

Ch4-s1-06**Recruitment and Appointments – All Positions**

Responsible Authority:	Human Resources and Organizational Development
Approval Authority:	Strategic Leadership Team
Date of Approval:	2012-01-20
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PURPOSE

This practice will provide the framework to ensure equality of employment opportunity for applicants to the College and contribute to a positive image of the College in the community.

This practice will set out a process that is:

- Fair and equitable for all applicants;
- In accordance with the applicable collective agreement;
- In compliance with relevant employment legislation;
- Transparent to all parties, both those directly involved in the process and those viewing the process; and,
- Confidential for the interviewee and interviewers.

SCOPE

This process will be used when recruiting for any vacancy. (Any exceptions must be approved by the Senior Team).

DEFINITIONS

This includes an explanation of terms and abbreviations used within the policy and procedure.

Word/Term	Definition
Full-Time	Positions which are ongoing and are not defined by any of the following categories. Applicable to all employee groups.
Temporary/Contract	Employment for which specific time limits are known. Employment does not normally exceed twelve months.
Appendix D	A temporary position within the Support Staff bargaining unit replacing a full time bargaining unit member.
Appendix G	Students temporarily employed for more than 24 hours per week during the period of mid-April to the last Friday before Labour Day.

Initiatives and Opportunities (I/O)	A temporary vacancy with a known end date consisting of work that is new to the College. Such positions may not exceed 24 months in duration and must be discussed with the Union prior to posting.
Sessional	A temporary academic position that is thirteen hours or more per week. Such appointments will not exceed 21 hours without the consent of the VPA and HR.
Partial Load	Seven to twelve hours per week on a regular basis. Specific to the academic bargaining unit.
Part-Time	Up to six hours per week (Faculty) and up to 24 hours per week (Support) or less than 35 hours per week for Administration.

(Note: These are working definitions and do not supersede any collective agreement definitions.)

POLICY

Confederation College is committed to ensuring that our recruitment procedures are fair, open and transparent and comply with relevant employment legislation, terms and conditions of employment and collective agreements.

PROCEDURE

<u>Action</u>	<u>Responsibility</u>
1. General Practice	
1.1 The supervisor, as chair of the selection process and in consultation with HR, determines if a position is full-time, temporary, part-time, partial load or sessional, consistent with the collective agreements.	Hiring Manager
1.2 For most positions the supervisor will enter a requisition into the online Applicant Tracking System (ATS). The requisition must then be approved by the supervisor's supervisor and, in the case of full time positions, the appropriate senior team member, in addition to the Finance representative and the Director, HR.	Hiring Manager
1.3 The supervisor will attach a screening questionnaire (shortlist criteria) to the requisition, which will illustrate the shortlist criteria. HR can assist in this process as required.	Hiring Manager
1.4 The supervisor will forward the interview questions and any tests and marking schemes to be used in the recruitment process to HR	Hiring Manager

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| 1.5 | Once all required approvals are entered online the HR representative assigned to the recruitment will verify the content of the posting, the validity of the screening questionnaire and the appropriateness of the interview questions and tests. The position will then be posted online. | Human Resources |
| 1.6 | Positions posted externally will be advertised: | Human Resources |
| 1.6.1 | Per the collective agreement; | |
| 1.6.2 | On the internet/intranet via the applicant tracking system; | |
| 1.6.3 | On the Academia website as deemed appropriate; | |
| 1.6.4 | In local, regional and national newspapers deemed appropriate; | |
| 1.6.5 | On Indigenous specific websites and job boards including band offices, employment services. Anokiiwin Job Connect, Metis Nation of Ontario Anishnabek Employment and Training Services, Fort William First Nation band office, Wawatay, Anishnabek News, and Aboriginal Careers | |
| 1.6.6 | In trade journals or websites as deemed appropriate; and, | |
| 1.6.7 | Other online job boards as deemed appropriate. | |
| 1.7 | Applicants will receive automatic email acknowledgement of receipt of their application by the ATS immediately upon application. | Human Resources/HRSmart |
| 1.8 | An HR representative will participate in all recruitment processes with the exception of part time faculty, who are hired based on discussions between program coordinators and the appropriate Dean. | Human Resources/Dean |
| 1.9 | Interview panels will include participants from each of the constituency groups and may include an external representative(s), at the hiring supervisor's discretion. Panels to fill full time vacancies should include the following representatives wherever possible: | Hiring Manager |
| 1.9.1 | The hiring manager; | |
| 1.9.2 | An HR representative; | |
| 1.9.3 | A faculty representative; | |
| 1.9.4 | A support staff representative; | |
| 1.9.5 | A SUCCI representative; | |
| 1.9.6 | An OCASA representative; | |

