



Parkdale
Community
Health Centre

Parkdale Community Health Centre Access and Equity Policy

(Revised and approved May 27, 2014)

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1.0 Overview

The Community of Parkdale is a diverse community. Parkdale Community Health Centre (PCHC) is constantly engaged in the community both as an employer and as a provider of health care services.

PCHC is an employer of union and non-union staff who work full-time and part-time. In addition, PCHC carries out its various functions with the assistance of volunteers, and is governed by a volunteer Board of Directors.

Everyone at PCHC, including management, staff, clients, volunteers, Board members and associates of the organization, is responsible for creating and maintaining a discrimination-free environment. However, the onus falls on the Board of Directors for advancing policies and on the Executive Director and the management team for their implementation in the day-to-day operations and in the delivery of programs and services.

The Executive Director and the management team will be entrusted with upholding and implementing the policy to maintain a workplace that is free from oppression, discrimination and harassment. This policy applies within PCHC, at all satellite locations, and all PCHC related activities off-site.

2.0 Mission, Vision and Values

PCHC's mission statement is "Strong Community. Better Lives"

The vision of PCHC is that "All members of our diverse community will have access to integrated primary health care services to improve their quality of life."

The values statement at PCHC describes the organizational philosophy:

The Parkdale Community Health Centre's work is integrated within a framework that expresses our core values, articulates our vision for the Parkdale community, and is aligned with the CHC Model of Care which focuses on five service areas, including primary care, illness prevention, health promotion, community capacity building and service integration.

At Parkdale Community Health Centre, our core values are:

- **Access**
Health services and supports when and where they are needed.
- **Equity**
Ensuring everyone is treated according to their needs.
- **Client-centered**
Working together with the client who shares in the decision-making.
- **Dignity and Respect**
Acknowledging that every person has value and recognizing diversity as an asset.
- **Social Justice**
Supporting individual and collective rights so that everyone can fully take part in society.

ENDS:

Parkdale Community Health Centre acknowledges that all ENDS hold equal importance, are interconnected, and that progress towards their achievement occurs concurrently.

- Improvement of Health within the Community
 - Improved Health Outcomes for Priority Populations.
 - Barriers are reduced (to services at Parkdale).
- Health Promotion Empowerment

- People have the information they need to exercise ownership and control regarding decisions about their health and well-being.
- Influence Healthy Public Policy
 - Community is represented in public policy.
 - Collaborate broadly to inform public policy.

3.0 Purpose

PCHC is committed to identifying and eliminating individual and systemic oppression, discrimination and harassment to ensure access and equity for all clients, staff, volunteers, Board members and associates of the organization.

PCHC acknowledges that:

- Oppression is the exercise of authority or power in an unjust manner by one individual or group over a less powerful individual or group, using physical, psychological, social or economic threats or force, and frequently using an ideology to sanction the oppression. Oppression refers also to the injustices suffered by marginalized groups in their everyday interactions with members of the dominant group. The marginalized groups usually lack avenues to express reaction to disrespect, inequality, injustice and lack of response to their situation by individuals and institutions that can make improvements.
- Discrimination is unfair treatment due to race, sex, sexual orientation, gender identity and gender expression, same sex partner status, colour, ancestry, place of origin, ethnic origin, marital status, age, disability, citizenship, family status, religion, creed, record of offenses, class, and socio-economic location, as well as any other “Prohibited Grounds” under the *Ontario Human Rights Code*. Discrimination usually reflects a power imbalance by the discriminator against the person/s affected. Acts of discrimination usually take the form of differential treatment of one individual by another, or the exclusion or restriction of one group by another. Discrimination has the effect of excluding or restricting access to services, goods, facilities, activities, jobs, training, housing, health care or participation in organizations.
- Harassment includes behaviour or comments that demean, insult, or offend and may constitute a form of discrimination where such conduct is based on unfair treatment due to race, sex, sexual orientation, gender identity and gender expression, same sex partner status, colour, ancestry, place of origin, ethnic origin, marital status, age, disability, citizenship, family status, religion, creed, record of offenses, class, and socio-economic location, as well as any other “Prohibited Grounds” under the *Ontario Human Rights Code*, where the person knows or ought to know that such behaviour or comments are unwelcome. Harassment may be by words, gestures, electronic messages (including, but not

limited to, telephone, voicemail, fax or computer messages), innuendoes, graffiti, signs, pictures or other acts.

In addition, as per the *Parkdale Community Health Centre Access and Equity Policy*, the Board acknowledges that acts of overt or covert oppression, discrimination and/or harassment are all forms of violence and will not be tolerated.

PCHC endeavours to remove all barriers, including physical, attitudinal and socio-economic barriers, that deny clients access to our services and inhibit individuals from achieving their full potential. PCHC's policies reflect the road map that will be used to achieve the highest standards of access to its services and its goal to be a model employer.

To achieve these goals our policies reflect, among other things, the best practices that are contained in the *Ontario Human Rights Code* ("the Code") and the requirements under the *Occupational Health and Safety Act*. The Code is an important piece of legislation for all Ontarians which has as its core value, the objective of creating and fostering a climate of understanding in which the dignity, worth and rights of all Ontarians are respected.

Under the Code, every person has a right to equal treatment with respect to employment, services, goods and facilities, without discrimination based on any of the prohibited grounds. The Code also protects individuals from reprisal for filing a human rights complaint or for participating in a human rights investigation. PCHC is, therefore, committed to the values of the Code.

PCHC also acknowledges that its purpose and goals are consistent with the equality provisions of the following established charters and policies:

- Accessibility for Ontarians with Disabilities Act
- Canadian Charter of Rights and Freedoms
- Canadian Human Rights Acts
- Canadian Multiculturalism Act
- United Nations Universal Declaration of Human Rights

This policy document is intended to educate and inform all clients, staff, volunteers, Board members and associates about their rights and responsibilities. It is meant to send a clear message to all persons associated with PCHC that oppression, discrimination and harassment will not be tolerated. Everyone's cooperation and assistance is required to make PCHC a model service provider and employer. The Executive Director can be contacted regarding any questions or concerns about this policy.

4.0 Objectives

- 4.1) To recognize and promote the ideal that the dignity and worth of every person at PCHC is paramount and that all individuals shall be treated fairly and with respect.
- 4.2) To promote compliance with the *Ontario Human Rights Code* and the *Occupational Health and Safety Act*, thereby aiming at identifying and removing all aspects of discrimination and harassment in our workplace and to ensure the safety of our workers and all who attend on our premises.
- 4.3) To promote compliance with the *Accessibility for Ontarians with Disabilities Act*, thereby aiming at identifying and removing barriers and ensuring a harassment and discrimination free environment for individuals with visible and invisible disabilities.
- 4.4) To undertake to develop outreach programs that would lead to fuller participation of all persons within the community that PCHC serves.
- 4.5) To remove barriers associated with prejudice, stereotyping, oppression, discrimination and harassment, thereby promoting enhanced access to services and opportunities.
- 4.6) To create a confidential complaints process that would allow for the receipt and investigation (where necessary) of complaints of harassment and/or discrimination.

5.0 Implementation

In order to incorporate the principles underlying the policy and to create a more inclusive environment free from all forms of discrimination and harassment, PCHC will undertake the following:

5.1) *To recognize and promote the ideal that the dignity and worth of every person at PCHC is paramount and that all individuals shall be treated fairly and with respect.*

The Preamble to the *Ontario Human Rights Code* states, “it is public policy in Ontario to recognize the dignity and worth of every person and to provide for equal rights and opportunities without discrimination that is contrary to law, and having as its aim the creation of a climate of understanding and mutual respect for the dignity and worth of each person so that each person feels a part of the community and able to contribute fully to the development and well-being of the community and the Province.”

Actions:

- 5.1.1) PCHC will promote access to all of its programs and services by doing all in its power to ensure that barriers to the provision of services are removed.
- 5.1.2) In the recruitment and retention of clients, staff, volunteers, Board members and associates, PCHC will endeavour to reflect the diversity of the community it serves.

5.2) *To promote compliance with the Ontario Human Rights Code, thereby aiming at identifying and removing all aspects of discrimination and harassment.*

PCHC recognizes that the rights of all persons in Ontario are innate because they belong to the human family. PCHC acknowledges that the Code is the law and it is supported by fundamental legal structures of the province of Ontario.

Actions:

- 5.2.1) PCHC will provide culturally relevant programs and services, utilizing resources and processes that are responsive to the diversity of the community and which promote equitable and fair access to programs and services.
- 5.2.2) PCHC will take an active role in eliminating all forms of oppression, discrimination and harassment at the Centre, including harassment based on any

of the prohibited grounds. All clients, staff, volunteers, Board members and associates of PCHC will be treated fairly and equitably.

5.3) *To promote compliance with the Accessibility for Ontarians with Disabilities Act, thereby aiming at identifying and removing barriers and ensuring a harassment and discrimination free environment for individuals with visible and invisible disabilities.*

Actions:

5.3.1) PCHC will abide by all Standards outlined in the *Accessibility for Ontarians with Disabilities Act* and meet compliance as required by law.

5.4) *To undertake to develop outreach programs that would lead to fuller participation of all persons within the community that PCHC serves.*

PCHC understands that the community it serves is, indeed, a global village. To provide for the human rights and dignity of the community that it serves, it is necessary for PCHC to be creative in supporting members of the community to share their concerns, needs and views with PCHC on matters of importance and interest.

