should I take possession of the following items listed below, the care and maintenance of this equipment is my responsibility. I also agree to be responsible for returning this equipment to [Community Name].

I further understand [Community Name] has issued this equipment to assist me in performing my duties on behalf of [Community Name]. [Community Name] maintains ownership and responsibility for all equipment. I understand all equipment must be used responsibly.

I acknowledge that I will be trained in the proper use of the equipment and expected to exercise due care when using the equipment. All equipment is expected to be used in accordance with the manufacturer's recommended methods and in accordance with the training which I have received. Questions regarding the safe operation and care of equipment should be directed to my Manager. Managers should be notified immediately if the equipment is missing or needs repair, or if I have had an accident involving Community Name's equipment.

Upon termination of my employment, howsoever caused, I shall surrender to a representative of [Community Name], all property of any kind belonging to [Community Name] or its clients that may be in my possession or control at such time, including, but not limited to, the equipment listed below. In respect of equipment which is not returned to SE upon termination of my employment, howsoever caused, or which is returned in a condition which makes it unusable for other employees (normal wear and tear accepted), the reasonable replacement value of such equipment is agreed to be the amounts indicated below.

Equipment & Accessories	Replacement Value

[Community Name] is hereby authorized to deduct the agreed replacement value for these items from any outstanding wages, commissions, bonuses, vacation, severance or termination pay, or any other amount which is then due and payable or which may subsequently become due and payable to me, in respect of the indicated pieces of equipment. [Community Name] reserves the right to use any means, including third-party collection agencies, to recover applicable costs.

[Community Name] is also hereby authorized to deduct from any outstanding wages, commissions, bonuses, vacation, severance or termination pay, or any other amount which is then due and payable or which may subsequently become due and payable to me, an amount equivalent to any deficit number of hours outstanding as at the end of my employment.

Employee
Signature: _____

Date: _____

CONFIDENTIALITY AGREEMENT

In the course of carrying out, performing and fulfilling your duties under this Agreement, you will have access to and be entrusted with detailed Confidential Information. You also acknowledge that the Confidential Information is a valuable asset of [Community Name], and that the disclosure of such detailed Confidential Information to the general public will be highly detrimental to the interests of [Community Name] and/or [Community Name's] clients, and will be in breach of your professional obligations pursuant to the Nursing Act, 1991, Regulated Health Professions Act, 1991, Personal Information Protection and Electronic Documents Act, and Personal Health Information Protection Act, 2004. You further acknowledge that all such Confidential Information is the exclusive property of [Community Name] and is to be held by you in trust for [Community Name], and for the sole and exclusive benefit of [Community Name] and is to be used or disclosed only in accordance with the knowledge and consent of [Community Name] and in its best interests.

You shall not use, copy, destroy or disclose any Confidential Information of which you have become aware in the course of your employment with [Community Name], at any time during the continuation of your employment or at any time thereafter, except as specifically authorized by [Community Name]. This includes but is not limited to exploiting, exercising judgment or performing analysis, directly or indirectly based upon knowledge of Confidential Information. You shall also take all steps reasonably necessary to prevent the disclosure of any Confidential Information to those other employees of [Community Name] who do not require the Confidential Information to perform their duties and responsibilities, and to anyone outside [Community Name], whether as a result of casual observation, unauthorized perusal, or other abuse. You will immediately notify [Community Name] if any of the Confidential Information in your power, possession or control is lost, stolen, compromised or otherwise ceases to be in your power, possession or control. You understand that the deliberate or grossly negligent violation of this Section during your employment shall result in immediate dismissal from your employment for cause.

You understand that confidential information is never to be forwarded or stored on any personal device (laptop, tablet, phone, USB key etc). All electronic devices must be issued by the organization.

For the purposes of this Agreement, Confidential Information includes but is not limited to, the following:

1. Information relating to past or present clients of [Community Name]
2. Any information provided or made available to you related to maintaining the security of [Community Name's] business activities including usernames, security or access codes, passwords, or personal identification numbers;
3. Personal Information and Personal Health Information as defined in any applicable privacy legislation related to [Community Name's] clients and employees; and
4. Any information identified to you by [Community Name] as being confidential, or that which a reasonable person, in good faith and good conscience, would understand to be confidential.

Should you be compelled by law to disclose Confidential Information, you agree to provide [Community Name] with reasonable prior notice of any such disclosure and, if requested by [Community Name], shall permit and cooperate with [Community Name] in any effort by it to obtain from a court of competent jurisdiction an order protecting such Confidential Information.

Employee
Signature: _____

Date: _____

DECLARATION

As a term and condition of my employment with [Community Name], I, _____, (the undersigned) acknowledge that I am [Please Print Full Name] required to acquire and maintain certain statuses, licences, certifications, and qualifications. By signing this Declaration, I hereby declare that I have the required status, licences, certifications and qualifications and that they are currently in good standing, including those listed below. I confirm that I will reapply or renew (and pay any applicable charge or fee) in respect of any licenses, qualifications or certifications which are a requirement of my employment, and which require re-application or renewal at any time during the period of my employment.

- Certificate of Registration from the College of Nurses of _____ confirming I am a member in good standing
- Disclosure of any restrictions on terms, limits or conditions in effect
- Valid Provincial Class G driver's license (if driving vehicle for employment)
- One million dollars (\$1,000,000.00) in automobile insurance in respect of the vehicle I use for my employment
- Valid Cardiopulmonary Resuscitation (CPR) Certificate
- Valid First Aid Certificate (if a condition of employment)
- Up-to-date immunization for Measles, Mumps, Rubella, Tuberculosis, Varicella/Zoster, Hepatitis B, Tetanus/Diphtheria; COVID-19

I hereby declare that I will immediately notify my manager should my status change or should I be refused any of the licences, qualifications or certifications listed above, or should any of them be revoked, lapse or materially change at any time during the period of my employment.

I hereby declare that I have not been charged with or convicted of any offence under the Criminal Code (Canada) or the Controlled Drugs and Substances Act (Canada) for which a pardon has not been issued/granted under the Criminal Records Act (Canada). I hereby declare that I have not been charged with or convicted of any sexual offence under the Criminal Code (Canada) for which I have received a pardon.

I hereby declare that I will immediately notify my manager should charges, warrants or convictions under the Criminal Code (Canada) or the Controlled Drugs & Substances Act (Canada) occur at any time during the period of my employment. I also acknowledge that [Community Name] reserves the right, in its sole discretion, to require me to apply for and provide an up-to-date Criminal Record Check at any time during my employment with [Community Name], but no more frequently than every two (2) years.

I hereby authorize, without reservation, [Community Name] or its authorized agents to verify all declarations contained in this Declaration. Accordingly, I hereby consent to the disclosure of the relevant declaration to the body responsible for maintaining records regarding my status and/or regulating the relevant licence, certification or qualification. I hereby consent to the collection, use and disclosure of the information obtained from those bodies for the purposes of verifying the declarations made, and for the purposes of confirming my status and the validity of any licence, certification and qualification to the client service regulators (i.e., professional college).

Employee
Signature: _____

Date: _____

IMMUNIZATION RECORD:

PLEASE BRING THIS COMPLETED FORM TO YOUR FIRST DAY OF ORIENTATION. Attach a copy of an official laboratory evidence of immunity status or an official immunization record to this mandatory form. If neither can be provided, this form must be completed and signed by your physician.

Tuberculosis (Required)	<input type="checkbox"/> Historical 2 step Mantoux baseline test *Required	Test #1	Date: Result:
		Test #2	Date: Result:
	<input type="checkbox"/> TST One step within last 12 months * Required unless candidate obtained a 2-step Mantoux in last 12 months	Date: Result:	
	<input type="checkbox"/> Positive *Required if currently positive or history of TB	Chest Xray	Date: Result:
Tetanus Diphtheria (Required)	<input type="checkbox"/> Tetanus (Td) required every 10 years	Date Last Immunized:	
	<input type="checkbox"/> Tdap (one dose in adulthood)	Date Immunized:	
MMR Measles, Mumps, Rubella (Required)	<input type="checkbox"/> Two Doses of MMR Vaccine *If unable to produce vaccine record, serology proof of immunity is required (below)	Dose #1	Date:
		Dose #2	Date:
Two doses OR Serology	<input type="checkbox"/> Serology Immune Status	Date: Result:	
	<input type="checkbox"/> Booster if not immune/indeterminant	Date:	
Varicella/ Zosters (Required)	<input type="checkbox"/> Two Doses of Varicella Vaccine *If unable to produce vaccine record, serology proof of immunity is required (below)	Dose #1	Date:
		Dose #2	Date:
Two doses OR Serology	<input type="checkbox"/> Serology Immune Status	Date: Result:	
	<input type="checkbox"/> Booster if serology result = not immune/indeterminant	Date:	
COVID-19	<input type="checkbox"/> Fully Vaccinated with a Health Canada approved COVID-19 vaccine	Date:	
Hepatitis B (Recommended)	<input type="checkbox"/> Three Doses	Dose #1	Date:
		Dose #2	Date:
		Dose #3	Date:
	<input type="checkbox"/> Serology Immune Status <input type="checkbox"/> Booster if serology result = not immune/indeterminant	Date: Result: Date:	

Employee Name: _____

Physician Signature/Stamp: _____ Date: _____

TEMPLATE

Employee Agreement Personal Support Worker

PRIVATE & CONFIDENTIAL

[Frist Name] [Last Name]

[Address Line 1]

[Address Line 2]

[City] [Province]

[Postal Code]

COMMUNITY LOGO

[Date]

Dear [First Name]:

Re: Employment Agreement

We are pleased to offer you employment with [Community Name] in the position of full time [Position] effective [Hire Date]. Your skills and ability will make you a valuable addition to our growing team of energized staff committed to providing quality health care.

The terms and conditions of your employment are detailed in this letter. In addition, you agree to comply with our Code of Conduct and policies, procedures, and practice guidelines (“Policies”) as amended from time to time (access to which is immediately available upon request).

Hours: [Provide hours and work schedule]

Wage: Your pay rate will be [Pay Rate] per hour.

You will be paid bi-weekly, in arrears, by direct deposit to your bank account. You must provide your bank account information on your first day of employment via our electronic signup process, which will be explained on your first day of employment. Please note, you will not be paid until you provide your direct deposit information.

Overtime: Overtime is payable in accordance with Employment Standards Act, 2000 (“ESA”). You are requested to sign and return the attached Excess Hours of Work and Averaging of Hours Agreement.

Sick Time: You will accrue paid sick time credits at the rate of 1.15% of each hour worked up to a maximum of three (3) days (22.5 hours) in each calendar year, inclusive of two (2) paid Personal Emergency Leave days. Sick days can be accumulated from year to year to a maximum of 30 days (225 hours). Any unused sick time will not be paid out upon the end of your employment or a change in your work status.

Vacation: You will accrue four percent (_%) vacation based on your hours worked. Vacations are approved for such times as are convenient to you and [Community Name].

Public Holidays: [Community Name] recognizes nine (9) public holidays as per ESA.

Benefits: [Community Name] is pleased to provide you with group insurance and health/dental coverage in accordance with applicable policies. Include details.

Pension: [Include details]

Accommodations: [Community Name] will provide accommodations necessary to perform your duties.

Continuing Education: [Community Name] values learning and education and offers opportunities to enhance your knowledge and further improve your on-the-job performance and skills through mentorship, team meetings, on-line courses and other training.

Resources: [Community Name] will provide resources reasonably necessary to perform your duties. These may include a mobile device (i.e., phone, tablet or Playbook), education/reference materials and e-learning tools. All resources remain the property of Community Name and are to be used in accordance with our Policies and Procedures and are for work purposes only.

Given the expense to [Community Name] of providing these tools, you are required to sign and return the following general Withholding Agreement.

Declaration: During your employment, you agree to maintain certain statuses, licenses, certifications and qualifications in good standing and that you will reapply or renew (and pay any applicable charge or fee) for maintaining any such licenses, qualifications or certifications. You are required to sign and return the attached Declaration form.

Requirements of Position: In addition to completing a paid orientation program starting on [Hire_Date], you agree to maintain the following throughout your employment:

1. Suitable transportation to service scheduled clients;
2. \$1 million in automobile insurance if using a personal vehicle to service clients;
3. Clean driving abstract required;
4. Valid Provincial class G driver's license if using a personal vehicle to service clients;
5. High speed internet access;
6. Proof of current immunity status documented on the included Immunization Record;
7. Valid Standard First Aid Certificate; and
8. Valid Cardiopulmonary (CPR) Certificate; (only those listed below are acceptable)
 - CPR-Level C
 - CPR-HCP
 - Basic Life Support (BLS)
 - Advanced Life Support (ALS)

Use of Personal Vehicle: If you use your personal vehicle for the transporting of clients, you must maintain \$1 million in automobile insurance in respect of the vehicle and any accidents involving the vehicle (proof of such insurance to be provided when requested). When transporting clients, you will be reimbursed for mileage incurred at a rate of \$0.00/km as well as any applicable parking fees.