1.9.7 A Negahneewin Council representative (as required).

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| 1.10 | The supervisor, or their designate, prepares an interview schedule and notifies each interviewee of the following: | Hiring Manager |
| 1.10.1 | the position title, status and salary range; | |
| 1.10.2 | the interview date, time and place (Campus, building, floor, room number); | |
| 1.10.3 | the structure and nature of the interview process; | |
| 1.10.4 | the approximate length of the interview; | |
| 1.10.5 | that, where applicable, tests and/or presentations will be part of the interview (and letting them know what equipment is available); | |
| 1.10.6 | that a parking pass will be emailed to the candidate prior to the interview; | |
| 1.10.7 | that travel costs will/will not be paid by the College; and, | |
| 1.10.8 | the name and telephone number of a contact at the College who can be notified the day of the interview if the applicant is unable to attend the interview as planned. | |
| 1.11 | The hiring supervisor, or their designate, makes all arrangements related to the interviews (room booking, drinking water on hand, A/V equipment if required, copy of questions for candidates) and prepares and distributes packages to the interview committee. Packages should contain resumes, interview worksheets, job posting and any other relevant documents. | Hiring Manager |
| 1.12 | All candidates who are interviewed sign Reference Check Consent Forms, however, only the preferred candidate(s) will have their references checked. (Having the form signed at the time of the interview expedites the reference check process). | Human Resources |
| 1.13 | The supervisor completes and records at least three reference checks for the preferred candidate ONLY, using the appropriate reference questionnaire template. One of the references must be the applicant's current, immediate supervisor unless that person is a member of the interview committee. In this instance the applicant must provide alternate references. For example; the immediate supervisor | Hiring Manager |

reference may be replaced by the previous supervisor or someone who provides technical direction and guidance.

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| 1.14 | While reference responses are confidential, they may be accessed by the candidate under the Freedom of Information and Protection of Privacy Act. Referees should be advised as such. | Hiring Manager |
| 1.15 | The supervisor reviews the process and hiring recommendation with the Director, Dean and/or the Vice-President or Dean and forwards all interview documentation to HR. <i>(All recruitment material will be archived for two (2) years and then destroyed).</i> | Hiring Manager |
| 1.16 | Once the applicable process has been conducted the HR representative will review the references and, in the case of full-time hires, draft a recommendation on behalf of the hiring manager to the Director, Human Resources and Organizational Development. | Human Resources |
| 1.17 | Salaries are determined by the collective agreement for Support and Faculty positions and by the salary administration policy for non bargaining unit positions. | Human Resources |
| 1.18 | Once approved, the hiring manager may make the job offer, deferring salary negotiation to HR. | Hiring Manager |
| 1.19 | Where a criminal background check is required candidates will be informed of the need to provide documentation to HR in accordance with the operating practice. | Hiring Manager |
| 1.20 | In the case of full-time hires, HR prepares the employment contract for the President's signature and forwards the signed contract to the supervisor. Contracts for non-full-time hires are initiated by the hiring department through the pending contract system. | Human Resources |
| 1.21 | The supervisor meets with the successful candidate to have the contract signed, to discuss the terms and conditions of the appointment, as well as reviewing the PDF/JFS. | Hiring Manager |
| 1.22 | The candidate signs and keeps the original of the contract and the supervisor forwards a signed copy to HR. | Hiring Manager |
| 1.23 | HR contacts the employee to finalize their payroll and benefits documentation. | Human Resources |
| 1.24 | Prior to the formal announcement of an appointment the supervisor informs all unsuccessful interviewees that the position has been filled and advises the Interview Committee of the acceptance of the position by the successful candidate. | Hiring Manager |