Actions:

5.4.1) PCHC will establish on-going partnerships with diverse community groups and foster a strong partnership with its clients. PCHC will attempt to seek out the participation, views and concerns of community members by encouraging community participation in the planning and delivery of services and/or programs.

5.4.2) PCHC will undertake to network with individuals, community organizations and groups in the Community of Parkdale, especially with racialized and marginalized individuals, organizations and groups, to assist them in gaining equitable access to programs and services.

5.4.3) PCHC will establish and maintain a public mechanism for notifying diverse communities of vacancies for Board and Advisory Committee membership and actively promote the inclusion of representatives from diverse groups in the community to its Board of Directors and Committees.

5.5) To remove barriers associated with prejudice, stereotyping, oppression, discrimination and harassment, thereby promoting enhanced access to services and opportunities.

PCHC recognizes that there may be two different forms of barriers that prevent individuals from achieving their full potential. Barriers may be intentional or unintentional and may take the form of overt or covert discrimination and/or harassment. Overt discrimination often takes the form of individual acts of differential treatment of one person by another. Covert or systemic discrimination is often invisible and imbedded into organizations and society at large, and seeks to exclude or impose restrictions upon groups of individuals. PCHC will make every reasonable effort to remove barriers and build an environment that incorporates principles of equity, inclusiveness and respect.

Actions:

- 5.5.1) PCHC will provide , to the extent possible, information, materials and services to the community in languages appropriate to the demographic composition of the community, through cultural interpretation. PCHC will endeavour to create publications that are simple and clear in language and design.
- 5.5.2) PCHC will provide access to English as a Second Language training for staff, where required, and promote fair access to training programs and courses to help equip all staff and Board members with the skills and knowledge to work more effectively with issues of diversity as well as assist people from diverse communities.
- 5.5.3) As stated in PCHC's *Governance Policy 2.13: Commitment to Anti-Oppression*, the Board of Directors will ensure that the Board is representative of the demographics of the Community of Parkdale. The Board will also ensure that in the recruitment and retention of clients, staff, volunteers, Board members and associates, PCHC represents the diversity of the community it serves.
- 5.5.4) As stated in PCHC's *Executive Limitation 2.11: Commitment to Anti-Oppression*, the Executive Director will ensure that all clients, staff, volunteers and associates of the organization are representative of the demographics of the Community of Parkdale. The Executive Director will also ensure that in the recruitment and retention of clients, staff, volunteers and associates, PCHC represents the diversity of the community it serves.
- 5.5.5) PCHC will constantly re-evaluate the practices, procedures, regulations and criteria for its programs to safeguard against any potential adverse impact on clients, staff, volunteers, Board members and associates.

5.6) To create a confidential complaints process that would allow for the receipt and investigation (where necessary) of complaints of harassment and/or discrimination.

PCHC recognizes that, in spite of its best efforts, acts or perceived acts of discrimination and/or harassment may occur in the workplace and that it is the right of clients, staff, volunteers, Board members and associates to file complaints. It is very important for PCHC to promote confidence and integrity in our commitment to having a model workplace. To this end, PCHC has created an internal complaints process to deal with all access and equity complaints. However, individuals who believe that their rights have been violated will always have the option of taking their complaint directly to the Ontario Human Rights Tribunal or to the Ministry of Labour, as applicable. In addition, any union employee has the right to file a union grievance, in accordance with the terms and conditions of the Collective Agreement, in addition to filing a complaint under this policy. The union grievance process and the complaints process under this policy can occur simultaneously.

Actions:

- 5.6.1) PCHC will take all access and equity complaints seriously and in good faith. Alleged incidents of discrimination and harassment will be handled with impartiality, with transparency and with respect for the rights of all parties involved, including the complainant, witnesses, and the alleged respondent.
- 5.6.2) PCHC has an internal process that includes a confidential intake process for receiving complaints. Where a complaint is taken, the complaint shall be shared with the person against whom the complaint is made (the respondent) and the Executive Director, whose responsibility will include advising the Board of Directors about the complaint and putting the mechanism in place to process the complaint. Where appropriate, PCHC will attempt mediation. If mediation is not successful PCHC will conduct a fair and transparent investigation. The findings of the investigation will be shared with the parties as well as the Board of Directors. Recommendations will be made in the report that concludes the investigation.
- 5.6.3) PCHC will not take any form of reprisal action against any clients, staff, volunteers, Board members and associates for raising access and equity issues, for filing a complaint (internally or with the Ontario Human Rights Tribunal) or for participating in an investigation.

6.0) Responsibilities – Board of Directors

As stated in PCHC's *Governance Policy 2.13: Commitment to Anti-Oppression*, the Board commits itself and its members to identifying and eliminating individual and systemic oppression, discrimination and harassment to ensure access and equity for all clients, staff, volunteers, Board members and associates of the organization.

In accordance, the Board will:

The Board will:

- 6.1) Ensure that this policy and the *Governance Policy 2.13: Commitment to Anti-Oppression* are strictly enforced.
- 6.2) Govern within an anti-oppression, anti-racism, anti-discrimination and anti-harassment framework.
- 6.3) Operate in a manner which acknowledges and incorporates the realities and experiences of all persons.
- 6.4) Operate from a continuing analysis of power-relations.
- 6.5) Ensure that the Board is reflective of the demographics of the community of Parkdale.
- 6.6) Ensure that, in the recruitment and retention of Clients, Employees, Volunteers, Board members and Associates, that Parkdale Community Health Centre reflects the diversity of the community it serves.
- 6.7) Comply with all duties and responsibilities as set out in the *Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act*, and other relevant legislation.

7.0) Responsibilities – Management and Staff

7.1) Executive Director Responsibilities

The Board asserts its commitment to anti-oppression its policies and the directions and limitations that govern its relationship with the Executive Director (as outlined in *Executive Limitations 1.11: Commitment to Anti-Oppression*).

As such, the Executive Director will:

- 7.1.1) Ensure that this policy and the *Executive Limitations 1.11: Commitment to Anti-Oppression Policy* are strictly enforced.
- 7.1.2) Acknowledge that acts of overt or covert oppression, discrimination and/or harassment are all forms of violence and will not be tolerated.
- 7.1.3) Ensure that the organization functions within an anti-oppression, anti-racism, anti-discrimination and anti-harassment framework.
- 7.1.4) Ensure that the organization operates in a manner which acknowledges and incorporates the realities and experiences of all persons.
- 7.1.5) Ensure that the organization operates from a continuing analysis of power-relations.
- 7.1.6) Comply with all duties and responsibilities as set out in the *Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act*, and other relevant legislation.
- 7.1.7) Ensure that Clients, Employees, Volunteers and Associates of the organization are aware of the *Parkdale Community Health Centre Access and Equity Policy*.
- 7.1.8) Ensure that anti-oppression, anti-racism, anti-discrimination and anti-harassment education and training will be conducted throughout the organization on an ongoing basis.
- 7.1.9) Ensure that Clients, Employees, Volunteers and Associates of the organization are reflective of the demographics of the community of Parkdale.
- 7.1.10) Ensure that in the recruitment and retention of Clients, Employees, Volunteers and Associates, that Parkdale Community Health Centre reflects the diversity of the community it serves.
- 7.1.11) Monitor, evaluate, review and revise operational policies and procedures, systems and structures to ensure congruence with this policy.

7.2) Directors'/Managers'/Supervisors' Responsibilities

All Directors/Managers/Supervisors will:

- 7.2.1) Understand and abide by the requirements of this Policy;
- 7.2.2) Communicate and review this policy with staff and employees who they supervise or manage;
- 7.2.3) Verify that all contractors or other third parties who attend on PCHC's premises are aware of this policy;
- 7.2.4) Participate in any training on this Policy, as appropriate
- 7.2.5) Respond to all Access and Equity complaints or incidents, efficiently and professionally and in accordance with the Policy; and
- 7.2.6) Promptly report to the Executive Director all Access and Equity incidents or complaints, witnessed, responded to or received.

7.3) Staff Responsibilities

All staff will:

- 7.3.1) Comply with and uphold this Policy at all times;
- 7.3.2) Immediately notify their supervisor or designated person of any breaches of the Access and equity policy, regardless of whether the notifying staff member is the victim or not;
- 7.3.3) Fully cooperate in any investigation, reporting or complaint procedure undertaken by PCHC under this Policy or in response to any incident or complaint of any breach of this Policy; and
- 7.3.4) Fully participate in any training on this Policy.

8.0) Programs and Services

PCHC is committed to functioning within an anti-oppression, anti-racism, anti-discrimination and anti-harassment framework. PCHC will also operate in a manner that acknowledges and incorporates the realities and experiences of all persons. The Centre will take on-going action in the following areas:

- 8.1) Review existing intake procedures and practices for bias, and remove any bias in these procedures.
- 8.2) Administer all intake and assessment procedures and policies objectively and without bias and/or discrimination of any kind.
- 8.3) To the extent possible, provide services in the first language of clients, through the use of cultural interpretation services, whenever necessary.
- 8.4) Inform the community of available health services and routes of access to them.
- 8.5) Supply clients and staff with referral resources of Toronto organizations serving diverse communities.
- 8.6) Provide childcare to increase the participation of women and economically marginalized families in the Centre's programs.
- 8.7) Review resources to identify materials that reinforce stereotypes or lack a positive perspective of racialized communities.
- 8.8) Develop strategies to overcome any bias or lack of portrayal of racialized and minoritized communities in public displays, resources or materials.
- 8.9) Purchase visual materials or resources that include not only the absence of stereotyping of racialized communities, but also the presence of positive images of diverse members of the community, including lesbian, gay, bisexual, transgender, queer (LGBT*Q) communities and individuals living with physical disabilities, mental illnesses and/or addictions.
- 8.10) Ensure that, in planning and implementing program activities, community members from diverse backgrounds are included and participate as partners.
- 8.11) Handle incidents of expressed bias or discrimination occurring during program activities by using the informal and/or formal complaints processes outlined in this policy.