Mileage Reimbursement: You shall be entitled to mileage reimbursement for travel in excess of 50 kilometres per day, between your first visit of the work day and the last visit of the work day, excluding non-work related travel. Reimbursement will be as follows: For the first 5,000 kilometres travelled in the calendar year, you will receive \$0.45 per kilometre. For travel in excess of 5,000 kilometres in the calendar year, you will receive \$0.42 per kilometre.

Physical Demands of the Job: You understand that this is a physically demanding position and requires hand, arm and shoulder dexterity, sensory ability, lifting to a maximum of approximately twenty-five (25) kilograms or fifty-five (55) pounds, walking, climbing stairs, standing, bending, reaching, and frequent movement. You confirm that you do not have any current or pre-existing medical conditions that would prevent you from meeting these essential job requirements.

Accessibility: The Organization is committed to the success of all its employees. If you need accommodation because of illness or disability, please do not hesitate to contact your manager.

Professional Appearance: [Community Name] is pleased to provide you with three (3) organization-branded tops that must be worn while providing services to [Community Name] clients. The cost of replacement or additional tops will be your responsibility.

References: This offer of employment is conditional upon receipt of satisfactory references, including supervisors from your past and current employer(s). Whether the references are satisfactory is within the sole and absolute discretion of [Community Name] and the content will be kept confidential.

Background Checks: This offer of employment is conditional upon the following:

1. **A satisfactory Criminal Record Check:** Before your start of employment, you agree to provide the results of a criminal record check
2. **A satisfactory Vulnerable Sector Check from your local police department and Child Welfare Information System Check:** Community Name will also accept Vulnerable Sector Checks completed up to twelve (12) months prior to your start date (original copy only).. A clear Vulnerable Sector Check must be provided every six (6) years.

Record of Convictions/Failure to Provide Background Checks: A record of convictions or your failure to provide the required background checks within ____weeks of your start date may result in the withdrawal of the offer or immediate termination of employment for cause.

Criminal Offences While Employed with [Community Name] Should you be charged with a criminal offence while employed with [Community Name], you are obligated to inform your supervisor/manager immediately. Failure to do so will result in disciplinary action up to, and including termination of employment for cause.

Attendance: Regular and punctual attendance is necessary to carry out your duties and responsibilities properly. Excessive absenteeism or lateness may be cause for dismissal. Where required, you will be responsible for the provision of medical certificates in respect of absences due to illness of more than three (3) consecutive days. For extended absences due to a medical condition or a request for work modification(s), you agree to provide consent authorizing your physician to provide objective medical findings to [Community Name] of your level of ability to work. You also agree to attend independent medical examinations, as required by [Community Name], and provide consent authorizing the results of such examinations to be provided to [Community Name]. [Community Name] agrees to pay for the cost of such examinations and medical reports. [Community Name] ensures the confidentiality of medical reports.

Probation: The probationary period for this position is ____ months. It should be noted that at any time during your probationary period, [Community Name] may terminate your employment without cause, and without advance notice or pay in lieu of notice, except for the minimum amount of notice, if any, required by the ESA.

Lay-offs and Suspensions: Temporary lay-offs in accordance with ESA and/ or suspensions with or without pay are allowed and do not end employment or constitute a constructive dismissal.

End of Employment: We are hopeful that the relationship will be lengthy. However, there is no guarantee that your employment will be long-term or last a specified length of time. We feel it wise to outline our respective rights and obligations should either of us decide to end the relationship.

Termination: Your contractual employment may be terminated prior to the contract end date, without notice and without pay in lieu of such notice at any time for any cause recognized at law, except for accrued compensation and any minimum payments or entitlements required by the ESA. Your contractual employment may also be terminated by providing you with notice or pay in lieu of such notice (at SE's option) in accordance with the ESA. No further amount of notice or pay in lieu of notice pursuant to ESA or at common law is payable.

Return of [Community Name] Property: At the end of your employment, as expected, you must return all [Community Name] property, including Confidential Information. Any deficit of hours or other amounts owing to [Community Name] shall be withheld in accordance with the Withholding Agreement. Organization-branded tops must be discarded (not given away, donated or sold).

Code of Conduct: As you join our team you are expected to abide by both the letter and the spirit of our Code of Conduct in all aspects of your employment with [Community Name], including your relationships with all [Community Name] employees and clients. A copy of the Code of Conduct will be provided at your orientation.

Conflict of Interest: Use of organization time or resources for purposes other than those related to your employment is prohibited and cause for termination. Please review the attached Conflict of Interest Agreement to ensure you are aware of your obligations and responsibilities in this area.

Non-Solicitation: During your employment, and during the six (6) month period following the end of your employment, you agree that you will not solicit, have business contact with, or accept any business from [Community Name] clients; nor solicit for employment, any [Community Name] employees. Please review the attached Non-Solicitation Agreement to ensure you are aware of your obligations and responsibilities in this area.

Confidential Information: As an employee of [Community Name] appropriate handling of confidential information is extremely important. Confidential information includes, but is not limited to, information identified as confidential or which you should know is confidential including client personal health information, and is to be used only when authorized. Please review the attached Confidentiality Agreement to ensure you are aware of your obligations and responsibilities in this area.

Effect of Agreement: This Agreement shall remain in full force and effect throughout the period of your employment notwithstanding its length or any changes to your title, position, duties, level of responsibility, reporting structure, remuneration, and location. Compliance by [Community Name] with this Agreement shall constitute full satisfaction of any and all claims by you arising out of your employment or the termination thereof.

Privacy: You hereby acknowledge and agree that in the course of administering our employment relationship, [Community Name] may transfer or disclose your personal information to various service providers, including organizations or individuals retained by [Community Name] to perform functions on its behalf such as contractors, payroll providers, security providers, benefit and insurance providers, auditors, and banks. When personal information is transferred to such third parties, we wish to confirm that [Community Name] uses contractual or other means to ensure that the information is handled in accordance with both [Community Name's] privacy standards and applicable privacy laws.. The information may be accessible to law enforcement and national security authorities in any or all of those jurisdictions.

General: This Agreement is made and shall be performed, construed, and enforced exclusively in accordance with, and our respective rights shall be governed by the laws of the Province of _____ and the laws of Canada applicable therein. It contains the entire understanding between us and replaces any other oral or written negotiations related to our employment relationship. The provisions of this Agreement shall be deemed severable

and if any portion of this agreement is held invalid, illegal or unenforceable for any reason, the remainder shall not thereby be invalidated but shall remain in full force and effect.

Next Steps: In making this offer of employment, we wish to advise that it is valid for five (5) business days from the date of this letter. Please forward your written confirmation that you intend to accept this offer within five (5) business days from the date of this letter. If we do not receive your confirmation by that time, the offer is automatically revoked and is no longer available for acceptance. If you have any questions regarding the offer, please do not hesitate to contact me.

If our offer is acceptable, please return signed copies of this letter and other required documents, to my office before your start date, or provide it to your supervisor on that day, before you commence work.

If you have any questions regarding the offer, please contact [Supervisor Name] at [Supervisor Email].

[First Name], thank you for considering employment with Community Name, we are excited to have you join our team and look forward to the opportunity of working with you.

Yours very truly,

[Community Name]

Per:

Health Director

I have had the opportunity to obtain independent advice and accept employment on the terms set out in this Agreement, including the Withholding Agreement, Confidentiality Agreement and Declaration Form which are incorporated into the terms of this Agreement. I am executing this agreement freely, voluntarily and with a full understanding of its contents.

Signature: _____

Date: _____

Important Reminder

*Please ensure you sign and return all of the documents including the Employment Agreement and attachments on your **first day of employment**, as follows:*

- *Employment Agreement (signed)*
- *Withholding Agreement*
- *Confidentiality Agreement*
- *Declaration (signed)*
- *Immunization Record* (completed and signed)*
- *Vulnerable Sector Check* (VSC) – dated within twelve (12) months of your start date or a receipt as proof you have applied for the VSC*

**If these documents are not presented on your first day of employment, you may be sent home.*

Bank Account Information: *Please bring your personal bank account information with you on your first day; you will be required to enter this information into our on-line system. You can find this information in your bank passbook, monthly statement, on-line banking, or on your personal cheques.*

WITHHOLDING AGREEMENT

I, _____, (the undersigned) acknowledge and agree that [Please Print Full Name] when or should I take possession of the following items listed below, the care and maintenance of this equipment is my responsibility. I also agree to be responsible for returning this equipment to [Community Name].

I further understand [Community Name] has issued this equipment to assist me in performing my duties on behalf of [Community Name]. [Community Name] maintains ownership and responsibility for all equipment. I understand all equipment must be used responsibly.

I acknowledge that I will be trained in the proper use of the equipment and expected to exercise due care when using the equipment. All equipment is expected to be used in accordance with the manufacturer's recommended methods and in accordance with the training which I have received. Questions regarding the safe operation and care of equipment should be directed to my Manager. Managers should be notified immediately if the equipment is missing or needs repair, or if I have had an accident involving Community Name's equipment.

Upon termination of my employment, howsoever caused, I shall surrender to a representative of [Community Name], all property of any kind belonging to [Community Name] or its clients that may be in my possession or control at such time, including, but not limited to, the equipment listed below. In respect of equipment which is not returned to SE upon termination of my employment, howsoever caused, or which is returned in a condition which makes it unusable for other employees (normal wear and tear accepted), the reasonable replacement value of such equipment is agreed to be the amounts indicated below.

Equipment & Accessories	Replacement Value

[Community Name] is hereby authorized to deduct the agreed replacement value for these items from any outstanding wages, commissions, bonuses, vacation, severance or termination pay, or any other amount which is then due and payable or which may subsequently become due and payable to me, in respect of the indicated pieces of equipment. [Community Name] reserves the right to use any means, including third-party collection agencies, to recover applicable costs.

[Community Name] is also hereby authorized to deduct from any outstanding wages, commissions, bonuses, vacation, severance or termination pay, or any other amount which is then due and payable or which may subsequently become due and payable to me, an amount equivalent to any deficit number of hours outstanding as at the end of my employment.

Employee
Signature: _____

Date: _____

CONFIDENTIALITY AGREEMENT

In the course of carrying out, performing and fulfilling your duties under this Agreement, you will have access to and be entrusted with detailed Confidential Information. You also acknowledge that the Confidential Information is a valuable asset of [Community Name], and that the disclosure of such detailed Confidential Information to the general public will be highly detrimental to the interests of [Community Name] and/or [Community Name's] clients, and will be in breach of your professional obligations pursuant to the Nursing Act, 1991, Regulated Health Professions Act, 1991, Personal Information Protection and Electronic Documents Act, and Personal Health Information Protection Act, 2004. You further acknowledge that all such Confidential Information is the exclusive property of [Community Name] and is to be held by you in trust for [Community Name], and for the sole and exclusive benefit of [Community Name] and is to be used or disclosed only in accordance with the knowledge and consent of [Community Name] and in its best interests.

You shall not use, copy, destroy or disclose any Confidential Information of which you have become aware in the course of your employment with [Community Name], at any time during the continuation of your employment or at any time thereafter, except as specifically authorized by [Community Name]. This includes but is not limited to exploiting, exercising judgment or performing analysis, directly or indirectly based upon knowledge of Confidential Information. You shall also take all steps reasonably necessary to prevent the disclosure of any Confidential Information to those other employees of [Community Name] who do not require the Confidential Information to perform their duties and responsibilities, and to anyone outside [Community Name], whether as a result of casual observation, unauthorized perusal, or other abuse. You will immediately notify [Community Name] if any of the Confidential Information in your power, possession or control is lost, stolen, compromised or otherwise ceases to be in your power, possession or control. You understand that the deliberate or grossly negligent violation of this Section during your employment shall result in immediate dismissal from your employment for cause.

You understand that confidential information is never to be forwarded or stored on any personal device (laptop, tablet, phone, USB key etc). All electronic devices must be issued by the organization.

For the purposes of this Agreement, Confidential Information includes but is not limited to, the following:

1. Information relating to past or present clients of [Community Name]
2. Any information provided or made available to you related to maintaining the security of [Community Name's] business activities including usernames, security or access codes, passwords, or personal identification numbers;
3. Personal Information and Personal Health Information as defined in any applicable privacy legislation related to [Community Name's] clients and employees; and
4. Any information identified to you by [Community Name] as being confidential, or that which a reasonable person, in good faith and good conscience, would understand to be confidential.

Should you be compelled by law to disclose Confidential Information, you agree to provide [Community Name] with reasonable prior notice of any such disclosure and, if requested by [Community Name], shall permit and cooperate with [Community Name] in any effort by it to obtain from a court of competent jurisdiction an order protecting such Confidential Information.