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| 1.25 | The supervisor issues a College-wide announcement of the appointment including the start date and background of the employee. Examples of announcements can be found on the HR departmental intranet site. | Hiring Manager |
| 1.26 | If requested by an interviewee, the supervisor or the HR representative from the Interview Committee meets with the interviewee and provides feedback with respect to their interview performance. | Human Resources |
| 1.27 | The supervisor ensures that the employee receives a thorough orientation to the College and their new position including appropriate Health and Safety and AODA training. Materials and suggestions can be found on the HR departmental intranet site. | Hiring Manager |
| 2. Academic Process | | |
| 2.1 | The School will enter a requisition on the applicant tracking system to initiate the posting in accordance with 1.2 above. Once the appropriate approvals are received HR will contact the school and obtain information related to the topic of the teaching presentation and the problem solving exercise. This information must be reviewed by HR prior to the posting being made active. | Dean |
| 2.2 | Once the requisition is approved, HR will ensure that the posting meets College standard wording prior to activation. Positions will be posted for a minimum of 10 days and will be advertised on the College website, at other Colleges per the Collective Agreement, and on the Service Canada website. Further advertising may be done following consultation with the Dean and Manager and HR in accordance with section 4 above. | Human Resources |
| 2.3 | The Dean (or designate) and HR meets to review applications that meet the criteria requested in the posting. The program coordinator or other faculty may be consulted at this step to provide insight as subject matter experts. Only shortlisted applicants progress past this step. | Dean and Human Resources |
| 2.4 | Once the shortlist has been prepared the School will develop a schedule for the remainder of the process (see 1.10 above). The School is responsible for the scheduling of rooms and participants and for arranging any equipment required for testing and presentation. A sample schedule is provided in Appendix A. | Dean |
| 2.5 | The candidate will be provided with a course outline for a first year course and asked to prepare a one hour lesson | Dean |

related to how they would introduce themselves and the course, as well as communicate learning objectives and evaluation methodology to students. Candidates will also be asked to introduce a basic concept contained in one of the learning objectives, and provide a written lesson plan for review by the Dean and/or the coordinator following the presentation.

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| 2.6 | Candidates will have 5 to 7 days to prepare their presentation, and must present a written lesson plan and any teaching materials (handouts, PowerPoint, exercises) to the Dean upon their arrival, or immediately following the teaching component. | Candidate |
| 2.7 | The teaching presentation will be performed in front of a group of students specifically trained to assess the teaching quality. HR will provide the Dean a list of trained students. Faculty and administrators will not participate in or observe the teaching component, but will review the lesson plan for content, pedagogy and college level appropriateness. | Human Resources |
| 2.8 | The School will prepare the presentation packages for the students and make appropriate arrangements with trained students to attend the presentation. An assessment worksheet for students to evaluate the presentation is attached in Appendix B. | Dean or designate |
| 2.9 | The School is responsible for the coordination of the teaching presentation including escorting candidates to the presentation room. The school must also schedule a debrief session with the Dean, HR, coordinator and/or faculty rep, and the students. HR will facilitate this session, which should take place on the same day as the presentations. | Dean or designate |
| 2.10 | Immediately following the teaching presentation the Dean, coordinator and/or faculty representative will collect the candidate from the classroom and take them on a tour of the facilities, particularly the area in which they would be teaching if hired. The tour is designed to be an informal exchange of information to assess the candidate's fit for the position. HR will observe this step and record observations. This section is designed to be an open exchange of information between the candidate, the Dean, the coordinator and/or faculty representative(s) and HR. | Dean/Respective School |
| 2.11 | Following the tour the candidate will be given one hour to draft a plan of action and potential response to a student issue. The Dean will arrange for the candidate to be brought to a suitable location furnished with all required equipment | Dean |

(computer, internet, College policies and procedures, student handbook). The Dean is responsible for the assessment of the submission upon completion, which may be done in consultation with the Program Coordinator and/or faculty representative(s).