9.0) Recruitment and Hiring

Parkdale Community Health Centre (PCHC) is committed to recruitment and employment practices that ensure that the best person available is hired by drawing on the pool of talents of the entire community by having fair, open and participatory hiring practices, and ensuring smooth integration into the workplace.

In the recruitment and retention of clients, staff, volunteers, Board members and associates, PCHC will strive to ensure that the organization reflects the diversity of the community it serves.

This policy applies to all employees of PCHC, including management, unionized employees, non-union employees, full-time and part-time employees, casual and contract staff.

9.1) When a Job is Vacant

A job is vacant for one of two reasons. It is either a new job or the incumbent has left the position. The following points must be followed when a job vacancy is declared.

9.2) Job Description

The job description must be reviewed by the Supervisor to ensure it accurately describes the responsibilities and if changes are to be made, the Supervisor must set out these changes in writing. Any changes to the job description must be approved by the Executive Director or designate.

New positions must have a job description written by the direct Supervisor and approved by the Executive Director. The job description must reflect the PCHC format for job descriptions (see Appendix A). Any new job description or amended job description must be approved by the Executive Director or designate.

9.3) Job Advertisement

All job ads must follow the standard PCHC job ad format (see Appendix B). The job ad must reflect the duties of the position and set out the key qualifications and experiences that are required for the position. Any job ad must be approved by the Executive Director or designate.

All positions should be advertised in a similar fashion. All job ads will be posted on the union notice boards, in the Centre and the Satellite office(s). The jobs will usually be advertised in publications listed in Appendix C. In addition, there will be other places where the job ad should be distributed; the Administrative Assistant shall have a regular list of distribution points. This list shall be reviewed

once a year to ensure it reflects the broad audience required and the most cost effective means.

In special circumstances, the Executive Director may waive the requirements for advertising in the media. All ads will be posted for a minimum of two weeks, unless otherwise approved by the Executive Director. The Executive Director may decide whether to advertise internally and externally at the same time.

9.4) Hiring Committee

Once the job vacancy is declared and the job description and job ad has been approved, the Chair of the Hiring Committee, technically the Executive Director, but normally the Supervisor, shall recommend a Hiring Committee to the Executive Director. The role of the Hiring Committee is to act as an advisor to the Executive Director.

The Hiring Committee shall include one union representative, one person from the team and the Chair of the Hiring Committee. The Hiring Committee may consist of additional people, including but not limited to, representatives of other teams who work with the position and/or people from external organizations with particular expertise that would assist the Hiring Committee. People from external organizations must first be approved by the Executive Director before they are contacted.

All staff who have completed their probationary period with PCHC are eligible to be on a Hiring Committee. The Chair of the Hiring Committee will oversee all aspects of the Committee.

It is a priority for all Hiring Committees to reflect the diversity of the staff. The Chair of the Hiring Committee must make best efforts to achieve this goal.

Each Hiring Committee member must assure the Chair of the Hiring Committee that they have no conflict of interest in the hiring as defined by the section “Vacancies and Job Postings” in the Personnel policy/Collective Agreement. PCHC will rely on individual committee members to identify any potential conflict of interest and inform the Chair of the committee. Committee members must resign from the Hiring Committee when there is a conflict of interest.

9.5) Duties of a Hiring Committee

Once a Hiring Committee has been approved by the Executive Director, the Chair of the committee shall convene a meeting to review the time lines for the Hiring Committee, review the job description and the priorities for this position.

The work of the Hiring Committee is strictly confidential. The people who applied, were short-listed and what candidates say in the interview must be

considered confidential. Breach of this confidentiality is considered a serious breach of the employees' responsibilities and will lead to disciplinary action.

It is preferable to have an odd number of people on the Hiring Committee.

The Hiring Committee must consider all internal candidates first, before looking at outside candidates. The Hiring Committee should review internal candidates to see if they meet the criteria of the job ad. If the internal candidate meets the criteria, then they shall be interviewed. If the internal candidate is deemed by the Hiring Committee to have the skill, qualifications, education and experience to perform the duties, then he/she shall be awarded the position.

9.6) Scoring System

The Committee must develop a weighting system for each of the job criteria. The job ad, screening, short listing and questions asked must reflect the relative weighting of the job criteria. The purpose of the scoring system is to ensure all members are putting the same value on the different criteria of the position. The scoring system in and of itself does not determine the hiring. It is a tool of the Hiring Committee (see sample scoring sheet in Appendix D).

9.7) Screening of Candidates

The Hiring Committee must agree to a written summary of the minimum requirements each candidate must have in order to be considered for short listing. These criteria will then be used by the Chair of the Hiring Committee or designate to do the initial screening of applications. All criteria used at this step must have been mentioned in the job ad.

9.8) Short Listing

The final short listing shall be done by the Hiring Committee, again, after agreement in writing of the criteria used to short list and the scoring system used to rank candidates. All scoring systems used in hiring will also be kept on file for a period of one year. The criteria used to shortlist the candidates must come from the job ad or the job description for the position.

According to Article 9.02 of the Collective Agreement, the hiring committee must first consider any current employee that has the “demonstrably highest level of skill, ability, qualifications, education, and experience to perform the duties of the position.”

9.9) Interviewing

The Administrative Co-ordinator shall keep a list of commonly asked questions to help the Hiring Committee formulate questions. Questions for the candidate should be structured so as to make the candidate respond using examples from their work history. This will help the committee members understand what the candidate has done and also provide information that could be checked during the reference check.

Each question shall have a summary of expected answers that is agreed to by the committee before the interviews begin. Each question shall have a weighting and this weighting scheme shall reflect the relative importance of the qualification or experience.

Each member of the Hiring Committee is expected to keep their own notes of each interview in order to assist them in the discussions which will follow the interviews. All notes will be collected at the end of the interview and held by the Administrative Co-ordinator for a period of one year. This is to ensure that if there is a complaint about the hiring process, the Hiring Committee will be able to reconvene and reconstruct the hiring process. This will include notes and scoring system. All notes will be destroyed after one year from the time of the interview unless there is a complaint or review of the hiring pending or underway.

The Hiring Committee shall meet before the interviews to draw up a list of questions that each candidate shall be asked, the expected answers and the point system which will be used for each question. The scoring system is a tool of the Hiring Committee, not the sole determinant of who will be selected. If the person who will be recommended for the job, does not get the highest points, there must be a rationale provided.

Normally, all interviews will take place on the same day and deliberation will follow the interviews. It is expected that most interviews will have up to five candidates and will have one interview. A second interview will be approved by the Executive Director after a recommendation by the Hiring Committee.

At the start of every interview the Chair of the committee will introduce the members of the committee, review the job, mention whether it is a union or a non-union position, the estimated time of the interview, and who will be asking questions. It is expected that each member of the Hiring Committee shall ask questions.

At the conclusion of the interview, each person shall be thanked for the interview, allowed an opportunity to ask any questions, and the Chair will explain the time lines for making a decision.

9.10) After the Interview

The Hiring Committee will have discussions about the interviews after all interviews have been completed. The Committee shall compare each

candidate's answers to the expected answers agreed to by the Committee before the interviews. Committees will attempt to reach consensus, but if necessary a vote may be taken and a recommendation made to the Executive Director. Second interviews are an option.

9.11) Reference Check

When the Hiring Committee is considering a candidate for hire, they must do a reference check. The reference check should confirm recent work history, including the two most recent jobs (if they worked in more than one job in the last 5 years), confirmation of qualifications (this is mandatory for positions requiring credentials) and confirmation of statements made during the interview. A minimum of two references must be checked and normally at least three references. The reference check must include one recent supervisor. The Chair of the Hiring Committee, or designate, shall complete the reference checks. A final meeting of the Hiring Committee will be convened to hear the results of the reference check.

9.12) Police Records Checks

For positions that require a police records check, the Chair of the Hiring Committee will abide by the Ontario Human Rights Commission policies as well as the Toronto Police Services policies on conducting police records checks. A police records check must not be requested until the candidate has been given a conditional offer of employment.

9.13) Recommendation to the Executive Director

The Hiring Committee should also make recommendations to the Executive Director of any issues that arise in the interview or the reference check that should be noted in the job offer or in the Supervisors' discussions with the new employee. If there are any weaknesses in skills, knowledge or experience that must be addressed in the probationary period, these concerns should be put in writing from the Chair of the Hiring Committee to the Executive Director.

9.14) Once a Recommendation has been Approved by the Executive Director

Once the Executive Director has approved the hiring, the Chair of the Hiring Committee shall make the job offer to the successful candidate after a review of the salary level, benefits, probationary period expectations and first year expectations with the Executive Director. These arrangements shall be put in writing before the offer can be made to the candidate.

Each candidate shall be given the opportunity to review the Collective Agreement and the personnel policies of the Centre before accepting a job offer.

9.15) Start Time of the New Employee

On the first day of employment, the new employee shall be given an orientation to the building and a general orientation to PCHC and their job. The basic orientation session shall be as set out in Appendix E.