Employee
Signature: _____

Date: _____

DECLARATION

As a term and condition of my employment with [Community Name], I, _____, (the undersigned) acknowledge that I am [Please Print Full Name] required to acquire and maintain certain statuses, licences, certifications, and qualifications. By signing this Declaration, I hereby declare that I have the required status, licences, certifications and qualifications and that they are currently in good standing, including those listed below. I confirm that I will reapply or renew (and pay any applicable charge or fee) in respect of any licenses, qualifications or certifications which are a requirement of my employment, and which require re-application or renewal at any time during the period of my employment.

- Certificate of Registration from the College of Nurses of _____ confirming I am a member in good standing
- Disclosure of any restrictions on terms, limits or conditions in effect
- Valid Provincial Class G driver's license (if driving vehicle for employment)
- One million dollars (\$1,000,000.00) in automobile insurance in respect of the vehicle I use for my employment
- Valid Cardiopulmonary Resuscitation (CPR) Certificate
- Valid First Aid Certificate (if a condition of employment)
- Up-to-date immunization for Measles, Mumps, Rubella, Tuberculosis, Varicella/Zoster, Hepatitis B, Tetanus/Diphtheria; COVID-19

I hereby declare that I will immediately notify my manager should my status change or should I be refused any of the licences, qualifications or certifications listed above, or should any of them be revoked, lapse or materially change at any time during the period of my employment.

I hereby declare that I have not been charged with or convicted of any offence under the Criminal Code (Canada) or the Controlled Drugs and Substances Act (Canada) for which a pardon has not been issued/granted under the Criminal Records Act (Canada). I hereby declare that I have not been charged with or convicted of any sexual offence under the Criminal Code (Canada) for which I have received a pardon.

I hereby declare that I will immediately notify my manager should charges, warrants or convictions under the Criminal Code (Canada) or the Controlled Drugs & Substances Act (Canada) occur at any time during the period of my employment. I also acknowledge that [Community Name] reserves the right, in its sole discretion, to require me to apply for and provide an up-to-date Criminal Record Check at any time during my employment with [Community Name], but no more frequently than every two (2) years.

I hereby authorize, without reservation, [Community Name] or its authorized agents to verify all declarations contained in this Declaration. Accordingly, I hereby consent to the disclosure of the relevant declaration to the body responsible for maintaining records regarding my status and/or regulating the relevant licence, certification or qualification. I hereby consent to the collection, use and disclosure of the information obtained from those bodies for the purposes of verifying the declarations made, and for the purposes of confirming my status and the validity of any licence, certification and qualification to the client service regulators (i.e., professional college).

Employee
Signature: _____

Date: _____

IMMUNIZATION RECORD:

PLEASE BRING THIS COMPLETED FORM TO YOUR FIRST DAY OF ORIENTATION. Attach a copy of an official laboratory evidence of immunity status or an official immunization record to this mandatory form. If neither can be provided, this form must be completed and signed by your physician.

Tuberculosis (Required)	<input type="checkbox"/> Historical 2 step Mantoux baseline test *Required	Test #1	Date: Result:
		Test #2	Date: Result:
	<input type="checkbox"/> TST One step within last 12 months * Required unless candidate obtained a 2-step Mantoux in last 12 months	Date: Result:	
	<input type="checkbox"/> Positive *Required if currently positive or history of TB	Chest Xray	Date: Result:
Tetanus Diphtheria (Required)	<input type="checkbox"/> Tetanus (Td) required every 10 years	Date Last Immunized:	
	<input type="checkbox"/> Tdap (one dose in adulthood)	Date Immunized:	
MMR Measles, Mumps, Rubella (Required)	<input type="checkbox"/> Two Doses of MMR Vaccine *If unable to produce vaccine record, serology proof of immunity is required (below)	Dose #1	Date:
		Dose #2	Date:
Two doses OR Serology	<input type="checkbox"/> Serology Immune Status <input type="checkbox"/> Booster if not immune/indeterminant	Date: Result: Date:	
Varicella/ Zosters (Required)	<input type="checkbox"/> Two Doses of Varicella Vaccine *If unable to produce vaccine record, serology proof of immunity is required (below)	Dose #1	Date:
		Dose #2	Date:
Two doses OR Serology	<input type="checkbox"/> Serology Immune Status <input type="checkbox"/> Booster if serology result = not immune/indeterminant	Date: Result: Date:	
COVID-19	<input type="checkbox"/> Fully Vaccinated with a Health Canada approved COVID-19 vaccine	Date:	
Hepatitis B (Recommended)	<input type="checkbox"/> Three Doses	Dose #1	Date:
		Dose #2	Date:
		Dose #3	Date:
	<input type="checkbox"/> Serology Immune Status <input type="checkbox"/> Booster if serology result = not immune/indeterminant	Date: Result: Date:	

Employee Name: _____

Physician Signature/Stamp: _____ Date: _____

TEMPLATE

Employee Agreement Simple

[Your Organization Return Address]

[Applicant Address]

[Date]

Dear [First Name]:

[Name of Organization] is pleased to offer you the position of [job title] effective [effective date]. Your orientation will begin on that date. We are confident your skills and experience will be a great asset to our organization, and we hope you find working with us a satisfying experience.

As per our discussion in the interview, the rate of pay for the position is [\$ amount] per [year, two-week period, week, hour]. Vacation pay of [%] is [included in the annual salary; added to weekly payroll; paid at time of vacation]. You will be entitled to [# days] vacation leave and [# days] of [specify name of leave] per year. Your normal hours of work will be [# hours] per week, with the regular workday being from [start time] to [finish time]. A [# months] month probationary period will apply.

Please sign a copy of this letter and return it to indicate acceptance of the offer. We look forward to having you as part of [Organization].

Yours truly,

[Name, Title]

[Organization]

I accept the employment offer as [job title] with [organization]

Name: _____

Date: _____

TEMPLATE

Interview Tool | General

Candidate Name: _____

Date of Interview: _____

Interview
Start & End Times: _____

Notes taken by: _____

POSITION TITLE: _____

INTERVIEW GUIDE – PART ONE

1. Welcome to [My community or organization's Name].
2. Interview those participating in this interview process. [Names, positions]
3. Explain the Job and the Organization:
4. Explain the interview process – how much time is allotted, the review of the resume, the note taking, and the opportunity for the applicant to ask questions.

INTERVIEW QUESTIONS

Personal and Rapport Building Questions

1. Describe to us what attracted you to this career opportunity? How do you see this role fitting in with your long-term career objectives?
2. Walk us through your resume. Tell us about the most important experiences you've had that will highlight your fit for the [Job Title] job. (Listen for what will set this candidate apart from other applicants)

Job Specific Questions

1. *Describe your experiences with {list the main task from your job description}. What did you see as your strengths? What did you accomplish? How do you think this job will help you improve your skills in this area?*
2. *Describe your experiences with {list the second most important task from your job description}. Tell us how you decided which work took priority and which tasks could wait a while? How did you make that decision?*
3. *Describe your experiences with {list the third most important task from your job description}. Tell us how others were affected by your work. Did you work alone, or did you work with others? How did you include them?*
4. *Describe your experiences with {list another task or skills from your job description}. Tell us about a time when you experienced a problem. How did you overcome the problem? What did you learn from that experience?*

5. *This position requires the use of {tools and resources list from job description}. How would you rate your skill level in these areas? Can you describe the most complex work you've done with these tools in the past?*

6. *This position works {Monday to Friday from 8:00 a.m. to 4:30 p.m.}. Are there barriers to meeting that requirement?*

7. *This position involves {Physical Capabilities}. Are there barriers to meeting that requirement?*

8. *What are your salary expectations?*

9. *If you were offered this position, when could you start work?*

10. *Are there questions about this organization or this opportunity that we can answer for you?*

INTERVIEW GUIDE – PART TWO

1. Make sure you have contact information for references.
2. Tell the candidate when you expect to have a final hiring decision and how that will be communicated.
3. Thank the person for coming for the interview.

INTERVIEW GUIDE – PART THREE

Interviewer's Evaluation of Applicant

Applicant's Name: _____

Date: _____

Position: _____

Time: _____

Position Location: _____

Interviewer: _____

This evaluation form can be completed after each interview. Rate all the items that relate to the requirements of the job, but only those items.

Skill Description	Exceeds Requirements	Meets Requirements	Below Requirements	N/A
Motivation				
Follows Procedures				
Skills				

Recommendation:

Recommend for Hire: _____ Not a Match: _____ No Decision Yet: _____

Provide your overall opinion of the applicant and make additional comments on any of the above areas.

Interviewer
Signature: _____ Title: _____ Date: _____

TEMPLATE

Interview Tool For Nurses

1. What made you want to become a home health nurse?

2. When you arrive at a patient's home, what are the steps you take to ensure a solid routine?

3. If a patient's family is unhappy with the care your patient is receiving, how do you handle the situation?

4. What previous education or training in the nursing field has prepared you for this job?

5. How far are you willing to travel in order to take care of a patient?

6. How do you coordinate your day when you have multiple patients who live on opposite sides of town?

7. How do you handle the emotional toll of working with hospice clients who are likely to pass away at some point under your care?

8. What strategies would you use to work with a patient who refused to participate in their health regimen when you're not present?

9. As a home health nurse, you'll be exposed to many different home environments that may include pets, family or roommates, clutter, noises and specific house rules. Is there an environment that would inhibit your ability to provide quality care?

10. What steps would you take if you suspected one of your current clients needed increased healthcare support? How would you approach the subject with the client and your employer?

11. Explain the aspects of a basic home health visit for a bedridden patient. What tests and procedures would you perform to preserve their overall health and hygiene?

12. Tell me about a patient who made an impact on you and your nursing philosophy.

13. How would you help get a patient's family to support a diet and exercise plan?

14. How do you stay calm and professional when dealing with irritable patients?

TEMPLATE

Interview Tool Personal Support Worker/Health Care Aid

1. What certifications, training and licensing do you have in the home health aide field?

2. How would you respond in a situation where you are caring for a grumpy patient who does not think they need an aide?

3. Do you have any experience caring for those with cognitive impairments?

4. How would you make sure that family members or other caregivers are kept up to date on the condition of your patient?

5. What would you do if you noticed that a patient you were caring for is exhibiting some concerning new symptoms?

6. Did you ever have to handle a conflict situation with a demanding client or their family members? What was the outcome?

7. What steps do you take to make sure that your clients can maintain their privacy and dignity?

8. As a home Personal support worker/health care aide, what would you do first in an emergency?

9. Did you ever have a rewarding experience while caring for a patient? Please describe it.

10. Did you ever have to perform CPR on a patient?

11. Describe how you would move a bedridden patient from their bed to a wheelchair.

12. In your opinion, what will be the future of home health care?

EXAMPLE

JOB DESCRIPTION- RPN/LPN

Job Title: Registered Practical Nurse/
Licensed Practical Nurse

JOB SUMMARY:

Uses evidence-informed nursing knowledge, skill and judgment to provide wholistic nursing care to meet the physical, safety, emotional and spiritual needs of clients and their families in their homes and communities.

Department/Unit: Health Services

Immediate Supervisor: _____

Last Review Date: _____

JOB RESPONSIBILITIES:

Activity A: Professional Practice

- Admits clients appropriate for RPN/ LPN care to the nursing program including conducting a health interview and physical assessment
- In collaboration with the client and Registered Nurse, implements and/or develops, documents and obtains informed consent for a wholistic client care plan
- Follow the written care plan and approved procedures and guidelines for each treatment/procedure where:
 - The treatment plan is stable (teaching goals met)
 - Direction is provided by the nurse supervising the care through a written care plan
 - There is one-on-one teaching provided by the nurse supervising when required
- Determines client care needs, according to scope of nursing practice, and transfers care to the RN when client complexity exceeds RPN / LPN knowledge, skill and judgment
- Takes the time to foster relationship building at each encounter and build healthy connections with the client and their caregivers. Building trust may take time as the person receiving care may have a mistrust of Western systems and processes for many reasons, including colonization, systemic racism, racism in health care, and past or ongoing traumas.
- Practice is consistent with approaches that foster cultural safety and trauma informed care.
- For assigned clients, provides and manages care, reviews and revises the client care plan to maintain it as current and evaluates the care plan effectiveness
- Focuses care on identified health needs and promotes quality client care through ongoing assessment and evaluation of client and family responses to care
- Consults with RN colleague, Clinical Resource Nurse/ Clinical Educator, or Clinical Consultant regarding new clinical problems, unforeseen needs or when care plan is not achieving expected outcomes
- Establishes and maintains a nurse-client therapeutic relationship that reflects knowledge of the boundary and ethical issues unique to community nursing
- Provides client information, and acts as liaison between client and other members of the multidisciplinary health care team to promote optimal client care and outcomes
- Integrates health education and teaching into all aspects of care to promote client and family health and independence