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| 2.12 | The School is responsible for the coordination of the problem solving exercise. A sample exercise is provided in Appendix C. | Respective School |
| 2.13 | All components are then reviewed by the Dean and HR within two days of the interviews. All documentation will be reviewed and collected for the competition file. Where necessary and/or appropriate, the student panel and coordinator may be consulted during this step. The Dean makes the final recommendation for hire. | Dean and Human Resources |
| 2.14 | The School will arrange this meeting along with other components of the process (see 1.10 above). Note: the sequence of the components may vary to best fit schedules, resources, etc. | Respective School |
| 2.15 | The process will continue as stipulated in section 1. | |
| 3. Administrative Process | | |
| 3.1 | The hiring manager will enter a requisition on the applicant tracking system to initiate the posting per 1.2 above. Once the appropriate approvals are received, Human Resources (HR) will review the requisition to ensure the posting matches the Job Fact Sheet (JFS) and that the screening questionnaire matches the requirements of the position in accordance with section 1. | Hiring Manager |
| 3.2 | Positions will be posted for a minimum of 10 days and will be advertised on the College website and on the Service Canada website. Further advertising may be done following consultation between the hiring manager and HR, in accordance with 1.6 above. | Human Resources |
| 3.3 | The hiring manager and HR meet to review applications that meet the criteria requested in the posting. Only shortlisted applicants progress past this step. | Hiring Manager and Human Resources |
| 3.4 | The hiring department is responsible for the remainder of the process, including assembling the interview committee, scheduling of rooms and participants and, where applicable, arranging any equipment required for presentations that are part of the interview process (see 1.10 above). The interview committee will consist of the hiring manager and a HR representative, along with members of constituency groups | Hiring Manager or designate |

within the College (support staff, faculty and students) and, where appropriate, external representatives.

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| 3.5 | The hiring manager leads the interview process and engages the Interview Committee in a discussion to identify a preferred candidate(s). Hiring decisions must not contravene the collective agreements or the Human Rights Code. The HR representative on the Committee is responsible for identifying these issues throughout the selection process and the hiring manager must abide by these obligations. | Hiring Manager |
| 3.6 | The top candidate's references are contacted by the hiring manager to determine suitability for the position in accordance with 1.11 above. | Hiring Manager |
| 3.7 | The process will continue as stipulated in in section 1. | |
| 4. Support Staff Process | | |
| 4.1 | The hiring manager will enter a requisition on the applicant tracking system to initiate the posting per 1.2 above. Once the appropriate approvals are received, HR will contact the hiring department and obtain interview questions and information related to any testing requirements. This information must be reviewed by HR prior to the posting being activated. | Hiring Manager |
| 4.2 | HR will review the requisition to ensure the posting matches the Position Description Form (PDF) and that the screening questionnaire matches the requirements of the position prior to activation. Positions will be posted for a minimum of five working days and will be advertised on the College website. Where external advertising is required, positions will be posted at other Colleges and on the Service Canada website. Further advertising may be done following consultation with the hiring manager and the Director, HR, in accordance with 1.6 above | Human Resources |
| 4.3 | The hiring manager and HR meet to review applications that meet the criteria requested in the posting. Only shortlisted applicants progress past this step. | Hiring Manager |
| 4.4 | Tests, where applicable, are administered by HR prior to scheduling interviews and only those shortlisted applicants who pass the test(s) move on to the interview. If the seniority holder passes the test they are recommended for the position and the process is complete. | Human Resources |