Within the first week of work, the employee shall meet with his/her Supervisor to review the position, and set out dates for the probationary review as well as the expectations the Supervisor has for this position.

9.16) Probation

All new permanent employees shall be on probation for 6 months. The purpose of probation is to review the suitability of each employee to the position. If the interview process or the reference check identifies areas that need to be addressed during the probationary period, these issues shall be set out in the letter of employment.

Supervisors should review the progress of the employee at the three month point. This would be an informal meeting to go over the job description and any points contained in the employment letter. Problems and successes should be highlighted in this meeting.

Before the end of probation, the Supervisor shall meet with the employee to review their work performance. The Supervisor shall review the performance in relation to the job description, employment letter, issues raised in the three month review, and other relevant documents. The employee shall be given an opportunity to respond to any of the matters raised in the meeting.

Before the conclusion of the probationary period the Supervisor shall recommend to the Executive Director whether the employee has successfully completed probation or not. The Executive Director shall inform the employee in writing before the end of probation whether the employee has been confirmed as an employee of PCHC or whether his/her employment will be terminated. If the employment will be terminated the employee will receive the appropriate notice, or pay in lieu of notice, as per the Employment Standards Act, 2000.

9.17) Role of the Executive Director in Recruitment and Hiring

The Executive Director is responsible for all recruitment and hiring at PCHC. The Executive Director, or designate, must approve of the early stages of the hiring process and must approve any offer of employment. Where there are disputes in any of the steps in the hiring process, the Executive Director will make the final decision. It is the right of the Executive Director to accept or reject the recommendation of a Hiring Committee.

10.0) Access and Equity Complaints Process

10.1. Types of Complaints

PCHC will take an active role in eliminating racism, sexism, homophobia and all other forms of oppression, discrimination and harassment at the Centre. All clients, staff, volunteers, Board members and associates of PCHC will be treated fairly and equitably, regardless of race, sex (also covers gender orientation and gender expression), sexual orientation (also covers same sex partner status), colour, ancestry, place of origin, ethnic origin, marital status, age, disability, citizenship, family status, or religion, record of offences and receipt of public assistance.

Cases of alleged discrimination/harassment will be dealt with seriously, confidentially and consistently. The complaints process will be fair and transparent. The person filing the complaint is the “complainant” and the alleged offender is the “respondent.”

Complaints may be informal or formal. A complaint may be resolved informally, either through education and discussion of the impact of discrimination or harassment on the complainant or through the respondent’s willingness to change the behaviour that is deemed offensive. The formal complaint process is used when informal means of resolving the conflict fails, or when the respondent is the Executive Director or a Board member. Complaints involving systemic discrimination are resolved through the formal process.

Discrimination/harassment on the part of PCHC staff, students, volunteers and Board of Directors will be subject to disciplinary action and sanctions. Discrimination/harassment on the part of contractors, visitors, guests, and clients will be subject to sanctions.

NOTE: Engaging in the complaint processes outlined below does not prevent any person(s) from simultaneously taking his/her complaint(s) to the Ontario Human Rights Commission or to the Ministry of Labour, or from accessing other forms or redress, including the Courts. For unionized staff at PCHC, engaging in the complaint processes outlined below does not prevent any person(s) from simultaneously engaging in a Union Grievance Process.

10.2 Filing a Complaint

Clients who believe they have been subject to a breach of this policy, or who have witnessed a breach of this policy involving another person(s) at PCHC can bring forward their complaint to any Supervisor and/or the Executive Director of PCHC.

Staff, volunteers, or associates of PCHC who believe they have been subject to a breach of this policy, or who have witnessed a breach of this policy involving another person(s) at PCHC can bring forward their complaint to any Supervisor and/or the Executive Director of PCHC.

Complaints against the Executive Director of PCHC or any members of the Board can be brought forward to the PCHC Board of Directors.

Some complaints may be based on systemic discrimination. In these situations, the complaint can be brought forward to the Executive Director of PCHC.

All complaints will be investigated.

10.3 Documenting the Complaint

Persons who believe that they have been subject to a breach of this policy, or who have witnessed a breach of this policy involving another person(s) must write down the details, including dates, what was said or done, and the names of witnesses who saw or heard the incident.

10.4 Protection Against Reprisal

Any person who has lodged a complaint or given information to assist in the resolution of a complaint shall not be subjected to reprisal, (i.e., harassment, unfair performance appraisal, exclusion from activities, etc.). Anyone who undertakes reprisal action will be subjected to disciplinary action.

10.5 Confidentiality

All information collected during the course of any informal or formal complaints process must remain confidential under the provisions of the *Freedom of Information and Protection o Privacy Act*.

All information must be maintained in a safe place and be kept separate from personnel files. Relevant information will be released only to the complainant, respondent, those involved in the resolution of the case and/or to parties who can provide written consent from the complainant or respondent, or as required by law.

Confidentiality must be maintained at all times during a formal complaints process, to the extent that is permissible by law. Discussions of the complaint should never take place in public areas. Discussions about the complaint must not be entered into with persons not involved in any aspect of the case. The complainant and the respondent may not discuss the complaint with each other outside of the designated meetings to discuss the complaint.

The Executive Director of PCHC will bear responsibility for setting up and maintaining all complaint documents and reports relating to the case. In cases where the complainant/respondent is the Executive Director or a member of the Board, the Board of Directors will bear responsibility for setting up and maintaining all complaint documents and reports relating to the case.

10.6 Informal Complaints Process

Once the complainant has documented the incident, the complainant may then choose to follow one or more of the following steps in the informal complaints process. In following any of these steps, participants are encouraged to act in a manner that promotes dialogue and understanding.

- 10.6.1 Let the respondent know that the comment(s), action(s), or behaviour(s) is offensive and request that it is stopped.
- 10.6.2 Tell a Supervisor, who can discuss the action/behaviour with the respondent and request that the offensive action/behaviour be stopped.
- 10.6.3 Tell the Executive Director, who can discuss the action/behaviour with the respondent and request that the offensive action/behaviour be stopped.
- 10.6.4 The respondent must be given the opportunity to respond to the complaint.
- 10.6.5 Remedies for resolution may take a number of forms depending on the relationship of the complainant to PCHC and the severity of the complaint. The Executive Director must approve all remedies resulting from the informal complaints process.

Remedies may include: education and discussion of the impact of discrimination/harassment on the complainant, or through the respondent's willingness to change the behaviour that is deemed offensive; receipt of a verbal and/or written apology with an undertaking to stop the offensive action/behaviour and/or provision of counselling; an informal mediation between the complainant and the respondent facilitated by a Supervisor, the Executive Director and/or mediator external to PCHC.
- 10.6.6 When an informal complaints process is initiated, a resolution must be obtained within 30 days of the receipt of the complaint. The resolution must be documented and reported to the Executive Director.
- 10.6.7 If there is no resolution, the complaint must proceed to the formal complaints process.

10.6.8 Complaints against the Executive Director of PCHC or any members of the Board proceed directly to the formal complaints process.

10.6.9 Systemic complaints proceed directly to the formal complaints process.

10.7 Formal Complaints Process

Prior to initiating a formal complaint, complainants are encouraged to attempt to address their concerns through the informal complaints process.

10.7.1 A formal complaint must be made in writing within 6 months of the incident/alleged offence. The complaint must contain the following information:

- The name(s) of respondent(s).
- A short description of the offensive actions/behaviours including what was said or done.
- Dates, times and location(s) of the incidents(s).
- Names of witnesses to the actions/behaviours, if any.
- Request to proceed to a formal process.
- Signature of complainant and date on which the complaint was signed.

10.7.2 When a formal complaint is received by the Executive Director or the Board, a human rights investigator external to PCHC must be hired to conduct an investigation into the complaint.

10.7.3 The investigator is required to inform the complainant of their rights under the *Ontario Human Rights Code* and/or the *Occupational Health and Safety Act*, the importance of confidentiality, the time lines for resolving the formal complaint, and the steps involved in the formal complaints process. The investigator should also determine what remedy the complainant is seeking to resolve the complaint.

10.7.4 The investigator is required to inform the respondent of the complaint and provide a copy of the signed complaint. The investigator is required to inform the respondent of their rights under the *Ontario Human Rights Code* and/or the *Occupational Health and Safety Act*, the importance of confidentiality, the time lines for resolving the formal complaint, and the steps involved in the formal complaints process.

10.7.5 If the respondent in a formal complaint is a client, the Executive Director must make arrangements so that the respondent does not come into contact with the complainant for the duration of the investigation, this may include alternate arrangements for accessing services and programs and/or the loss of some of the respondent's privileges at PCHC. The respondent's access to services/programs and privileges may be restored pending the results of the investigation.