- Acts as a client advocate to promote the well-being of the client and family
- Identifies community resources relevant to the client's health needs and goals and facilitates client access to the resources.
- Identifies and reports quality and risk issues to management
- Demonstrates knowledge of, and follows, the organization's clinical policies and procedures and medical directives.
- Demonstrates knowledge of and follows all relevant Provincial College of Nurses Standards of Practice
- Applies evidence-informed practice and maintains current and evidence-informed clinical practice knowledge through seminars, journal articles, conferences, workshops, Internet electronic information sources, and membership in professional associations
- Maintains client confidentiality
- Acts as a preceptor to RPN / LPN students and/or newly hired RPNs /LPNs

Activity B: Communication

- Using appropriate communication tools, demonstrating professional communication at all times with internal and external stakeholders
- Enhances client care by working in partnership with, and effectively supporting the Personal Support Worker / Health Care Aid or others through outreach, clinical discussion, collaborative care planning and teaching and delegation of client care
- Protects the safety and accessibility of the clinical chart and ensures the chart is retained by Community Name upon the client's discharge
- Completes and maintains clear and accurate documentation related to client care, adhering to confidentiality and privacy legislation, contract standards and the documentation standards of the College of Nurses of _____ and Community Name
- Participates in internal and external meetings regarding nursing practice and client care
- Responds to individual client and family needs
- Reports identified incidents and shares client care issues and concerns with the manager in a timely and comprehensive manner

Activity C: Administration

- Ensures all services are provided in the most efficient manner, considering effective use of time and quality care to the client
- Works within the defined nursing care delivery model, including providing a schedule of availability and works with team members and the manager to ensure adequate nursing availability to meet client care needs
- Records and processes data appropriately, accurately, and completely
- Submits client records and documentation accurately and within required timeframes
- Participates in the Performance Appraisal and Learning & Development processes

Activity D: Other Duties

- All other reasonable duties as assigned

QUALIFICATIONS:

- An RPN/LPN certificate of Annual Registration with the College of Nurses of _____ is required
- A current CPR certificate is required
- A willingness to obtain required clinical specialty certifications is required
- Well-developed communication and interpersonal skills are required
- The ability to work independently in an autonomous and self-directed manner within RPN/ LPN scope of practice is required
- Effective problem-solving and conflict-management skills are required
- A demonstrated appreciation for Quality Improvement processes is required
- Adequate nursing availability to meet client care needs is required
- A vehicle and a valid driver’s license are required (for designated nursing programs)
- Recent related nursing experience is preferred

Approval:

Health Director: _____ Date: _____

TEMPLATE 1

JOB DESCRIPTION

Organization
Name: _____

Title of Job: _____

Date: _____

Prepared by: _____

Supervisor: _____

MAIN RESPONSIBILITIES:

(WHY THIS JOB EXISTS)

Describe in one or two sentences what this position is expected to accomplish for the organization

DUTIES:

List the work duties of this position in order of importance. Use action words to describe the task and include descriptions of how the tasks are to be done, if this is important.

PHYSICAL DEMANDS:

Describe any working conditions that may affect some individuals' ability to do the work. Some examples might be lifting, shift work, sight requirements, etc.

SKILLS:

List the knowledge, skills, and characteristics or aptitudes that are needed to do the job. Remember to consider basic essential skills such as communication, leadership, teamwork, etc. that may be needed.

EDUCATION AND EXPERIENCE:

Identify the education and experience that would be required to gain the skills listed above. If you include combinations of experience and training, you may broaden your pool of candidates. Remember to include any certifications that are required for the position.

TEMPLATE 2

JOB DESCRIPTION

Title of Job: _____

Department/Unit: _____

Immediate Supervisor: _____

Last Review Date: _____

JOB SUMMARY:

(Why does this role exist? – In one or two sentences).

JOB RESPONSIBILITIES:

(Please provide a brief description of responsibilities under each broad heading). e.g., under Activity A – you could indicate Communication and below that the different communications/related activities that the incumbent has responsibility for can be listed).

Activity A: (% of time)

-
-
-

Activity C: (% of time)

-
-
-

Activity B: (% of time)

-
-
-

Activity D: (% of time)

-
-
-

OTHER INFORMATION:

Number of direct reports and titles	
Number of indirect reports and titles:	
Budgetary responsibility (\$), if any:	

QUALIFICATIONS:

-

Approval:

Health Director: _____

Date: _____

TEMPLATE 3

JOB DESCRIPTION

Title of Job: _____

Department/Unit: _____

Location: _____

Last Review Date: _____

GENERAL JOB DESCRIPTION:

A job description is a written explanation that outlines the essential responsibilities and requirements for a vacant position. Job descriptions should be thorough, clear, and concise and include a brief introduction to the organization and its mission. Describe in one or two sentences.

DUTIES AND RESPONSIBILITIES:

A detailed list of duties and responsibilities of the job. Include professional practice, communication, administrative duties, and any other reasonable duties as defined by the organization.

REQUIRED QUALIFICATIONS FOR THE JOB:

Qualifications include the education, experience, skills, and personal qualities required. Examples of qualifications include a college diploma/ university degree, license, specific clinical training and/certification, a valid driver’s license, experience in working effectively with Indigenous people to provide culturally safe trauma informed care, criminal record check, and vulnerable sector check, child welfare information system check, excellent communication skills, attention to detail, commitment to diversity, dependability, and a positive attitude.

PREFERRED QUALIFICATIONS:

Preferred qualifications included any certification of advanced education or experience that would benefit the position. Examples of preferred qualifications include advanced wound care, foot care qualifications, and previous work experience.

WORKING CONDITIONS:

Working conditions refer to the location of the work. Examples of working conditions include the location of the community, travel requirements, ability to work independently)

PHYSICAL REQUIREMENTS:

Physical requirements of the job. An example of a physical requirement is the ability to lift 50 pounds.

EXAMPLE

JOB POSTING | PERSONAL SUPPORT WORKER/ HEALTH CARE AIDE

Position: Personal Support Worker/ Health Care Aide

Location: [Name of Community]

Job Type: Full-time

JOB DESCRIPTION:

[Name of Community] is seeking a dedicated and compassionate Personal Support Worker/ Health Care Aide to join our team. As a Personal Support Worker/ Health Care Aide, you will play a vital role in providing essential services and support to members of our community. This position involves working closely with individuals and families to address various social, emotional, and cultural needs.

KEY RESPONSIBILITIES:

- Provide culturally sensitive and wholistic support to community members in need.
- Conduct assessments to identify individual and family needs and develop personalized support plans.
- Offer guidance and resources related to health, education, housing, and social services.
- Foster positive relationships within the community and act as a liaison between community members and external agencies.
- Organize and participate in community events, workshops, and cultural activities.
- Maintain accurate records and documentation of all interactions and services provided.

QUALIFICATIONS:

- Valid Certificate as a Personal Support Worker/ Health Care Aide
- Knowledge and understanding of the [Name of Community] culture and traditions.
- Strong interpersonal and communication skills.
- Empathy and a genuine desire to help others.
- Experience in social work, counseling, or a related field is an asset.
- Familiarity with local resources and support services.
- Ability to work independently and as part of a team.

REQUIREMENTS:

- Current First Aid / CPR Certificate
- A valid driver's license and vehicle.
- Current immunization record (TB test completed within the past 12 months) is required upon hire
- Current vulnerable sector check screening is required upon hire
- Availability to workdays OR evenings; including weekends
- Able to work independently as well as part of a team, with excellent organizational skills to manage your schedule
- Well-developed interpersonal and client service skills, to effectively communicate with clients and to provide companionship to those who need it
- Effective problem-solving and conflict management skills
- Basic computer/smartphone skills would be an asset.
- This is a physically demanding position and requires hand, arm and shoulder dexterity, sensory ability, lifting to a maximum of approximately fifty-five (55) pounds, walking, climbing stairs, standing, bending, reaching, and frequent movement.

APPLICATION PROCESS:

Interested candidates are invited to submit their resume and a cover letter outlining their qualifications and reasons for applying to [Email Address or Mailing Address].

DEADLINE FOR APPLICATIONS: [INSERT APPLICATION DEADLINE]

[Name of Community] is an equal-opportunity employer and welcomes applications from individuals of all backgrounds and experiences. We thank all applicants for their interest, but only those selected for an interview will be contacted.

EXAMPLE

JOB POSTING | REGISTERED NURSE

Location: [Name of Community]

**Position
Type:** Full-time

**Application
Deadline:** [Insert Deadline]

JOB DESCRIPTION:

We are seeking a dedicated and compassionate Registered Nurse (RN) to join our healthcare team in [Name of Community]. As an RN, you will play a crucial role in providing quality healthcare services to members of the community. You will work collaboratively with the whole health care team.

Working as an RN in an Indigenous community is incredibly rewarding. By embracing cultural humility, building trust, and collaborating with the community, you can positively impact the health and well-being of the people you serve.

RESPONSIBILITIES:

Cultural Safety:

- Prioritize cultural competency by learning about the history, traditions, and values of the Indigenous community you'll be serving.
- Develop cultural sensitivity and humility to build trust with the community members and provide culturally appropriate care.

Community Engagement:

- Build strong relationships with community members and leaders to understand their healthcare needs and priorities.
- Collaborate with local healthcare providers and community organizations to enhance healthcare services.

Wholistic Care:

- Embrace a wholistic approach to healthcare that considers physical, mental, emotional, and spiritual well-being.
- Incorporate traditional healing practices and alternative therapies when appropriate and welcomed by the community.

Health Promotion and Education:

- Develop health promotion and education programs tailored to the community's specific needs.
- Empower community members to take an active role in managing their health and well-being.

Remote and Resource-Limited Settings:

- Be prepared to work in remote or isolated areas where access to healthcare resources may be limited.
- Adapt to challenges such as transportation barriers, limited medical facilities, and language barriers if applicable.

Chronic Disease Management:

- Many Indigenous communities face a higher prevalence of chronic diseases such as diabetes and obesity. Be prepared to provide education, management, and support for these conditions.

Emergency Response:

- Be ready to respond to health emergencies, including accidents, injuries, or natural disasters, and coordinate with local emergency services.

Cultural Safety:

- Create an environment of cultural safety by being aware of power dynamics, biases, and stereotypes that may affect healthcare interactions.

Continual Learning:

- Stay up to date with best healthcare practices, especially in Indigenous health, and engage in ongoing professional development and training.

REQUIREMENTS:

- Current registration with the College of Nurses of _____.
- Canadian Nurses Association (CNA) specialty certification an asset
- Enthusiasm and love of community care and passion for evidence-informed practice & excellence in care
- Gerontology competencies preferred
- Ability to be flexible and adaptable with excellent organizational skills
- Ability to take initiative and adaptable to rapidly changing demands
- Excellent interpersonal, communication (oral and written) and critical thinking skills
- Demonstrated skills working independently and in a team environment
- A demonstrated appreciation for Quality Improvement processes
- A current CPR certificate is required
- A valid driver's license and vehicle (travel required)
- Updated immunization records, clear criminal background check, and Vulnerable sector check are required upon hire.
- A willingness to attain required certifications.
- Availability to workdays, evenings, nights and every other weekend.
- Strong computer skills in MS Word, MS Excel, Email, etc.
- This is a physically demanding position and requires hand, arm and shoulder dexterity, sensory ability, lifting to a maximum of approximately fifty-five (55) pounds, walking, climbing stairs, standing, bending, reaching, and frequent movement

ABOUT US:

Brief description of community or organization

EXAMPLE

JOB POSTING | RPN

Location: [Name of Community]

Position Type: Full-time

Application Deadline: [Insert Deadline]

JOB DESCRIPTION:

1w`w

KEY RESPONSIBILITIES:

- **Patient Care:** Provide nursing care, assessment, and treatments to individuals in our community, including health promotion, disease prevention, and chronic disease management.
- **Cultural Sensitivity:** Respect and incorporate our Indigenous community's cultural values and traditions into the delivery of care.
- **Collaboration:** Work closely with other healthcare providers, including physicians, nurses, and support staff, to ensure a wholistic approach to healthcare.
- **Education:** Educate patients and their families about health conditions, treatment plans, and self-care.
- **Documentation:** Maintain accurate and up-to-date patient records and reports as required.
- **Medication Management:** Administer medications as prescribed and monitor for side effects.
- **Emergency Response:** Be prepared to respond to medical emergencies within the community.
- **Community Outreach:** Participate in community health initiatives and outreach programs.

QUALIFICATIONS:

- Current registration as an RPN with the [State/Province] College of Nurses and Midwives.
- Previous experience in community healthcare is an asset.
- Cultural competency and understanding of the unique healthcare needs of Indigenous communities.
- Strong communication and interpersonal skills.
- Ability to work independently and as part of a team.
- Current CPR and First Aid certification.
- A valid driver's license and vehicle.
- Current immunization record (TB test completed within the past 12 months) is required upon hire
- Current vulnerable sector check screening is required upon hire
- Availability to workdays OR evenings; including weekends
- Able to work independently as well as part of a team, with excellent organizational skills to manage your schedule
- Well-developed interpersonal and client service skills, to effectively communicate with clients and to provide companionship to those who need it
- Effective problem-solving and conflict management skills
- Basic computer/smartphone skills would be an asset.