- 4.5 Interviews will be conducted with shortlisted applicants in situations where a) there was no testing as part of the process or b) where there were two or more seniority holders whose scores on the test(s) were relatively equal.
- 4.6 The hiring department is responsible for the remainder of the process, including assembling the interview committee, scheduling of rooms and participants and, where applicable, arranging any equipment required for presentations that are part of the interview process (see 1.10 above). The interview committee will consist of the hiring manager and a HR representative, along with members of constituency groups within the College (support staff, faculty and students) and, where appropriate, external representatives. Hiring Manager
- 4.7 The hiring manager leads the interview process and engages the Interview Committee in a discussion to identify a preferred candidate(s). Hiring decisions must not contravene the collective agreements or the Human Rights Code. The HR representative on the Committee is responsible for identifying these issues throughout the selection process and the hiring manager must abide by these obligations. Hiring Manager
- 4.8 The top candidate's references are contacted by the hiring manager to determine suitability for the position in accordance with 1.11 above. Hiring Manager
- 4.9 The process will continue as stipulated in section 1.

SUPPORTING DOCUMENTATION

- Appendix A Sample Recruitment Schedule
Appendix B Teaching Presentation Evaluation Criteria

RELATED POLICIES

Any other relevant College policies should be listed.

RELATED MATERIALS

- [Support Staff Agreement](#)
[Faculty Collective Agreement](#)

AB 12: APPENDIX 1

APPENDIX A

Sample Recruitment Schedule - Faculty

	Candidate 1	Candidate 2	Candidate 3	Candidate 4
Teaching Presentation	9:00 to 10:00	10:15 to 11:15	12:00 to 1:00	2:15 to 3:15
Interview	10:00 to 11:00	11:15 to 12:15	1:00 to 2:00	3:15 to 4:15
Problem Solving Exercise	11:00 to 12:00	12:15 to 1:15	2:00 to 3:00	4:15 to 5:15

Student Debrief: 4:15 pm

A full process debrief will be scheduled within 2 days of the recruitment process.

All scheduling arrangements are the responsibility of the School.

APPENDIX B

Student Name: _____ Candidate Name: _____ Date: _____

Teaching Presentation Evaluation Criteria

Organization (please check appropriate box)			
Consistently clear, concise, well organized. Points were easy to follow because of the organization. Transitions between sections smooth and coordinated.	Usually clear, concise, well organized. Most of the presentation was easy to follow. Transitions between sections usually coordinated.	Not always clear or concise. Organization was adequate, but weak. Occasionally wandered and was sometimes difficult to follow. Transitions between sections weak.	Often unclear and disorganized, rambled too much. The presentation was confusing and difficult to follow. Transitions between sections awkward.
Comments:			
Topic Knowledge (please check appropriate box)			
Displayed an excellent grasp of the material. Demonstrated excellent mastery of content, application and implications. Excellent research depth.	Displayed a general grasp of the material. Demonstrated good mastery of content, application and implications. Good research depth.	Displayed some grasp of the material. Demonstrated adequate mastery of content, application and implications. Research not very deep.	Displayed a poor grasp of the material. Demonstrated a superficial handling of content, application and implications. Little depth of research.
Comments:			
Creativity (please check appropriate box)			
Very creative and original. Imaginative design and use of materials. Novel handouts, visual aids, or methods.	Exhibited some originality and creativity.	Routine treatment, minimal thought given to originality or creativity.	Lacked creativity. Very ordinary and mundane.
Comments:			

Presence (please check appropriate box)

Excellent presence. Confident, used notes well, at ease, excellent gestures, good audience attention, good eye contact	Good presence. Fairly confident, used notes fairly well, good gestures, acceptable audience attention and eye contact.	Adequate presence. Read parts, fumbled with notes, several distracting mannerisms, minimal gestures, minimal eye contact, too many 'um's'.	Poor presence. Unprepared, awkward, shuffled papers, poor eye contact, lots of um=s, turned from audience to read overheads, shuffled feet, fidgeted. Poor gestures.
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Comments:

Communication (please check appropriate box)

Actively engaged students in classroom discussion, encouraging active participation. Used exercises designed to increase student input and involvement.	Good level of student participation built into presentation. Asked questions of students.	Fair level of two way interaction. Answered questions where appropriate and/or necessary.	Unresponsive to students.
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Comments:

General Comments:

