



# Recruitment Complaint Process

Toronto Community Housing is committed to developing and maintaining fair, transparent and bias-free recruitment processes that are aligned with employment related legislation, Toronto Community Housing recruitment related policies, procedures, and best practices.

## What complaints are included in this process?

A complaint under this process is an expression of dissatisfaction with the recruitment process as it relates to employment related legislation and/or Toronto Community Housing recruitment and hiring policies and procedures.

## What complaints are not included under this process?

- Complaints about matters that do not involve recruitment.
- Complaints related to recruitment matters where other internal avenues are available to receive such complaints, e.g. grievance process as described in relevant Collective Agreements for all union roles, or complaints that should be handled through the Human Rights Policy (Staff).
- Matters that are currently being investigated either internally or externally outside of this process.
- Complaints that have already been addressed/responded to either through this process or another process.

## Who can file a complaint?

Any Toronto Community Housing employee applying for a non-union role or any external candidate who has participated in our recruitment process.

## What is the time period for filing a complaint?

Complaints must be made within six (6) months of the occurrence of the incident in question.



## What is the recruitment process?

The recruitment process consists of any steps within the following phases

1. Job posting and application phase.
2. Assessment phase (screening, written/practical assessments and/or interviews).
3. Reference check phase.
4. Selection and job offer phase.

## How to make a complaint

### Initiate your complaint

1. Initiate your complaint by contacting the Manager, Talent Acquisition by phone and/or email. They will log your complaint and assign a Recruiter to follow up with you. Include the following information when making a complaint:
  - Your name and contact information
  - The Job requisition number
  - Name of the Recruiter responsible for the job (if known)
  - A summary of your complaint

Send the complaint information by phone and/or email to:

Yong Kwon  
Manager, Talent Acquisition  
Human Resources Division  
Toronto Community Housing  
[Yong.Kwon@torontohousing.ca](mailto:Yong.Kwon@torontohousing.ca)  
416-981-4258

2. A Recruiter will contact you within **1 business day** to discuss your issue/inquiry and where possible, will resolve/address your issue within **3 business days** of receiving your inquiry.



3. In the event a resolution is not possible within 3 business days, the Recruiter will provide you with an updated timeframe.

### File a formal complaint

If your issue is not resolved by the Recruiter as indicated above or within **14 days** following your discussion with the Recruiter, you may file a formal complaint for investigation with the Director of Talent Management by using the following steps:

1. Complete a “**Recruitment Complaint Form**”.
2. Submit your completed form by mail or email to:  
*If you are submitting the form by email, indicate “Recruitment Complaint Form” in the subject line.*  
  
Office of the Director of Talent Management  
Human Resources Division  
Toronto Community Housing 931 Yonge  
Street, 4<sup>th</sup> Floor Toronto, Ontario  
M4W 2H2  
[Human.Resources@torontohousing.ca](mailto:Human.Resources@torontohousing.ca)
3. Ensure that you respond to all requests from the Office of the Director of Talent Management, or designate, for additional information in a timely fashion. We ask that you do your best to respond within **24-48 hours**. If you are not able to respond within that timeframe, please let us know your availability and we will do our best to accommodate you. If you are not available during business hours, please let us know and we will work with you to make alternative arrangements.
4. A response/resolution will be provided to you within **21 days** (where possible) of receiving your complaint.



5. If a response/resolution is not possible within **21 days**, the Office of the Director of Talent Management, or designate, will provide you with an updated timeframe.

## How to appeal a complaint response/solution

If you are dissatisfied with the results of the formal investigation as provided by the Director of Talent Management, or designate, please complete the following steps:

1. Complete a “**Request for Further Review of Recruitment Complaint Form**”.
2. Submit your completed form to:  
Chief People and Culture Officer  
Human Resources Division  
Toronto Community Housing  
931 Yonge Street, 4<sup>th</sup> Floor  
Toronto, Ontario  
M4W 2H2  
[Barbara.Shulman@torontohousing.ca](mailto:Barbara.Shulman@torontohousing.ca)
3. Ensure your submission explains why you disagree with the response/resolution provided by the Director of Talent Management, or designate.
4. The Chief People and Culture Officer will review your completed “**Request for Further Review of Recruitment Complaint Form**” along with the information collected in the complaint process by the Recruiter and the Director of Talent Management, or designate.
5. A response will be provided to you within **21 days** of receiving your complaint.



6. The decision of the Chief People and Culture Officer in this complaint process will be final.

*If you have a complaint about the actions of the Chief People and Culture Officer, please submit the “Request for Further Review of Recruitment Complaint Form” directly to the CEO as follows:*

Office of the CEO  
Toronto Community Housing  
931 Yonge Street, 7th Floor  
Toronto, Ontario  
M4W 2H2  
[Daniela.Kibale@torontohousing.ca](mailto:Daniela.Kibale@torontohousing.ca)

## How to withdraw a complaint

If you have filed a complaint, but no longer wish to continue with it, you may withdraw your complaint at any time by emailing Yong Kwon, Manager, Talent Acquisition, at [Yong.Kwon@torontohousing.ca](mailto:Yong.Kwon@torontohousing.ca).

***Please note, using the Toronto Community Housing Recruitment Complaint Process does not prevent you from pursuing any other avenues of resolutions that may be available to you through other external agencies including any other government or legislative bodies.***