BENEFITS:

- Competitive salary.
- Comprehensive benefits package.
- Opportunities for professional development and training.
- A supportive and culturally rich work environment.

HOW TO APPLY:

Interested candidates can submit their resume, cover letter, and references to [Email Address] or by mail to [Mailing Address]. Please include "RPN Application" in the subject line or on the envelope.

APPLICATION DEADLINE: [INSERT DEADLINE]

We thank all applicants for their interest in this position, but only those selected for an interview will be contacted. Indigenous candidates are strongly encouraged to apply.

[Name of Community] is an equal-opportunity employer. We celebrate diversity and are committed to creating an inclusive environment for all employees.

TEMPLATE 1

JOB POSTING

Title of Job: _____

Status: _____

Location: _____

Effective Date: _____

COMMUNITY INFORMATION:

POSITION SUMMARY:

RESPONSIBILITIES:

REQUIREMENTS:

WORKING CONDITIONS:

HOW TO APPLY:

TEMPLATE 2

JOB POSTING

Copy and paste the following job posting template into a new document and insert your own details. See the Job Posting Do's and Don'ts on the next page.

Title of Job: Personal Support Worker/ Health Care Aide

Location: [Location of Job]

ORGANIZATION:

{Name of Organization} provides {products or services the organization provides} to {describe your clients}. {Name of Organization} {explain why the organization is a good place to work}.

JOB DESCRIPTION:

Your main responsibilities will be {give a detailed overview of the responsibilities of the position}. On a day-to-day basis, you will be expected to {list the main tasks associated with the job}. To achieve this, you will be working {alone, as part of a team, as leader of a team, etc.}. Your work will enable the organization to {state why this job is important to the organization}.

REQUIREMENTS AND QUALIFICATIONS:

You will be a {explain the type of person you are looking for: e.g., motivated, good leader, self-starter, etc.}. You will have completed {educational requirements} and will have a minimum of {years} of experience in {type of work}. You will have demonstrated strong skills in {name skills, e.g. time management, organization skills, leadership, communications skills} and will be {note any special requirements that the person will need to meet; for example, willing to travel, available for weekend and evening work, available on short notice, able to lift 50 pounds, etc.}.

HOW TO APPLY:

Applications may be submitted by {mail, e-mail, fax, etc.} no later than {Deadline for Applications} to:

{Competition Number: if applicable}

{Organization Name}

{Mailing Address}

{Telephone Number}

{Fax Number}

{E-mail Address:}

{Website Address:}

Attention: {person or position, if applicable}

KEYWORDS:

If this information is being prepared for use in an Internet posting, be sure to include keywords for searching. For example, you would list the keywords in the position title (and any alternatives that might be used for similar positions). You would also list keywords from your education requirements, certifications, and essential duties. Job seekers use these words to find positions suited to their skills, abilities, and qualifications.

JOB POSTING DO'S AND DON'TS

Please keep in mind the list below when posting a job.

DO's	DON'Ts
Use one simple headline that is relevant and clear	Don't use fancy graphics, layouts or fonts
Use simple fonts (such as Arial, Times New Roman, Courier, etc.) in 10,11-, or 12-point size	Don't use capital letters or italics
Use easy to read, simple language that the reader is likely to use and leave space around the text so it's easy to read	Don't use jargon or too-technical language
Use short, to-the-point sentences and small paragraphs	Don't use too many words
Stress what's unique about the organization or the position, and try to incorporate something new into your posting	Don't use boring descriptions
Get the reader involved in the position by using "you", "your" etc. Emphasize the person	Don't put too much emphasis on the job
If using print media, try to get your ad placed in the top right-hand corner. Next best is somewhere else on the right	Don't waste money on huge ads
Be credible in your description of the job and the organization. Describe the main points well	Don't oversell or undersell the organization or the position
Develop a <u>job description</u> to get a better understanding of the job	

EXAMPLE

MANDATORY EMPLOYEE REQUIREMENTS

The requirements outlined in this document are mandated to comply with legislation and to mitigate organizational risk.

Employees must comply with the requirements of the role, to be/remain employed at _____.

Failure to comply will result in termination.

Fundamental Requirements		Nursing	HCA/PSW/ UCP	Therapies	Direct Care Leaders
Criminal Background Check	On-Hire	X	X	X	X
Vulnerable Sector Check	On-Hire	X	X	X	X
Driving Licence/Valis Insurance	On-Hire	X	X	X	X
If driving required for the role		X	X	X	X
Immunization/Immunity	On-Hire	X	X	X	X
Mask Fit Testing	Orientation	X	X	X	X
CPR	Valid On-Hire	X	X		X
First Aid	Valid On-Hire	X	X		X

Fundamental Education Requirements		Nursing	HCA/PSW/ UCP	Therapies	Direct Care Leaders
Privacy and Confidentiality	Orientation	X	X	X	X
Information Security and Awareness	Orientation	X	X	X	X
Violence in the Workplace	Orientation	X	X	X	X
WHMIS	Orientation	X	X	X	X
Sharps Safety	Orientation	X	X	X	X
Infection Prevention and Control	Orientation	X	X	X	X
Food Safety Basics	Orientation		X		

TEMPLATE

NEW HIRE CHECKLIST

The new hire checklist is your guide to getting a new employee hired and off to a great start. The list leads you through the steps to bring a new person on board and through the critical first three months. Modify it as necessary to reflect your organization's circumstances and hiring practices.

NEW HIRE CHECKLIST

HOW TO ONBOARD AN EMPLOYEE

- Review employment standards legislation in your province or territory for minimum wage and rules for vacation pay, work hours, breaks and overtime pay.
- Get your job candidate to sign a letter of offer, conditional upon successful results of background checks and other evaluations such as medical exams, if applicable.
- Complete a background check.
- Build an employee file with the following:
 - employee's resume
 - letter of offer of employment, signed by both parties
 - completed income tax forms
 - acknowledgment of receipt of the employee manual
 - a void cheque
 - employment contract or payroll sheet
 - records of background/reference checks
- Put the employee on the payroll in your accounting software, which will make source deductions for income tax, Canada or Quebec Pension Plan contributions and Employment Insurance premiums.
- Contact the employee during the week before their starting date to welcome them to the organization and review job basics such as work hours, dress code and employee parking. [It is a good practice to have an employee manual that explains working conditions, expectations, policies and procedures. The employee should sign an acknowledgment that they have read the manual.]
- Announce the new hire to your staff, giving information about the person and describing what they will do, as necessary.
- Prepare the employee's workspace, including any tools, equipment and other necessary or valuable items.
- Assign a supervisor and an experienced employee to help and mentor the new employee.
- Schedule training.
- Discuss expectations for the new employee with the supervisor or mentor.
- Create an email account, assign a phone number and prepare any other needed accounts.
- Get a security pass and set up a computer with the required software.
- Consider scheduling a meeting with a support person on the first day to ensure the new employee gets up and running on computers and other technology or equipment.

FIRST DAY

- Greet the employee at reception.
- Accompany employee to their desk/workstation.
- Ensure all equipment is working.
- Give employees access to any required tools, accounts, or keys.
- Introduce the new employee to colleagues/managers/mentors.
- Tour the department, pointing out common areas such as the lunchroom, bathrooms, supplies storage, employee parking, etc.
- Meet with the employee to:
 - review organization policies, probationary period, compensation, benefits and work schedule
 - explain the organization's vision and mission
 - discuss the job in detail, explaining your expectations and predicted workflow
 - answer any questions and ask the employee about their expectations
 - invite the employee to a welcoming lunch
 - begin scheduled training/job coaching

FIRST WEEK

- Touch base regularly to ensure the employee is settling in.
- Give first assignments, setting clear goals for the first month.
- Meet to review the first few days, answer questions and respond to concerns.
- Ensure there are no equipment issues or other difficulties.

FIRST MONTH

- Meet once a week to address any concerns and provide constructive feedback and advice.
- Review assignments and projects.
- Ensure pay is received and there are no other paperwork or equipment issues.
- Ensure training is on track.

THREE MONTHS

- Meet to review performance and give constructive feedback.
- Ask for feedback from the employee and respond to concerns.
- Set performance objectives for the remainder of the year.

TEMPLATE

NURSING ORIENTATION LEARNING PLAN & PROBATIONARY PERFORMANCE REVIEW

Name: _____

DESCRIPTION/GUIDELINES:

The Orientation Learning Plan & Probationary Performance Review is to be completed by all new employees. Your probationary period lasts __ months. It is expected that you will meet the expected competencies throughout this period. The Learning Plan (LP) guides the new employee in understanding the expectations of Community Name and documents the orientation process received by new employees. It is intended to assist with the individualization of your orientation.

The purpose of this document is to assist the new employee and Nurse Manager in providing a comprehensive and consistent orientation. It is intended to provide a foundation for home care practice and promote high Clinical Practice standards. Individual nurses are responsible for identifying their practice parameters following Community Name policies and procedures, professional codes, professional practice standards, and their own competency.

The specific learning activities provide varied opportunities to help the new Nurse demonstrate the expected competencies. This tool will ensure that the orientation of new nurses to Community Name is consistent, comprehensive and personalized.

RESPONSIBILITY OF THE NEW EMPLOYEE:

- Bring LP to all clinical experiences
- Review LP before orientation begins and identify learning needs
- Collaborate with preceptor to develop individualized orientation
- Communicates with preceptor to document completion of competencies as learning experiences occur
- Communicate with preceptor frequently to ensure learning needs are met
- Works with Preceptor and Supervisor to complete the LP
- Bring LP to meetings with Supervisor and review the progress

RESPONSIBILITY OF THE MENTOR:

- Provides a safe and positive learning environment
- Introduces the new employee to their new role and responsibilities
- Reviews LP as well as discusses learning needs of the new employee
- Develops an orientation plan in collaboration with the new employee to meet their learning needs and program-specific competencies
- Assists the new employee to understand/learning competency the if learning option is not available and where to find resources

- Communicates with new employee frequently to ensure learning needs are met
- Evaluates performance and provides feedback for improvement
- Provides ongoing support and encouragement as new employee transitions into the new role

RESPONSIBILITIES OF THE NURSE SUPERVISOR:

- Schedule regular meetings with the new employee to review progress 30, 60 and 75 Days
- Probationary Meeting scheduled
- Ensure the new employee has completed the Learning Plan
- Ensures the new hires have access to the tools and resources to meet learning needs

**Please note that the objectives in this pathway are intended as the core knowledge for entry level visiting nursing practice at Community Name. You will also be required to complete a competency assessment for specific nursing skills you will practice in the community.*

WEEK 1

GOAL: THE ORIENTATION LEARNING PLAN HAS BEEN REVIEWED BY THE MANAGER/DESIGNATE, THE NEW EMPLOYEE AND THE PRECEPTOR.

New employee Name:

A plan has been developed to assist the new employee in meeting the remaining applicable outcomes (Please document plan below)

Outstanding Competencies	Learning plan to meet competency	Goal Date

Employee Signature: _____

Date: _____

Preceptor Signature: _____

Date: _____

Nursing Managers Signature: _____

Date: _____

Human Resources/Payroll/Operations/Technology		
Expected Competencies:	<ul style="list-style-type: none"> • Knowledge of HR and how they can help you • Able to explain how and when you get paid; report sick and vacation time • Understand where to access policies and procedures • Understanding of what proactive risk management involves • Understands how to respond to ethical dilemmas • Able to articulate Community Name privacy policy • Articulates the mission/vision/values of SE • To understand and recognize signs of abuse of a client or resident by staff 	
Action Plan:	Activities to reach your goal	Date Completed
Occupational Health and Safety		
Expected Competencies:	<ul style="list-style-type: none"> • Applies knowledge of Community Name Health and Safety Policy • Knowledge of Community Name Dress Code including proper footwear, uniform, Community Name Photo ID via My Badge on Mobile device/*Physical Badge for some situations • Articulates the function of the Joint Health and Safety Committee • Describes roles, rights and responsibilities related to Health and Safety • Conducts independent visits in a safe manner, and understands where / how to access support as needed • Completes mandatory Health and Safety training 	
Action Plan:	Activities to reach your goal	Date Completed
	<ul style="list-style-type: none"> • In class Corporate Orientation-Day 1 - Online compliance modules <ul style="list-style-type: none"> ◦ WHIMIS 	
Business Applications/Technology		
Expected Competencies:	<ul style="list-style-type: none"> • Able to use telecommunications applications • Demonstrate use of devices and associated electronic documentation • Able to understand and complete expected same day visit verification activities 	

Action Plan:	Activities to reach your goal	Date Completed

Topic:	Infection Control
Expected Competencies:	<ul style="list-style-type: none"> • Able to define and describe “routine practices and additional precautions” • Knowledge of appropriate selection and use of Personal Protective Equipment (PPE) • Describes how infection is spread • Identify and practice strategies to reduce spread of infection • Demonstrates knowledge of Safe handling, use and disposal of sharps

Topic:	Infection Control
	<ul style="list-style-type: none"> • Successfully completes IPAC (Infection Prevention and Control) training • Mask Fit testing completed • Demonstrate proper hand washing and adherence to infection control guidelines during client visits • Knowledge of employee self-screening completion daily • Describe precautions to prevent the spread of infection, including acute respiratory infections, such as influenza and COVID-19

Action Plan:	Activities to reach your goal	Date Completed
	<ul style="list-style-type: none"> • In class Orientation – mask fit testing and IPAC training • Hand hygiene self-assessment • IPAC competency assessment, including donning and doffing 	

Topic:	Professionalism and Evidence Informed Practice
Expected Competencies:	<ul style="list-style-type: none"> • Demonstrates professional behavior in interactions with clients and other members of the health care team • Knowledge of and begins to utilize relevant policies and procedures and evidence-based documentation tools in practice • Demonstrates professional judgment to interpret the evidence for each client situation considering cultural safety, trauma-informed care, clinical state, client preferences, and availability of resources, research evidence and clinical expertise

Action Plan:	Activities to reach your goal	Date Completed

Topic:	Client Capacity Assessment
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Expected Competencies:	<ul style="list-style-type: none"> • Able to explain and demonstrate how to assess the client’s capacity to give consent • Able to explain how to identify a substitute decision maker • Obtains and documents client consent prior to initiating treatment or treatment plan • Verifies that previously acquired consent is still valid prior to the delivery of treatment during each regular visit • Review with clients their rights and responsibilities
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Action Plan:	Activities to reach your goal	Date Completed

Topic:	Documentation
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Expected Competencies:	<ul style="list-style-type: none"> • Documents clearly, concisely, legibly, accurately and timely • Demonstrates correct use of all chart forms according Community name Documentation Standards • Evidence of health teaching/self -care and management education • Evidence of Client/Caregivers involved in care planning/decision making • Evidence of preparing/planning for discharge • Able to thin charts according to procedure, safely store charts in client’s home, transport forms and charts of discharged clients • Knowledgeable of both written chart documents as well as electronic documentation procedures • Articulates Community name expectations surrounding the admission visit, ongoing visits and plan of care
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Action Plan:	Activities to reach your goal	Date Completed

Topic:	Medication Administration and Safe Medication Practices	
Expected Competencies:	<ul style="list-style-type: none"> • Understand nursing responsibilities • Understand principles of Pharmacology • Understand Community name Independent Double-Check expectations • Understand Community name expectations associated with Medication Error reporting • Describe and demonstrate how to appropriately obtain and transcribe a Physician's medication order • Demonstrate accurate medication calculation • Describe supplies and equipment commonly associated with medication administration • Assess senior medication safety • Administer a SC injection • Administer an IM injection • Demonstrate appropriate parenteral medication preparation • Demonstrate an understanding of medication administration principles and expectations • Describe practice and safety considerations associated with medication administrations • Demonstrates knowledge of Community name procedure for management of anaphylaxis and use of epi-kits • Accurately completes a medication reconciliation 	
Action Plan:	Activities to reach your goal	Date Completed
Topic:	Infusion Therapy (if applicable)	
Expected Competencies:	<ul style="list-style-type: none"> • Understand the principles of infusion therapy • Describe indications and potential goals of Infusion Therapy • Understand Infusion fluid principles and implications associated with device selection • Correctly perform drip calculation rates • Knowledge and understanding the indications and advantages for using a PICC • Explain relevant PICC assessment, procedures and complications • Describe the various types and components of a PVAD and SC needle set • Explain relevant PVAD assessment • Describe and demonstrate routine care of the PVAD and SC needle sites • Understand the most common complications and interventions required • Describe Safety Best Practices • Describe relevant client education • Understand evaluation components of providing peripheral intravenous infusion • Describe documentation requirements 	

Action Plan:	Activities to reach your goal	Date Completed
Topic:	Infusion Therapy	
	<ul style="list-style-type: none"> a. Administer medications via a PICC b. Flush a PICC c. Change a PICC dressing d. Change a PICC injection cap or extension tubing e. Perform troubleshooting and problem-solving related to adverse signs/symptoms and potential complications f. PICC Removal <p>3. Infusion Devices (RN Only)</p> <ul style="list-style-type: none"> a. Manage IV tubing and supplies specific to the ambulatory infusion device b. Assess existing program on the ambulatory infusion device c. Program an intermittent ambulatory infusion device d. Program a continuous ambulatory infusion device e. Troubleshoot infusion device alarms f. Provide client education 	
Topic:	Wound Care	
	<ul style="list-style-type: none"> 1. Cleaning and irrigation; Measurement 2. Dressing Application 3. Packing 4. Wound Infection/Taking a wound swab for C+S <ul style="list-style-type: none"> • Understanding and selecting dressings • Documentation • Braden Scale • Knowledge of wound etiology, assessment & prevention • Able to identify the elements involved in a clinical assessment of the lower limbs • Self-management/Shared Care • Intra/Interprofessional wound care/Ifun2/communication & teamwork • Nutrition for healing • Utilization of visits & supplies 	
Action Plan:	Activities to reach your goal	Date Completed

Topic:	Palliative Care	
Expected Competencies:	<ul style="list-style-type: none"> • Use of the PPS (Palliative Performance Scale) tool • Use of the ESAS (Edmonton Symptom Assessment Scale) tool • How to conduct a comprehensive assessment tool • Use of SBAR tool to communicate to team members • How to initiate/use Symptom relief kit (SRK) guidelines • Preloading medication process (label, how many etc.) • Planning for an expected death in the home and EDITH documentation protocol • When and how to consult other members of the care team <ul style="list-style-type: none"> ◦ Community Palliative care physicians • Engaging clients and families in the care plan • When to call the MD and what to say • Community Name's MAID practice • Safe disposal of medications after the death using Safe Disposal form • Bereavement visits after a client die • Bereavement support for colleagues 	
Action Plan:	Activities to reach your goal	Date Completed
Topic:	Indwelling Urinary Catheter Insertion & Removal	
Expected Competencies:	<ul style="list-style-type: none"> • Understand the rationale for indwelling catheterization • Articulates the differences between various types of catheters, and rationale for use • Articulates the risks associated with insertion of an indwelling catheter, and how to mitigate those risks • Articulates the process required to ensure that the balloon is fully within the urinary bladder prior to inflation • Articulates the actions required when problems are encountered during insertion of indwelling catheter • Demonstrates competency inserting an indwelling catheter (male) using sterile technique • Demonstrate competency removing an indwelling catheter • Articulates the possible risks associated with removing an indwelling catheter • Articulates the required process if difficulty experienced removing an indwelling urinary catheter • Understands documentation requirements when performing insertion of indwelling catheter 	

Action Plan:	Activities to reach your goal	Date Completed

Topic:	Mental Health
Expected Competencies:	<ul style="list-style-type: none"> • Includes mental health assessment in admission assessment of new client • Knowledgeable of completing suicide risk assessment • Knowledgeable of mental health resources available in the local community • Knowledge and implementation of Community Name policy and procedures and Best Practice Guidelines in the assessment of a clients with mental health concerns

Action Plan:	Activities to reach your goal	Date Completed

Topic:	Diabetes
Expected Competencies:	<ul style="list-style-type: none"> • Knowledgeable about diabetes including pathophysiology of Type 1 and 2; diagnostic criteria; nursing diagnoses; monitoring; hypo and hyperglycemia; medications; meal planning and exercise • Demonstrates knowledge and use of nursing process and standard diabetes care plans to plan and implement care • Verbalizes knowledge of resources and how to access these i.e., local Diabetes Education Centre; CRN; CDA website • Demonstrates use of home blood glucose monitor • Demonstrates how to use insulin pens • Demonstrates teaching client how to take insulin; check, prepare, inject and store insulin and preloaded syringes and insulin pens

Action Plan:	Activities to reach your goal	Date Completed

Topic:	Child and Family	
Expected Competencies:	<ul style="list-style-type: none"> • Recognizes and applies to practice the knowledge that each stage of development requires different assessment techniques and approaches • Communicates effectively with the child and family using techniques and/or strategies that are appropriate for age and developmental stage • Able to provide wholistic, family centered care recognizing that parents know their children best • Care focused on teaching patients and families about safety, normal growth and development, behavioral expectations, disease processes and outcomes of procedures 	
Action Plan:	Activities to reach your goal	Date Completed
Topic:	Seniors	
Expected Competencies:	<ul style="list-style-type: none"> • Recognizes and applies to practice the knowledge of Frailty Scale • Communicates effectively with the older client and family using techniques and/or strategies that are appropriate cognitive capacity • Able to provide wholistic, family centered care recognizing that caregivers may have important information about the older adult's condition and care • Care focused on teaching patients and families about safety, behavioral expectations, disease processes and outcomes of procedures 	
Action Plan:	Activities to reach your goal	Date Completed

Topic:	Therapeutic Relationships / Ethical Decision-Making Framework	
Expected Competencies:	<ul style="list-style-type: none"> • Describes and identifies the guidelines for developing effective therapeutic relationships with clients • Applies principles of therapeutic relationships with clients in practice • Describes indicators that are suggestive of moving beyond the therapeutic relationship • Able to define an ethical dilemma • Knowledge of Community Name procedure for managing ethical dilemmas and where to go for support 	
Action Plan:	Activities to reach your goal	Date Completed
Topic:	Virtual Care	Date Completed
Expected Competencies:	<ul style="list-style-type: none"> • Understand the concept and guiding principles of virtual care at Community Name • Understand and demonstrate how to effectively COVID screen staff and client • Articulate and apply the virtual care decision making tools in determining tele practice care delivery • Apply the 3 Factor Framework and Care Delivery Matrix in determining which client care needs can be supported through tele practice • Understand and implement the process for tele practice visits and associated guidelines • Demonstrate documentation best practices in recording client care delivery in a tele practice context. 	
Action Plan:	Activities to reach your goal	Date Completed

TEMPLATE

ONBOARDING CHECKLIST FOR NEW EMPLOYEES

BEFORE THE FIRST DAY

- Make sure you've prepared staff responsible for onboarding and training, laying out your expectations.
- Create an Orientation Guidebook or Employee Handbook.
- Determine and prioritize training needs for the job.
- Send a reminder email to the hiring and training managers. Outline what should be covered in the orientation.
- Let other staff know that a new employee is starting.
- Ensure the workstation and materials such as uniforms, safety equipment, IT, and software are ready for the first day.
- Send an email to the new hire to outline basic information that will make their first day more comfortable, like start time, who will greet them, location (if different from the interview site), parking information, whether there is a kitchen and fridge or local restaurants, and dress code.

ON THE FIRST DAY

- Give the new employee a warm welcome.
- Provide a copy of your Employee Handbook. Take time to discuss the organization's culture, values (what's important to you), vision, and mission
- Review important policies such as workplace safety and enforcement, security and emergency procedures, work start and end times, lunch hours and breaks, use of personal cell phones and iPods, and social media.
- Walk through the work facilities and show the new employee their workstation or site, common areas, safety equipment, break and washroom facilities, office supplies, and anything important.
- Introduce the new hire to their preceptor and peers. Ideally, partner them with a peer who can help answer questions.
- Complete the paperwork: TD1's for proper income tax, EI premiums, and CPP premiums deductions and payroll forms, including banking information if using direct deposit and benefit program signup if applicable.

BEYOND THE FIRST DAY

- Streamline and limit any administrative work.
- Provide preliminary training and set up a longer-term training plan.
- Share team and individual goals, priorities, and success criteria.
- Provide a safe mechanism for new employees to ask questions.
- Plan on having regular checkpoints for the first while.

TEMPLATE

PERFORMANCE REVIEW

ORGANIZATION NAME

Employee Performance Review

Employee Information					
Name:		Employee ID:			
Job Title:		Date:			
Department:		Manager:			
Review Period;					
Ratings					
Description	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Attendance/ Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

Ratings

Description	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
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Communication /Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments

Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments

Overall Rating
(average the rating numbers above)

Evaluation

Additional Comments

Goals
(as agreed upon by employee and manager)

Verification of Review

By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.

Employee Signature: _____ Date: _____

Manager Signature: _____ Date: _____

TEMPLATE 1

PERSONNEL RECORD

SAMPLE PERSONNEL FORM

Employers keep personnel records for various reasons:

- It is required by law.
- It allows them to track absence levels, staff turnover, sickness, accidents, lateness, discipline etc., and take appropriate and timely action
- It ensures that workers receive their correct pay, holidays, pension and other entitlements and benefits.
- It can help monitor fair and consistent treatment of staff, for example, with promotion and discipline;
- It can help plan and track employee development.
- It can provide a defence for the employer if legal issues arise.