- 10.7.6 If the respondent in a formal complaint is a staff member, volunteer or associate, the Executive Director must make arrangements so that the respondent does not come into contact with the complainant for the duration of the investigation, this may include alternate work arrangements, the loss of some of the respondent's privileges at PCHC, and a paid leave of absence. The respondent's privileges and employment status may be restored pending the results of the investigation.
- 10.7.7 If the respondent in a formal complaint is the Executive Director, the Board of Directors must make arrangements so that the respondent does not come into contact with the complainant for the duration of the investigation, this may include alternate work arrangements, the loss of some of the respondent's privileges at PCHC, and a paid leave of absence. The respondent's privileges and employment status may be restored pending the results of the investigation.
- 10.7.8 If the respondent in a formal complaint is a member of the Board, the Board of Directors must make arrangements so that the respondent does not come into contact with the complainant for the duration of the investigation, this may include alternate work arrangements, the loss of some of the respondent's privileges at PCHC, and a leave of absence from the Board. The respondent's privileges and Board membership may be restored pending the results of the investigation.
- 10.7.9 In attempting to resolve the complaint, the investigator may consult with other appropriate clients, staff, volunteers, Board members and associates of the organization. However, confidentiality must be maintained as per the provisions of the *Freedom of Information and Protection of Privacy Act*.
- 10.7.10 The investigation will include interviews with complainant(s) and respondent(s); witnesses identified by both parties; and anyone with information about the incident(s).
- 10.7.11 Both parties may request to be represented at the interviews or meetings where the complaint is discussed. Representatives may be family, friends (external to PCHC), lawyers, or union representatives (for unionized staff at PCHC).
- 10.7.12 Interviews must be conducted in a private area free from interruptions and may be held either on or off site.
- 10.7.13 Parties must understand that the purpose of the interview is to obtain facts and full cooperation will be expected.

- 10.7.14 After all aspects of the complaint are fully investigated, the investigator may produce a written report outlining the process of the investigation and the findings of the investigation. The investigator will include in any report, written or otherwise, recommendations for resolving the complaint.
- 10.7.15 The investigator must inform both parties of the outcome of the investigation and what action will be taken as a result of the findings.
- 10.7.16 Where there is a finding of discrimination/harassment, attempts will be made to resolve the complaint. If the complaint involves clients, staff, volunteers and associates of PCHC, the results will be reported to the Executive Director as well as to the Board of Directors. If the complaint involves the Executive Director or any of the members of the Board, the results will be reported to the Board of Directors.
- 10.7.17 Remedies for resolution may take a number of forms depending on the relationship of the complainant to PCHC and the severity of the complaint. The Board of Directors must approve all remedies resulting from the informal complaints process.

Remedies may include: education and discussion of the impact of discrimination/harassment on the complainant, or through the respondent's willingness to change the behaviour that is deemed offensive; receipt of a written apology with an undertaking to stop the offensive action/behaviour; restoration of employment position or health services; review of performance appraisal; and/or provision of counselling.

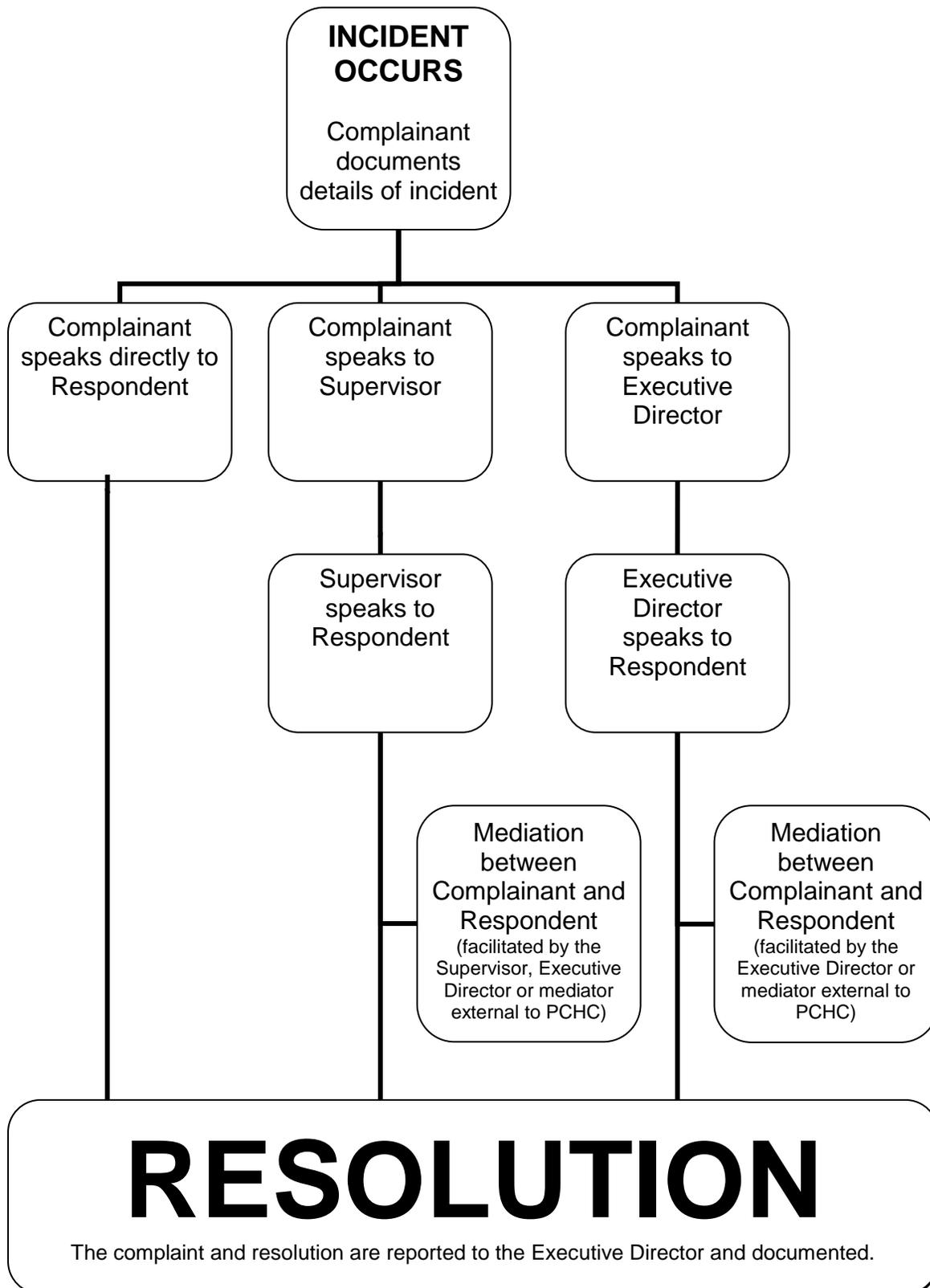
Remedies may also include a formal mediation between the complainant and the respondent facilitated by the investigator.

- 10.7.18 Disciplinary action should relate to the severity of the complaint and to the respondent's relationship with PCHC. Sanctions may take the form of a verbal or written apology, a written reprimand and/or warning, training education, suspension, exclusion from PCHC, dismissal, expulsion, termination of employment or services, or non-renewal of contract. All sanctions must be approved by the Board of Directors, and carried out in keeping with PCHC's policies on discipline.
- 10.7.19 Where a complaint is unfounded, no further action will be taken.
- 10.7.20 Where it is determined that a complaint was lodged in bad faith or with malicious intent, appropriate action will be taken by the Executive Director in keeping with the organization's policies on discipline. If the Executive Director is involved in the complaint, then the Board of Directors will be responsible for taking appropriate disciplinary action.

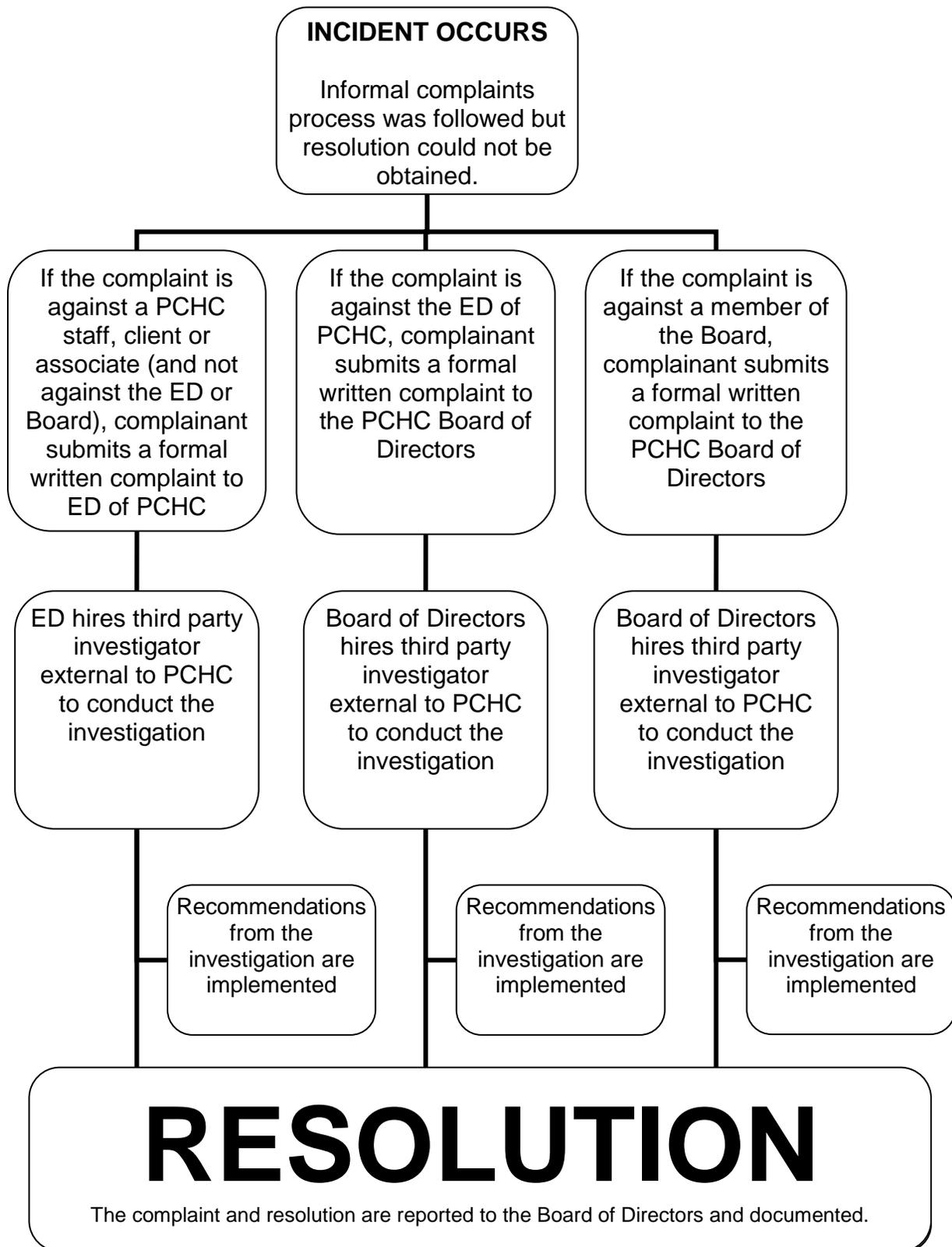
If any member of the Board is involved in the complaint, then the Board of Directors will be responsible for taking appropriate disciplinary action.

- 10.7.21 Where a complaint involves systemic discrimination, an external investigator must be appointed to investigate the complaint. Confidentiality must be maintained.
- 10.7.22 When a formal complaints process is initiated, a resolution must be obtained within 60 days of the receipt of the complaint. The resolution must be documented and reported to the Board of Directors.

Informal Complaints Process for Access and Equity Complaints



Formal Complaints Process for Access and Equity Complaints



11.0) Glossary of Terms

This glossary is provided to bring some clarity and common understanding to some of the terminologies used in diversity, equity and anti-oppression work. PCHC recognizes that language is constantly evolving and also limiting. As such this glossary is meant to be a starting point. PCHC is committed to further enhancing our understanding of these terms and will add to this glossary as these meanings change.

Accountability Accountability means being held responsible for one's conduct or performance. Responsibility for the success of this policy flows from the accountability chain already in use by the organization.

Ableism Ableism is a pervasive system of discrimination and exclusion that oppresses people who have mental, emotional, and physical disabilities. Like other forms of oppression, ableism operates on individual, institutional and cultural levels. Deeply rooted beliefs about health, productivity, beauty, and the value of human life, perpetuated by the public and private media, combine to create an environment that is often hostile to those whose physical, emotional, cognitive, or sensory abilities fall outside the scope of what is currently defined as socially acceptable.

Access A way of approaching or reaching or entering; the right or opportunity to reach or use of visit. Client access is the extent to which clients are represented and/or participate in the planning, development, delivery and administration of those services.

Ageism Ageism is the pervasive oppression of people based on their age. Discrimination comes from the societal myth that older and younger people cannot perform certain cognitive or affective standards in the same way simply because they are younger or older. Therefore, based on people's ages, they have unfairly prescribed roles.

Ally Ally a person who supports marginalized, silenced, or less privileged groups without actually being a member of those groups. This person will often directly confront and challenge systems of oppression.

Anti-Racism Anti-racism is more than an intellectual opposition to the principles of racial supremacy, it is the recognition of racism as part of institutional structures and the struggle to stop power and gain based on racism and/or race bigotry.

Anti-Semitism Anti-Semitism refers to political, social and economic agitation and activities directed against Jewish people. Anti-Semitism is

prejudice and/or discrimination, either personally or institutionally, against Semitic people (mostly Jews). This can be based on hatred against Jews because of their religious beliefs, their perceived group mentality, and sometimes on the erroneous belief that Jews are a "race".

Asexual Asexual is a word describing a person who is not sexually and/or romantically active, or not sexually and/or romantically attracted to other persons.

Assimilation Assimilation means to make similar. It is the process whereby newcomers to society are encouraged to give up their cultural way of life and accommodate as quickly as possible to values and culture of the host society. It is an ethnocentric, one-way process of cultural exchange, in that only the newcomer is expected to adapt, with the implied promise that group acceptance will be the social reward.

Autosexual Autosexual is a word describing a person whose significant sexual involvement is with oneself or a person who prefers masturbation to sex with a partner.

Bias Bias is an inaccurate and limited way of perceiving a group of people. Bias can be manifested through language, published materials or practices and it may have the effect of influencing the way some people interact with others.

Bigotry Bigotry is an unreasonable or irrational attachment to negative stereotypes or prejudices.

Biphobia Biphobia is irrational fear or dislike of bisexuals. Bisexuals may be stigmatized by heterosexuals, lesbians and gay men.

Bi-Positive Bi-positive is the opposite of biphobia. A bi-positive attitude is one that validates, affirms, accepts, appreciates, celebrates and integrates bisexual people as unique and special in their own right.

Bisexual/Bi Bisexual/Bi is a word describing a person whose sexual orientation is directed toward men and women, though not necessarily at the same time.

Classism Classism is prejudice and/or discrimination, either personally or institutionally, against people because of their real or perceived economic status or background.

Coming Out Coming out is the process by which LGBT*Q people acknowledge and disclose their sexual orientation or gender

identity, or in which transsexual or transgender people acknowledge and disclose their gender identity, to themselves and others (See also “Transition”). Coming out is thought to be an ongoing process. People who are “closeted” or “in the closet” hide the fact that they are LGBT*Q. Some people “come out of the closet” in some situations (e.g., with other gay friends) and not in others (e.g., at work).

Community Community may be defined by geographical boundaries or it may describe a group of people who share a common bond, need, interest, or characteristic.

Culture Culture is everything we learn growing up in a particular society, which is reflected in the way we live. It includes all aspects of identities such as geographical, political, and family links; symbols of thought and patterns of communication, meaning of life, values, belief, traditions, history, language, and religion. All cultural expressions that affirm the dignity of a person are to be respected.

Crossdresser A crossdresser is a person who dresses in the clothing of the other sex for recreation, expression or art, or for erotic gratification. Formerly known as “transvestites.” Crossdressers may be male or female, and can be straight, gay, lesbian or bisexual. Gay/bisexual male crossdressers may be “drag queens” or female impersonators; lesbian/bisexual female crossdressers may be “drag kings” or male impersonators.

Determinants of Health Definable entities that cause, are associated with, or induce health outcomes. Public health is fundamentally concerned with action and advocacy to address the full range of potentially changeable determinants of health – not only those which are related to the actions of individuals, such as health behaviours and lifestyles, but also factors such as income and social status, education, employment and working conditions, access to appropriate health services, and the physical environment. These, in combination, create different living conditions which impact on health.

Discrimination Discrimination is unfair treatment due to race, sex, sexual orientation, gender identity and gender expression, same sex partner status, colour, ancestry, place of origin, ethnic origin, marital status, age, disability, citizenship, family status, religion, creed, record of offenses, class, and socio-economic location, as well as any other “Prohibited Grounds” under the *Ontario Human Rights Code*. Discrimination usually reflects a power imbalance by the discriminator against the person/s affected. Acts of

discrimination usually take the form of differential treatment of one individual by another, or the exclusion or restriction of one group by another. Discrimination has the effect of excluding or restricting access to services, goods, facilities, activities, jobs, training, housing, health care or participation in organizations.

Diversity Diversity is all the differences that people bring to an organization or group. It has two dimensions: the primary or Horizontal (mainly biological, usually visible: age, gender, race, ethnicity, sexual orientation, disabilities), and the secondary or Vertical (psycho-socio-spiritual, usually invisible: values system, worldviews, mindsets, ethics, paradigms, core intelligences). These differences have the potential of giving rise to conflicts, but if managed well can result in a synergetic unity, where the effect of all working together is greater than the sum total of all the parts working independently.

Ethnicity Ethnicity is a group of people thought to have (or believe they have) a common way of thinking, feeling and acting, based on a shared common geographic and social history. Ethnicity refers to cultural identity, which includes a shared origin and historical experience. Everyone belongs to one or more ethnic groups. These groups are communities that are maintained by a shared culture, language, religion or composition.

Ethnocentrism Ethnocentrism is an attitude that one's own culture, society, or group is inherently superior to all others. Judging other cultures by your own cultural standards and since, of course, other cultures are different, they are therefore inferior. Ethnocentrism means an inability to appreciate others whose culture may include a different racial group, ethnic group, religion, morality, language, political system, economic system, etc. It also means an inability to see a common humanity and human condition facing all women and men in all cultures and societies beneath the surface variations in social and cultural traditions.

**Equity/
Equitable** Equity means fairness. Equity in health means that people's needs guide the distribution of opportunities for well-being. Equity in health is not the same as equality in health status. Inequities occur as a consequence of differences in opportunity, which result, for example in unequal access to health services, nutritious food or adequate housing. In such cases, inequalities in health status arise as a consequence of inequities in opportunities in life.

Family of A family of choice is the circle of friends, partners, companions

Choice/Chosen Family	and perhaps ex-partners with whom many LGBT*Q people surround themselves. This group gives the support, validation and sense of belonging that is often unavailable from the person's family of origin.
FtM/MtF	FtM/MtF are abbreviations used to describe two more genders. They are often used to refer to specific members of the trans community. FtM or F2M, stands for female-to-male, as in moving from the female pole of the spectrum to the male. MtF, or M2F, then, refers to people moving from the male location to the female. FtM may sometimes identify as a transman and MtF might identify as a transwoman.
Gay	Gay is a word to describe a person whose primary sexual orientation is to members of the same gender or who identifies as a member of the gay community. This word can refer to men and women, although many women prefer the term "lesbian."
Gay-Positive	Gay-positive is the opposite of homophobia. A gay-positive attitude is one that affirms, accepts, appreciates, celebrates and integrates gay and lesbian people as unique and special in their own right.
Gender	A societal construct referring to roles, characteristics, behaviours, appearances, and identities that develop through cultural interpretations of genetic sex. One's sense of being woman, man, girl, boy, androgynous, or something else entirely, or of being perceived as woman, man, etc.
Gender Conforming	Gender conforming is the act of abiding by society's gender rules, e.g., a woman dressing, acting, relating to others and thinking of herself as feminine or as a woman.
Gender Identity	Gender identity is a person's own identification of being male, female or intersex; masculine, feminine, transgender or transsexual. Gender identity most often corresponds with one's anatomical gender, but sometimes people's gender identity doesn't directly correspond to their anatomy. Transgender people use many terms to describe their gender identities, including: pre-op transsexual, post-op transsexual, non-op transsexual, transgenderist, crossdresser, transvestite, transgender, two-spirit, intersex, hermaphrodite, fem male, gender blender, butch, manly woman, diesel dyke, sex radical, androgynist, female impersonator, male impersonator, drag king, drag queen, etc.
Genderism	Genderism is the belief that the binary construct of gender, in which there are only two genders (male and female), is the most

normal, natural and preferred gender identity. This binary construct does not include or allow for people to be intersex, transgender, transsexual or genderqueer.

Genderqueer	Genderqueer is a very recent term coined by young people who experience a very fluid sense of both their gender identity and their sexual orientation, and who do not want to be constrained by absolute or static concepts. Instead, they prefer to be open to relocate themselves on the gender and sexual orientation continuums.
Gender Role	Gender role is the public expression of gender identity. Gender role includes everything people do to show the world they are male, female, androgynous or ambivalent. It includes sexual signals, dress, hairstyle and manner of walking. In society, gender roles are usually considered to be masculine for men and feminine for woman.
Gender Transition	Gender transition is the period during which transsexual persons begin changing their appearance and bodies to match their internal identity.
Harassment	Harassment includes behaviour or comments that demean, insult, or offend and may constitute a form of discrimination where such conduct is based on unfair treatment due to race, sex, sexual orientation, gender identity and gender expression, same sex partner status, colour, ancestry, place of origin, ethnic origin, marital status, age, disability, citizenship, family status, religion, creed, record of offenses, class, and socio-economic location, as well as any other "Prohibited Grounds" under the <i>Ontario Human Rights Code</i> , where the person knows or ought to know that such behaviour or comments are unwelcome. Harassment may be by words, gestures, electronic messages (including, but not limited to, telephone, voicemail, fax or computer messages), innuendoes, graffiti, signs, pictures or other acts.
Hate Crimes	Hate crimes are offences that are motivated by hatred against victims based on their actual or perceived race, sex, sexual orientation, gender orientation and gender expression, same sex partner status, colour, ancestry, place of origin, ethnic origin, marital status, age, disability, citizenship, family status, or religion.
Heterosexism	Heterosexism is the assumption expressed overtly and/or covertly, that all people are or should be heterosexual. Heterosexism excludes the needs, concerns, and life

experiences of lesbian, gay and bisexual people, while it gives advantages to heterosexual people. It is often a subtle form of oppression that reinforces silence and invisibility for lesbian, gay and bisexual people.

Heterosexual Heterosexual is the term used to describe a person whose primary sexual orientation is to members of the opposite gender. Heterosexual people are often referred to as “straight.”

Heterosexual Privilege Heterosexual privilege is the unrecognized and assumed privileges that people have if they are heterosexual. Examples of heterosexual privilege include: holding hands or kissing in public without fearing threat, not questioning the normalcy of your sexual orientation, raising children without fears of state intervention or worries that your children will experience discrimination because of your heterosexuality.

Homophobia Homophobia is the irrational fear, hatred, prejudice or negative attitudes toward homosexuality and people who are gay or lesbian. Homophobia can take overt and covert, as well as subtle and extreme, forms. Homophobia includes behaviours such as jokes, name-calling, exclusion, gay bashing, etc.

Homosexual Homosexual is a term to describe a person whose primary sexual orientation is to members of the same gender. Most people prefer to not use this label, preferring to use other terms, such as gay or lesbian.

Inclusion An inclusive society creates both the feeling and the reality of belonging and helps each of us reach our full potential. The feeling of belonging comes through caring, cooperation and trust. The reality of belonging comes through equity and fairness, social and economic justice, and cultural as well as spiritual respect.

Identity Identity is how one thinks of oneself, as opposed to what others observe or think about one.

Internalized Homophobia Internalized homophobia is the fear and self-hatred of one’s own sexual orientation that occurs for many lesbians and gay men as a result of heterosexism and homophobia. Once lesbians and gay men realize that they belong to a group of people that is often despised and rejected in our society, many internalize and incorporate this stigmatization, and fear or hate themselves.

Internalized Racism	Internalized racism is the internalization by racialized people of the images, stereotypes, prejudices and myths promoted about racialized people in society. Our thoughts and feelings about ourselves, people of our own racial group or other racialized people are based on these racist messages we receive from the broader system. It is a multi-generational process.
Intersectional Identities	Intersectional identities is the concept that a person's identity does not rest on solely one factor, e.g., sexual preference, race, gender, etc. Hence, no single element of one's identity is necessarily supreme, although certain identities can take precedence over others at certain times.
Intersex	Intersex is a person who has some mixture of male and female genetic and/or physical sex characteristics. Formerly called “hermaphrodites.” Many intersex people consider themselves to be part of the trans community.
Lesbian	Lesbian is a female whose primary sexual orientation is to other women or who identifies as a member of the lesbian community.
LGBTTIQQ	LGBTTIQQ is a common acronym for lesbian, gay, bisexual, transsexual, transgender, two-spirited, intersex, queer and questioning individuals/communities. This acronym may or may not be used in a particular community. For example, in some places, the acronym LGBT*Q (for lesbian, gay, bisexual and transgender/transsexual, queer) may be more common.
Multiculturalism	Multiculturalism refers to policies supporting the existence within one society or nation of many equally recognized ethnic, racial, cultural, linguistic or religious groups. A federal policy was introduced in Canada in 1971, which endorses equal status for all cultures.
MSM	MSM refers to any man who has sex with a man, whether he identifies as gay, bisexual or heterosexual. This term highlights the distinction between sexual behaviour and sexual identity (i.e., sexual orientation). A person’s sexual behaviour may manifest itself into a sexual identity, but the reverse is not always true; sexual orientation is not always reflective of sexual behaviour. For example, a man may call himself heterosexual, but may engage in sex with men in certain situations (e.g., prison, sex work).

Negative/Toxic Environment	A negative or toxic environment is created by one or a series of comments, conduct or a harmful attitude related to the prohibited grounds of the Code. The comment or conduct must have the effect of “poisoning” the work or service environment. A complainant does not have to be a direct target to be adversely affected by a negative environment.
Oppression	Oppression is the exercise of authority or power in an unjust manner by one individual or group over a less powerful individual or group, using physical, psychological, social or economic threats or force, and frequently using an ideology to sanction the oppression. Oppression refers also to the injustices suffered by marginalized groups in their everyday interactions with members of the dominant group. The marginalized groups usually lack avenues to express reaction to disrespect, inequality, injustice and lack of response to their situation by individuals and institutions that can make improvements.
Passing	Passing describes transgender or transsexual people’s ability to be accepted as their preferred gender. The term refers primarily to acceptance by people the individual does not know, or who do not know that the individual is transgender or transsexual. Typically, passing involves a mix of physical gender cues (e.g., clothing, hairstyle, voice), behaviour, manner and conduct when interacting with others. Passing can also refer to hiding one’s sexual orientation, as in “passing for straight.”
Patriarchy	Patriarchy in its wider definition means the manifestation and institutionalization of male dominance over women and children in the family and the extension of male dominance over women in society in general. It implies that men hold power in all the important institutions of society and that women are deprived of access to such power. It does not imply that women are either totally powerless or totally deprived of rights, influence, and resources.
Polysexual	Polysexual is an orientation that does not limit affection, romance or sexual attraction to any one gender or sex, and that further recognizes there are more than just two sexes.
Power	Power is the ability to exercise control. Having access to systems and resources as legitimated by individuals and societal institutions.
Prejudice	Prejudice literally means to “pre-judge.” It is a positive or negative attitude toward a person or group, formed without just grounds or sufficient knowledge and will not be likely to change in

spite of new evidence or contrary argument. Prejudice is an attitude.

Privilege	Privilege is an unearned advantage that works to systematically over-empower certain groups in our society. Privilege assigns dominance simply based on race, sexuality, or gender, among other factors of identity. Privilege is “an invisible package” of unearned assets that members of privileged groups can count on cashing in every day, but about which they are meant to remain oblivious.
Queer	Queer is traditionally, a derogatory and offensive term for LGBT*Q people. Many LGBT*Q people have reclaimed this word and use it proudly to describe their identity. Some transsexual and transgender people identify as queer; others do not.
Questioning	Questioning refers to people who are questioning their gender identity or sexual orientation and who often choose to explore options.
Race	Race is a social rather than a scientific construct used to categorize people according to physical characteristics such as skin colour, ethnic origin and place of origin. Historically it was not determined by skin colour but by class inequalities (for example, the English defined the Irish as a "lower" race). During colonial expansion by European nations, race was defined in terms of skin colour where non-white people were considered "lower" races. Today, relationships between differently raced people are still determined by this moment in history and remain unequal, where white people have the most power and privilege and are considered the norm (i.e. non-raced). It is important to understand that white is also a created racial category.
Racialized Groups	Used to acknowledge "race" as a social construct and a way of describing a group of people. It is the process through which groups come to be designated as different and on that basis subjected to differential and unequal treatment. In the present context, racialized groups include those who may experience differential treatment on the basis of race, ethnicity, language, economics, religion.
Racism	Racism is racial and cultural prejudice and discrimination, supported intentionally or unintentionally by institutional power and authority, used to the advantage of one race and the disadvantage of other races. The critical element that differentiates racism from prejudice and discrimination is the use of institutional power and authority to support prejudices and

enforce discriminatory behaviours in systemic ways with far-reaching outcomes and effects.

Recovery	Recovery is the personal process that people with mental illness go through in gaining control, meaning and purpose in their lives. Recovery involves different things for different people. For some, recovery means the complete absence of the symptoms of mental illness. For others, recovery means living a full life in the community while learning to live with ongoing symptoms.
Religion	Religion refers to a group of people thought to have (or believe they have) a common belief system concerning ultimate meaning that sometimes assumes the existence of the supernatural.
Religious Oppression	Religious oppression is the subordination, marginalization and persecution of an individual or group based on their religious or non-religious belief and/or practices.
Sexism	Sexism is a belief or attitude that one gender or sex is inferior to or less valuable than the other and can also refer to a hatred or distrust towards either sex as a whole, or creating stereotypes of masculinity for men or femininity for women. It is also called male and female chauvinism. Sexism can refer also to any and all systemic differentiations based on the gender of a person, not based on their individual merits. In some circumstances this type of sexism may constitute sex discrimination.
Sexual Harassment	Sexual harassment is one or a series of actions, comments or conduct of a gender-related or sexual nature (solicitation) that is known or ought reasonably to be known to be unwelcome/unwanted, offensive, intimidating, hostile or inappropriate.
Sexual Orientation	Sexual orientation is a term for the emotional, physical, romantic, sexual and spiritual attraction, desire or affection for another person. Examples include heterosexuality, bisexuality and homosexuality.
Social Justice	A concept premised upon the belief that each individual and group within society is to be given equal opportunity, fairness, civil liberties and participation in the social, educational, economic, institutional and moral freedoms and responsibilities valued by the society.
Stereotype	Stereotype is promoting an oversimplified, false portrayal of a group of people. Stereotypes tend to be static and do not

recognize the dynamic nature of societies. Accordingly, stereotyping takes the attributes and characteristics of one individual or individuals and generalizes them to the group to which the individual(s) belong. This leads to a situation in which those with power get to impose their perception of reality.

Stigma When someone appears to be different than us, we may view him or her in a negative stereotyped manner. People who have identities that society values negatively are said to be stigmatized. For example, stigma is a reality for people with a mental illness, and they report that how others judge them is one of their greatest barriers to a complete and satisfying life.

Systemic Discrimination The institutionalization of discrimination through policies and practices which may appear neutral on the surface but which have an exclusionary impact on particular groups, such that various minority groups are discriminated against, intentionally and unintentionally. This occurs in institutions and organizations where the policies, practices and procedures (e.g. employment systems – job requirements, hiring practices, promotion procedures, etc.) exclude and/or act as barriers to racialized groups. Systemic discrimination also is the result of some government laws and regulations.

Tokenizing Tokenizing is the act of making a member of a marginalized and/or oppressed group a spokesperson for that entire group, usually for the benefit of a larger, more privileged group.

Trans Trans is an abbreviation for transgender, transsexual, or some other form of trans identity. "Trans" can invoke notions of transcending beyond, existing between, or crossing over borders.

Transgender Transgender is a term to refer to a person whose gender identity is different from his or her biological sex, regardless of the status of surgical and hormonal gender reassignment processes. Often used as an umbrella term to include transsexuals, transgenderists, transvestites (crossdressers), two-spirit, intersex and transgender people.

Transgenderist Transgenderist is someone who is in-between transsexual and transgender on the gender continuum and who often takes sex hormones, but does not want genital surgery. Transgenderists can be born male or born female. The former sometimes obtain breast implants and/or electrolysis.

Transition Transition is the process (also referred to as the “gender reassignment process”) whereby transsexual people change their

appearance and bodies to match their internal (gender) identity, while living their lives full-time in their preferred gender role.

Transphobia Transphobia is the irrational fear or dislike of transsexual and transgender people.

Transpositive Transpositive is the opposite of transphobia. A transpositive attitude is one that validates, affirms, accepts, appreciates, celebrates and integrates transsexual and transgender people as unique and special in their own right.

Transsensual Transsensual is a term for a person who is primarily attracted to transgender or transsexual people.

Transsexual Transsexual is a term for a person who has an intense long-term experience of being the sex opposite to their birth-assigned sex and who typically pursues a medical and legal transformation to become the other sex. There are transmen (female-to-male transsexuals) and transwomen (male-to-female transsexuals). Transsexual people may undergo a number of procedures to bring their body and public identity in line with their self-image, including sex hormone therapy, electrolysis treatments, sex reassignment surgeries and legal changes of name and sex status.

White Supremacy White supremacy is a system, historically constructed by white peoples and nations, to exploit and oppress nations and peoples of color. The point of the system is to maintain and perpetuate wealth, power and privilege for nations and peoples of European descent. White privilege is also a system, institutionally based, that (1) rewards and privileges white people solely because of their skin color and European origins; and (2) exempts whites and European-descended peoples from oppression. White supremacy anchors white privilege and racial oppression in our society, meaning that it is not simply about individual prejudice. Individual and organizational acts of racial prejudice are rooted in, and replicate, an entire social construct of white supremacy.

Workplace Workplace is defined as any land, premises, place or places where the Centre's work is being conducted. This covers all buildings owned or leased, including surrounding perimeter of such buildings, such as driveways, parking lots and off site locations where services are provided, as well as locations where social events are being held, or where travel is being done on the Centre's behalf.

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Rainbow Health Ontario Online. (2009). "Glossary of Terms." Retrieved from the Web: November 24, 2009. <http://www.rainbowhealthontario.ca/glossary.cfm>

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APPENDIX A



Parkdale Community Health Centre

JOB DESCRIPTION

POSITION TITLE:	SUPERVISOR:
DATE PREPARED:	OTHER DIRECTION RECEIVED FROM:

POSITION SUMMARY:

RESPONSIBILITIES:

QUALIFICATIONS:

APPENDIX C

PCHC job advertisements are normally posted at:

- Parkdale Community Health Centre website: www.pchc.on.ca
- Charity Village – www.charityvillage.org
- Association of Ontario Health Centre website – www.aohc.org
(AOHC circulates job ad to All CHCs)
- Greater Parkdale community organizations & partner agencies (e.g. Parkdale Information Centre, Parkdale Library, Parkdale Activity Recreation Centre, Kababayan, etc)

APPENDIX D

**Interview for Position of [insert position titled here] of Parkdale Community Health Centre
Barrier-Free Selection and Hiring
Interview Rating Form**

Candidate's Name _____ **Date/Time of Interview:** _____ **Interviewed by:** _____

INTERVIEW QUESTION	CRITERIA	SCORE	TOTAL
1. Question?	One point is given for each of the following criteria: ✓ Criteria ✓ Criteria ✓ Criteria	1 2 3 4 5	
2. Question?	One point is given for each of the following criteria: ✓ Criteria ✓ Criteria ✓ Criteria	1 2 3 4 5	
TOTAL			

ADDITIONAL COMMENTS:

APPENDIX E

NEW HIRE CHECKLIST

This list is intended to ensure that new staff are properly orientated to PCHC. Any questions or comments are to be directed to the Manager.

Activity	Who	Status
Pre-start date		
Set up office/desk	AA	
Obtain signed-back offer letter (Information given to AA for filing and payroll set-up)	Mgr/AA	
Email communication sent to all staff advising of new hire and start date	Mgr/E.D.	
Set up computer, voicemail, passwords, etc	Mgr/IT	
Setup access card, keys, security identification, business cards	AA	
Set up orientation schedule	Mgr	
First Day Administration:		
Complete Personal Information Form, TD 1 and 2 Forms, Collect void cheque, Confidentiality Agreement, Police check	AA	
Review Alarm/security/fire drills/phones	AA	
Parking	AA	
Absences (who to call)	Mgr	
Office Hours and working hours	Mgr	
Tour of centre/introductions	Mgr/AA	
Organizational charts (departmental and organization wide)	Mgr	
Review Policies and Procedures/Physician's Agreement/Collective Agreement/Personnel Agreement	Mgr	
Review Access and Equity Policy	Mgr	
Review Mission, Philosophies, Vision and Values ENDS Statements/Strategic Plan/Operational Plan	Mgr	
Benefit Reviews	Fin/Mgr	
Review Job Description and expectations	Mgr	
Set Goals/Objectives (using performance assessment forms)	Mgr	
Departmental processes and policies and protocol, forms sign-up, Performance management	Mgr	
Ensure training/orientation program is taking place; monitor training/orientation	Mgr	