

HR07**Hiring Process**

Classification:	Human Resources
Responsible Authority:	Manager, Organizational Effectiveness
Executive Sponsor:	Vice President, Human Resources
Approval Authority:	Algonquin College Executive Team
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PURPOSE

To ensure that a fair and transparent selection process is utilized in hiring all employees.

SCOPE

This includes all regular full-time positions below the level of President, Part-time, Non-Recurring and Fixed term opportunities and all temporary assignments of greater than 4 months duration.

DEFINITIONS

Word/Term	Definition
ACET	Algonquin College Executive Team
Appendix D	Temporary support employee who replaces a full-time employee in the Support Staff bargaining-unit employee who is on an approved absence.
Family Member	An employee's spouse (including a common-law or same sex partner), child, step child, brother, sister, brother-in-law, sister-in-law, parent, father-in-law, mother-in-law, son-in-law, daughter-in-law, grandparent, spouse's grandparent, grandchild, nieces or nephews.
Initiative/Opportunity	A full-time position in the Support Staff bargaining unit in which the established termination date is known at the time the position is created.
Internal Candidate	Refers to all employees, regardless of status, who meet the requirements as outlined by the Canada Revenue Agency as being in an employer- employee relationship. This includes those who have had a contract within four months prior to the posting and are likely to be rehired in the future.

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Special Project (Project of a Non-Recurring Kind)	An assignment for a specified period of time related to new projects where a permanent position does not exist or a project that is for a specific duration and will not re-occur.
Temporary Administrator	Fixed term employee who is classified as an Administrator and who performs supervisory functions and/or a high level of administrative work
Temporary Support Staff: 24 hours per week	Support employee who works up to and including 24 hours per week
Temporary Support Staff: Up to 17 weeks at full-time hours	Support employee who works full-time hours (i.e., over 24 hours per week) for up to 17 weeks but does not replace a full-time support staff member
Term replacement	An assignment of a full time employee to a permanent position for a limited period of time.

POLICY

1. The College strives to attract the best qualified candidates through the uniform application of its selection procedures.
2. As an equal opportunity employer, the College values diversity and is committed to the principles found in the Ontario Human Rights Code.
3. Vice Presidents will bring forward "Request to Fill" documentation to ACET. ACET must approve the filling of:
 - vacant full-time complement positions,
 - fixed – term administrative positions,
 - new Initiatives/Opportunities Support Staff term positions. These must be reviewed and recommended by College Budget Committee before being brought forward by a Vice President to ACET. Additionally, these positions must be submitted to Human Resources in advance of the Budget Committee for presentation at the Union College Committee.

Once ACET has given its approval to fill a position, the hiring manager is to follow the hiring procedures found in the Human Resources Manager's Guide to Hiring (Appendix 1).

The review will focus on rationale for the position, including, but not limited to:

- The specific impact of not filling the position
- Does it relate to compliance with a collective agreement
- Is there an effect on MAESD mandates, regulations, etc.
- Would there be a direct impact on a number of students per term
- Would it impact service times and by how much
- Specific impact on program delivery (reductions, cancellations)
- Is there an effect on other employees (workload re-assignments, distribution)

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- Is there a direct effect on KPI's
- Is there a direct effect on delivery of Strategic Plan / Business Plan priorities
- Whether there is a return on investment associated with the position and how it is quantified?
- Were other measures considered to be able to absorb the vacancy? (Process review and changes, staffing model / program delivery changes, service changes)

Vacancies that are approved for filling will be authorized, recorded in minutes, stamped "Approved" and forwarded to Human Resources for processing.

4. Temporary assignments and special projects generally do not require the approval of ACET. The Hiring Manager may hire temporary employees or offer a temporary assignment to a full-time employee in the following situations:
 - When replacing full-time employees who are absent;
 - For projects of a non-recurring kind (Support Staff), where the contract is a fixed term not exceeding 12 months;
 - For short-term assignments where the contract is for a fixed term.
 - On an on-going basis at 24 hours or less per week
5. Competition notices for full time positions will be posted internally and externally for a minimum of five (5) working days and can be extended at the discretion of the hiring manager in consultation with Human Resources. A hiring manager can elect to post for less than five (5) days for fixed term and part-time positions.
6. Competitions will be posted for all temporary positions exceeding four months in duration. A competition will also be held if an assignment that was originally less than four months, is extended to beyond four months.
7. Except under special circumstances, only résumés received through the online application process will be accepted.