EMPLOYEE INFORMATION:

Employee Name						
Mailing Address:						
E-Mail:						
Telephone Numbers:	W:		H:		C:	
Social Insurance Number:				Date of Birth:		
Emergency Contact:				Telephone #:		

EMPLOYMENT INFORMATION:

Employee Position:		ID#	
Employee Type:		Hrs. per Week:	
Supervisor:			
Employment Start Date:		Starting Wage/Salary:	
Salary/Wage Adjustment:		Date:	
Salary/Wage Adjustment:		Date:	

EMPLOYMENT RECORD:

Date	Position	Rate	Supervisor	Comments

LEAVE INFORMATION:

Type of Leave	Start Date	Finish Date	Comments

TRAINING INFORMATION:

Date	Training or Seminar	Length of Event	Cost

For further recommendations on documents to include in personnel files, click on:

TEMPLATE 2

PERSONNEL RECORD

EMPLOYEE INFORMATION

Name			Preferred First Name:		
First:		Middle:		Last:	
Date of Birth:		Gender:		National ID #:	
Referral Source:					
Date of Application:					
Comments:					
Address Line 1:					
Address Line 2:					
City:		Province:		Postal Code:	
Phone #:			Email Address:		
Comments:					
Position:				Employee Classification:	
Regulatory Body/Region:				Rate of Pay:	
Compensation rate:				Comments:	
Emergency Contact					
Name:				Relationship to Employee:	
Address Line 1:					
Address Line 2:					
City:		Province:		Postal Code:	
Phone #:			Comments:		
HR Additional Information:					
Sign-on Bonus Amount:				Payment Date	
Comments:					

TEMPLATE

PRESCREEN QUESTIONNAIRE | NURSE

Name: _____

Date: _____

Position Applied: _____

full-time part-time

casual IC

Place of Residence

(town/city/postal): _____

Interviewed by: _____

Explanation of the Role (Choose one paragraph depending on the candidate's experience):

New Grad:

As an RN/RPN/LPN you will be attending to client's needs in the community health center, in their homes, or running community programs. Did you cover community nursing during your school program, or did you have a chance to do any placement in community nursing?

These roles require a high level of independence and problem-solving skills since you will be working alone most of the time. Flexibility and your vehicle are required to cover the geographic area that is assigned to you. We also provide ___ days of paid orientation. The orientation consists of in-class and field training with a preceptor.

Additional support is available to you if you feel you need more coaching before you start working independently. Special training is also provided on special cases/patients. This is a great way to learn and practice as a new grad.

This position requires lifting to about 25 kilograms/55 lbs., client transfers and positioning, frequent movements including bending, kneeling and crouching, and manual dexterity. Is there anything that would prevent you from being able to perform these essential job requirements?

Yes No

Are you legally eligible to work in Canada?

Yes No

Is it dependent upon a visa or work permit?

Yes No

If so, what is the expiration date or specific conditions attached to the permit?
When does it expire?

To be eligible to join our team, you need to be registered with your provincial professional organization (as applicable) and be a member in good standing.

Are you registered with the College of Nurses in _____?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Registration #		Restrictions:
Confirmed on website		Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you have a valid driver’s license and your own reliable vehicle to be used for working in the community?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you comfortable with evening/winter driving?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Where are you comfortable with driving to?		
As part of the hiring process, you are required to pass a Criminal Record check successfully, are you willing to do that?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Please advise if you have been convicted of an offense for which a pardon has not been granted.		Yes <input type="checkbox"/> No <input type="checkbox"/>
Have you recently been charged with any offense where neither a conviction nor acquittal has yet been established?		Yes <input type="checkbox"/> No <input type="checkbox"/>
As part of the hiring process, you must pass a vulnerable sector check. Are you willing to apply for one		Yes <input type="checkbox"/> No <input type="checkbox"/>
An original VSC that is clear and has been completed within the last ___months is acceptable. Do you have a recent one?		Yes <input type="checkbox"/> No <input type="checkbox"/>
We require 2 business references, 1 from a recent manager or supervisor and one from a co-worker. Will you be able to provide this to us?		Yes <input type="checkbox"/> No <input type="checkbox"/>
_____ will require proof of updated vaccinations on your first day of employment– are you willing to do that?		Yes <input type="checkbox"/> No <input type="checkbox"/>

Please confirm you have proof of updated vaccinations for:

(If any questions regarding results please speak with your leader)

A historical 2 step TB skin test	Yes <input type="checkbox"/> No <input type="checkbox"/>	A negative TB test result from within 1 year	Yes <input type="checkbox"/> No <input type="checkbox"/>
Measles, Mumps, Rubella (MMR)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Two Doses of Varicella Vaccine or Serology Immune Status	Yes <input type="checkbox"/> No <input type="checkbox"/>
Tetanus (TDAP) within 10 years	Yes <input type="checkbox"/> No <input type="checkbox"/>	Hepatitis B (recommended)	Yes <input type="checkbox"/> No <input type="checkbox"/>
If incomplete, are you willing to have missing requirements updated?		Yes <input type="checkbox"/> No <input type="checkbox"/>	

Please confirm that you are fully vaccinated with 2 COVID vaccines **Yes** **No**

A 3rd Dose of COVID 19 is required to work in LTC. Do you have your 3rd dose **Yes** **No**

(This is required for LTC only at this time. Please ask all candidates in case the business need change)

If never completed covid vaccine, are you willing to get it? **Yes** **No**

Do you have a medical exemption that allows you not to receive the vaccine (please note that this can't be from a family doctor, must be from a specialist like Cardiologist or allergist) **Yes** **No**

Do you have a current CPR level C, BLS, HCP or ALS certificate? **Yes** **No**

Accepted Courses

Requirment	Accepted	Not Accepted	Recertification Frequency
CPR	<ul style="list-style-type: none">• CPR - Level C• Basic Life Support (BLS)• CPR - HCP• Advanced Life Support (ALS)	<ul style="list-style-type: none">• CPR - Level A• CPR - Level B	<ul style="list-style-type: none">• Frequency will depend on the course taken.• Certification expiry is shared at the time of training
First Aid	<ul style="list-style-type: none">• Standard First Aid	<ul style="list-style-type: none">• Basic First Aid• Emergency First Aid	

How did you hear about the position (where did you see the role posted/full name of who referred you)?

Do you have any friends or relatives working with _____? **Yes** **No**

Have you ever worked for or completed any placements with us before? **Yes** **No**

If yes, did you have a different surname?

Are you currently interviewing with any other companies? **Yes** **No**

What stage of the hiring process are you at (seeking to understand if at the offer stage and if they are interested in moving forward with this process or would like to wait until they have a decision from other interviews)?

If you were a successful candidate, would you be able to attend ____ days of orientation, and training, in class and in the field with a preceptor?

Yes No

If you were selected to join _____, how many weeks' notice will you require before you can start?

Do you have any planned vacations coming up?

1. **Are you currently employed** (If no, continue to question 5)

Full Time Part Time Casual

2. **How many hours per week do you work on average in your present job?** _____

3. **Do you receive your schedule in advance, if so, how far in advance?** _____

4. **Please tell me about your availability for _____.** Are you available for

Evenings Yes No

Days Yes No

Over Nights Yes No

Every Other Weekend Yes No

Split Shifts (Mornings and Evenings) Yes No

5. **Total number of hours available to work per week**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Days							
Evenings							
Nights							

What days are you available to work?

Are you comfortable using MS Office products?

Yes No

How would you rate your skills – 10 being a professional user

Benefit Details:

- Competitive wages - based on years of experience – (discuss after determining candidate's expectations)
- Benefits Plan - Vision, Drug, and Dental coverage: eligible after 3 months (if eligibility criteria is met)
- Pension Plan
- Mileage (___ cents/km)

Based on what you heard are you still interested in the role?

Yes No

If no – wrap up the interview, thank the applicant.

REVIEW RESUME – Take me through your last three roles, starting with the most recent.

Review more if necessary to understand habits for each role ask

1. What were the employment dates?
 - a. Jan of 2022 to current is very different than Dec 2022 to current
2. The reason for leaving or wanting to leave the positions?
 - a. Are there concerning patterns/habits?
3. What were the main responsibilities?
 - a. Ask them not to copy and paste their resume. You want to hear from them what they were mainly doing, not what is written in the resume.

Explore any gaps in employment or concerning patterns. Review additional employment to understand concerns better, if necessary.

If there are no red flags, then go on to the behavioural questions:

Example

Plan B Homecare - RN - Jan 2020 - current - Hours are very sporadic, not getting enough hours

- Visited clients in their homes
- Worked with family members to support client care plan
- Saw a lot of cardiac and diabetic clients, wound and trash care

Before we proceed, can I just clarify your salary expectations?	
May I ask what you are currently earning?	
Enter years of experience and rate offered.	

(ENTER SALARY GRID FOR YOUR community or organization)

1. At _____, we have opportunities for employees to be involved in work-related projects or committees. Have you had any involvement in work-related committees or organizations?

2. Why are you interested in this opportunity and providing care in the community?

2. Why are you interested in this opportunity and providing care in the community?

3. Briefly describe the type of client conditions you have experience caring for and the type of care/procedures you have provided. If New Grad: Briefly describe your placements and the types of skills you acquired in caring for patients.

4. Describe to me your understanding of delivering wholistic care and what it means to you. Provide me with an example of a time when you felt you demonstrated wholistic care?

What to look for – wholistic Life Care Standard

collaborative care planning, including partnering with family, caregiver, interdisciplinary team, and client mental and physical well-being. Treating the person, not just the condition.

(A wholistic approach means providing support that looks at the whole person. The support should consider their physical, emotional, social, and spiritual well-being)

5. Describe when you reviewed your client's care plan with your client and family member, and they did not agree or understand it. What did you do?

What to look for – Optimize Health Outcome Standards

Communicates effectively and compassionately using a person and family-centred approach with all members of the care team, uses different communication strategies, and takes a culturally relevant approach.

6. Continuous learning is a core component of a regulated healthcare provider. Can you tell me how you incorporate an ongoing learning approach into your practice?

What to look for – Practice Ownership Standard

What to look for: Engaging in continuous quality improvement, actively learning about new treatments and conditions, asking colleagues about unfamiliar care activities, and learning about new practices (such as technology) to deliver care to patients.

7. Tell us about a time when you encouraged your client to participate in their care actively to achieve their healthcare outcomes

What to look for – Empower Clients as Partners Standard

Promotes client's confidence to self-manage and meet life care needs. Recognizes the client's and caregiver's ability to manage their care needs (lives alone, comorbidities). Coaches clients on how they can improve and maintain quality of life (health promotion and teaching)

Share with them the next orientation dates, should they be selected for the stage:

Thank you for answering all of my questions; at this point, I'd like to move you to the next stage of the process, which is to come in for a face-to-face interview with a hiring Supervisor. (Give them the date, location, name of the supervisor they will be meeting with, etc.)

Meeting with candidates is an important part of a supervisor's role; however, it does take them away from their clinical and supervisory tasks. So, we hope you will attend on the date and time we have arranged; however, if anything comes up that prevents you from attending the interview with NAME OF SUPERVISOR, please don't hesitate to **call me or email me in advance** so I can either reschedule or cancel the interview. Providing us with adequate notice that you can't attend an interview will go in your favour as we expect this type of courtesy will also be extended to our clients. This will also give (NAME OF SUPERVISOR) an opportunity to use that time to interview other candidates.

Proceed or decline; thank the candidate for their time.

Comments from Recruiter to Supervisor

TEMPLATE

PRESCREEN QUESTIONNAIRE | PSW/HCA

Name: _____

Date: _____

Position Applied: _____

full-time part-time

casual IC

Place of Residence

(town/city/postal): _____

Interviewed by: _____

Explanation of the Role

We treat each person with dignity and love, like our own family; we build empathy; and we do the right thing. We are always inspired to make a difference. As a member of the Personal Support team, you'll be assisting clients with activities of daily living and light housekeeping in their homes. If you are coming from a LTC facility, you'll notice that you'll be able to have a more personal relationship with your client since you'll spend more time with them in their home, and your attention will be undivided. This role requires a high level of independence and problem-solving skills since you'll be working alone most of the time. You must have a reliable vehicle to travel and cover the geographical area that is assigned to you. ____ days of paid orientation are provided. The orientation consists of an in-person learning portion as well as field training with a preceptor. We are a great place to work, and we hope you'll join our team

If new Grad: Additional support is available to you if you feel you need more coaching before starting work on your own. Special training is also provided on special cases/patients. Did you cover community visits during your school program, or did you have a chance to do any placement out in the community?

1. This position requires lifting to a maximum of approximately 25 kilograms/55 lbs., client transfers and positioning, frequent movements including bending, kneeling and crouching as well as manual dexterity. Is there anything that would prevent you from being able to perform these essential job requirements? **Yes** **No**

Are you legally eligible to work in Canada? **Yes** **No**

Is it dependent upon a visa or work permit? **Yes** **No**

If so, what is the expiration date or specific conditions attached to the permit?
When does it expire?

2. Please indicate which certificate you hold:

PSW (Mandatory) HS II HCA DSW HS III Other (Please specify)

Do you have a valid driver's license and your own reliable vehicle to be used for working in the community? **Yes** **No**

Are you comfortable with evening/winter driving? **Yes** **No**

Where are you comfortable with driving to?

As part of the hiring process, you will be required to successfully pass a Criminal Record check, are willing to do that? **Yes** **No**

Please advise if you have been convicted of an offense for which a pardon has not been granted. **Yes** **No**

Have you recently been charged with any offense where neither a conviction nor acquittal has yet been established? **Yes** **No**

_____ requires a vulnerable sector check. Are you willing to apply for one **Yes** **No**

An original VSC that is clear and has been completed within the last 12 months is acceptable. Do you have a recent one? **Yes** **No**

_____ requires a Child Welfare Information System Check. Are you willing to apply for one? **Yes** **No**

We require 2 business references, 1 from a recent manager or supervisor and one from a co-worker. Will you be able to provide this to us? **Yes** **No**

_____ will require proof of updated vaccinations on your first day of employment- are you willing to do that? **Yes** **No**

Please confirm you have proof of updated vaccinations for:

(If any questions regarding results please speak with your leader)

A historical 2 step TB skin test	Yes <input type="checkbox"/> No <input type="checkbox"/>	A negative TB test result from within 1 year	Yes <input type="checkbox"/> No <input type="checkbox"/>
Measles, Mumps, Rubella (MMR)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Two Doses of Varicella Vaccine or Serology Immune Status	Yes <input type="checkbox"/> No <input type="checkbox"/>
Tetanus (TDAP) within 10 years	Yes <input type="checkbox"/> No <input type="checkbox"/>	Hepatitis B (recommended)	Yes <input type="checkbox"/> No <input type="checkbox"/>
If incomplete, are you willing to have missing requirements updated?			Yes <input type="checkbox"/> No <input type="checkbox"/>
Please confirm that you are fully vaccinated with 2 COVID vaccines			Yes <input type="checkbox"/> No <input type="checkbox"/>
A 3rd Dose of COVID 19 is required to work in LTC. Do you have your 3rd dose			Yes <input type="checkbox"/> No <input type="checkbox"/>
(This is required for LTC only at this time. Please ask all candidates in case the business need change)			
If never completed covid vaccine, are you willing to get it?			Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you have a medical exemption that allows you not to receive the vaccine (please note that this can't be from a family doctor, must be from a specialist like Cardiologist or allergist)			Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you have a current CPR Certificate (see below for valid certificates accepted)			Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you have a current First Aid Certificate (see below for valid certificates accepted)?			Yes <input type="checkbox"/> No <input type="checkbox"/>

Accepted Courses

Requirment	Accepted	Not Accepted	Recertification Frequency
CPR	<ul style="list-style-type: none"> • CPR - Level C • Basic Life Support (BLS) • CPR - HCP • Advanced Life Support (ALS) 	<ul style="list-style-type: none"> • CPR - Level A • CPR - Level B 	<ul style="list-style-type: none"> • Frequency will depend on the course taken. • Certification expiry is shared at the time of training
First Aid	<ul style="list-style-type: none"> • Standard First Aid 	<ul style="list-style-type: none"> • Basic First Aid • Emergency First Aid 	

How did you hear about the position (where did you see the role posted/full name of who referred you)?	
Do you have any friends or relatives working with _____?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Have you ever worked for or completed any placements with us before?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, did you have a different surname?	
Are you currently interviewing with any other companies?	Yes <input type="checkbox"/> No <input type="checkbox"/>
What stage of the hiring process are you at (seeking to understand if at the offer stage and if they are interested in moving forward with this process or would like to wait until they have a decision from other interviews)?	
If you were a successful candidate, would you be able to attend _____ days of orientation, and training, in class and in the field with a preceptor?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If you were selected to join _____, how many weeks' notice will you require before you can start?	
Do you have any planned vacations coming up?	

1. **Are you currently employed** (If no, continue to question 5)
 Full Time Part Time Casual

2. **How many hours per week do you work on average in your present job?** _____

3. **Do you receive your schedule in advance, if so, how far in advance?** _____

4. **Please tell me about your availability for _____.** Are you available for

Evenings	Yes <input type="checkbox"/> No <input type="checkbox"/>
Days	Yes <input type="checkbox"/> No <input type="checkbox"/>
Over Nights	Yes <input type="checkbox"/> No <input type="checkbox"/>
Every Other Weekend	Yes <input type="checkbox"/> No <input type="checkbox"/>
Split Shifts (Mornings and Evenings)	Yes <input type="checkbox"/> No <input type="checkbox"/>

5. Total number of hours available to work per week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Days							
Evenings							
Nights							

6. Are you comfortable with using Microsoft Office products such as Word, Excel, Outlook and internet? From 1-10, 1 being the lowest and 10 being the highest please rate your skills in using, Word, Excel, Outlook and using the Internet (all separate)

Benefit Details:

- Competitive wages - based on years of experience – (discuss after determining candidate’s expectations)
- Benefits Plan - Vision, Drug, and Dental coverage: eligible after 3 months (if eligibility criteria is met)
- Pension Plan
- Mileage (___ cents/km)

Based on what you heard are you still interested in the role?

Yes No

If no – wrap up the interview, thank the applicant.

Notes for Supervisor:

JOB AID

PROBATIONARY PERIOD REVIEW

There are eight (7) critical areas for leaders to assess during the probationary period relating to an employee's overall performance. Review each area below to learn more information.

1. Demonstrates the Organization's values.

- Our Purpose:
 - Our Vision:
 - Our Mission:
 - Our Values:
-

2. Creates and supports a positive client experience.

- Person and Family Centred Care is not a task or something you do...it is an approach to care, but also an approach toward each other.

*Managers consider feedback from clients that has resulted in "do not send" in the probationary period.

3. Follows the organization's policies and procedures.

- Key policies all staff need to follow: Code of Conduct; Discrimination and Harassment; Privacy; Mobile Devices, E-mail, Internet Acceptable Use; Conflict of Interest.
-

4. Demonstrates skills and knowledge required for the position.

Managers- Refer to position job postings and job descriptions on file.

5. Completes mandatory education as directed.

- Cultural safety
 - WHMIS
-

6. Accepts coaching and feedback from leadership and peers.

- Display professionalism and courtesy in interactions with one another
 - Consistently display and maintain self-conduct and project a favourable image
 - Build relationships and emphasize teamwork with coworkers based on trust, honesty, sincerity, and mutual respect
 - Listen openly to concerns and suggestions
 - Encourage others to act accordingly
-

7. Maintains an acceptable level of attendance (reliability, dependability).

- Refer to Organization's Attendance Management Procedure.
 - Managers consider feedback from clients in the probationary period, as well as the refusals reported.
-

TEMPLATE 1

REFERENCES CHECK

Hi, my name is Your Name, and I am calling from Organization’s Name. Your name was provided as a reference for Candidate’s Name. Do you have a few minutes to answer some questions?

First, I will confirm some information, and then ask you some questions about their performance on the job.

Candidate name:		Date completed:	
Reference conducted by:		Location:	
Position applied for:			
Questions:			
Name of contact:			
Organization:			
Current position:			
Phone number:			
Did the applicant report to you?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Length of time you have known the applicant How long did you work with the applicant?			
Candidate Stated Information	Confirmed Information		
Job title at organization:		Job title at organization:	
Dates employed:		Dates employed:	
Reason for leaving:		Reason for leaving:	
Is the applicant eligible for rehire?	<input type="checkbox"/> Yes <input type="checkbox"/> No Reasons (if no):		
What were/are the major responsibilities of the individual?			

Describe the applicant's overall performance. I will be listing out different attributes, if you can please rank these from excellent, very good, average, or poor if applicable.

	Excellent	Very good	Average	Poor	Notes for Average or Poor
Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Work ethic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Flexibility/ Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ability to work independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assessment skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ability to prioritize	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Written communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Oral communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Listening communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

What feedback have you received from clients or mentors about their experience with the applicant?

Tell me about their problem-solving skills

What recommendations would you have for their skill development and career growth?

Is there any other information you would like to share with us that you haven't already commented on?

TEMPLATE 2

REFERENCES CHECK

Applicant name:		Reference Contacted:	
Position applied for:		Position with past organization:	
Date:		Past Employer:	
Reference check performer:		City and Province:	
Phone:		Phone:	

Introduce yourself (name, position, and organization). I would like to confirm some information provided to us by (applicant's name) who is applying for employment with our organization. I can call back so you have some time to gather the information, or you can call me back if you prefer.

1. What time frame was (applicant's name) employed at your organization?
2. What position did (applicant's name) hold and what type of work was it?
3. Can you comment on the following a. Attendance
b. Quality of Work
c. Willingness to Take and Meet Responsibility

d. Ability to meet deadlines and work in a stressful environment

4. How well does the {applicant's name} work in teams as well as individually?

5. When compared to others in similar roles, how would you rate the candidate's performance on a scale of 1 to 7, with one being low and 7 being high?

6. When compared to others in similar roles, how would you rate the candidate's attitude on a scale of 1 to 7, with one being low and 7 being high?

7. What were their particular strengths?

8. What areas did you feel needed improvement?

9. Why did {applicant's name} leave the organization?

10. Would you rehire him/her if you had the opportunity?

11. Is there anything else I should be aware of or you would like to add?

TEMPLATE

TRAINING AND DEVELOPMENT ASSESSMENT

Employee's Name:	
Employee's Start Date:	
Date of Assessment:	

TRAINING & DEVELOPMENT ASSESSMENT

Key Responsibilities Listed in Order of Importance	Status Today	Learning Type
Knowledge Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development
Skill Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development
Ability Needs: Comments:	<input type="checkbox"/> Meets Expectations <input type="checkbox"/> Needs to Learn	<input type="checkbox"/> Training Development

NEXT STEPS:

Next Assessment Date: _____

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

TEMPLATE

WAGE REVIEW

External Comparison I

Organization Name:		Contact Name:	
Industry:		Comparison Job Title:	
General Duties of the Job:			
Number of Same Positions:		Responsibility Comparison:	<input type="checkbox"/> Less Responsibility <input type="checkbox"/> Similar Responsibility <input type="checkbox"/> More Responsibility
Starting Rate of pay:		Method of Pay:	<input type="checkbox"/> Hourly Pay <input type="checkbox"/> Annual Salary <input type="checkbox"/> Commission <input type="checkbox"/> Other:
Pay at Full Performance:			

External Comparison II

Organization Name:		Contact Name:	
Industry:		Comparison Job Title:	
General Duties of the Job:			
Number of Same Positions:		Responsibility Comparison:	<input type="checkbox"/> Less Responsibility <input type="checkbox"/> Similar Responsibility <input type="checkbox"/> More Responsibility
Starting Rate of pay:		Method of Pay:	<input type="checkbox"/> Hourly Pay <input type="checkbox"/> Annual Salary <input type="checkbox"/> Commission <input type="checkbox"/> Other:
Pay at Full Performance:			

Internal Comparison I

Comparison Job Title:			
General Duties of the Job:			
Working Condition Comparison:	<input type="checkbox"/> Less Pleasant <input type="checkbox"/> Similar <input type="checkbox"/> More Pleasant	Responsibility Comparison:	<input type="checkbox"/> Less Responsibility <input type="checkbox"/> Similar Responsibility <input type="checkbox"/> More Responsibility
Learning Time to Full Productivity:	<input type="checkbox"/> Less Time <input type="checkbox"/> Similar Time <input type="checkbox"/> More Time	Work Output Requires:	<input type="checkbox"/> Less Effort <input type="checkbox"/> Similar Effort <input type="checkbox"/> More Effort
Starting Rate of pay:			Method of Pay:
Pay at Full Performance:			
			<input type="checkbox"/> Hourly Pay <input type="checkbox"/> Annual Salary <input type="checkbox"/> Commission <input type="checkbox"/> Other:

Internal Comparison II

Comparison Job Title:			
General Duties of the Job:			
Working Condition Comparison:	<input type="checkbox"/> Less Pleasant <input type="checkbox"/> Similar <input type="checkbox"/> More Pleasant	Responsibility Comparison:	<input type="checkbox"/> Less Responsibility <input type="checkbox"/> Similar Responsibility <input type="checkbox"/> More Responsibility
Learning Time to Full Productivity:	<input type="checkbox"/> Less Time <input type="checkbox"/> Similar Time <input type="checkbox"/> More Time	Work Output Requires:	<input type="checkbox"/> Less Effort <input type="checkbox"/> Similar Effort <input type="checkbox"/> More Effort
Starting Rate of pay:			Method of Pay:
Pay at Full Performance:			
			<input type="checkbox"/> Hourly Pay <input type="checkbox"/> Annual Salary <input type="checkbox"/> Commission <input type="checkbox"/> Other:

Target Starting Pay: _____

Date Completed: _____

Target Full Pay: _____

Research Completed by: _____



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