8. Selection Committees for Full-Time Positions

- 8.1 Every competition to fill full-time positions is to have a Selection Committee to assist the hiring manager in selecting the best eligible candidate for the position.
- 8.2 Each Selection Committee will be chaired by the hiring manager who will invite other individuals to join the Committee. Human Resources will act as a resource to the hiring manager.
- 8.3 The Selection Committee should consist of at least three persons who have been selected for their knowledge of the role and the hiring process, represent different staffing levels, diverse employee groups and stakeholder departments. A union representative is to be invited to join all Academic Selection Committees, prior to meeting and interview dates being scheduled.
- 8.4 Selection Committee members must declare if there are any reasons that would prevent

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them from making an objective recommendation to the hiring manager. Selection Committee members must remove themselves from the Committee if one of the candidates being interviewed is a family member.

8.5 **Selection Committees and procedures for Term/Temporary Assignments:**

At the discretion of the hiring manager, a full selection committee can be assembled, however this is not mandatory for work of a temporary nature. If there is no successful candidate, Human Resources can assist with the search for qualified candidates.

8.6 All non-full-time employees completing work of a temporary nature are required to sign terms and conditions of employment. For full procedures on hiring employees of a temporary nature please visit the Human Resources website:

<http://www.algonquincollege.com/hr/managers-toolkit/ptcontracts/>

9. **Guidelines for Selection Committees**

To ensure a fair process, each Selection Committee will adhere to the following guidelines:

- 9.1 The background, interests and aspirations of the candidates are a matter of privilege and for this reason, the information obtained as a member of the Selection Committee must remain confidential to the members of the committee.
- 9.2 In consultation with Human Resources, the hiring manager will determine work experience equivalency to the Academic credentials requirement, if applicable.
- 9.3 All full-time bargaining unit member candidates whose résumé meets the core requirements of the position will be considered. Internal applicants who meet the core requirements of the position (based on a résumé review) will be given consideration prior to external candidates.
- 9.4 A full-time employee whose substantive position is the same, or very similar, to the posted position, and who does not hold the required academic credential, will be considered to have met the academic credential for the purposes of the competition.
- 9.5 For Administrative positions, where the qualifications and experience of applicants are relatively equal, completion or substantial completion of the Algonquin Leadership program will be considered an asset.
- 9.6 For positions in the Support Staff Bargaining Unit and Academic Bargaining Unit, members of the Committee must be aware of and adhere to the job posting provisions of the respective Collective Agreements. Any interpretation of the Collective Agreements should be directed back to Human Resources.
- 9.7 The selection committee will recommend the leading candidate and the hiring manager will request the candidate's approval to complete the reference checks.

10. **References**

- 10.1 References will be checked by the hiring manager.

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- 10.2 The references obtained will be recorded and forwarded to Human Resources with the completed Submission for Appointment form.

11. Requirements

- 11.1 Every position has job-related requirements which include academic or professional credentials, technical knowledge and work experience. Consult Human Resources for the appropriate equivalency of work experience relative to Academic credentials if applicable.
- 11.2 The minimum credential required of professors in degree, diploma and certificate programs is one level higher than the program being taught. It is also recognized that in special circumstances, it may be necessary to hire faculty with less than the stated minimum credential. In these cases, the approval of the Senior Vice President, Academic is required. Additionally, with the approval of the appropriate Vice-President, candidates with credentials substantially underway may be considered at the discretion of the hiring manager.
- 11.3 The leading candidate must provide evidence of his or her credentials. In the case of a professor, to ensure compliance with the Postsecondary Education Quality Assessment Board (PEQAB) requirements, the College requires directly from the granting agency evidence of the highest academic credential earned and/or any required professional credential claimed by the candidate.

12. Appointment

- 12.1 The hiring manager will not select a family member into a position that reports directly to them or through their reporting chain.
- 12.2 The hiring manager will inform Human Resources of the hiring decision. The hiring manager will ensure that the unsuccessful interviewed candidates are contacted and informed of the committee's decision.
- 12.3 The start date of the new employee will be established in compliance with Policy HR 10 New Employee Orientation.
- 12.4 With the exception of letters of offer for Presidential and Vice-Presidential positions, the Vice President, Human Resources or delegate will be the signing officer for all letters of offer.

Rates of Compensation will be as set out in the respective Academic and Support Staff Collective Agreements, and as are outlined on the Human Resources website for all other employees. Hiring Managers are to consult with Human Resources or the guides provided prior to discussing compensation offers with the lead candidates.

13. Appointments without Competition

- 13.1 In special circumstances, as approved by the President, individuals may be appointed to a regular full-time administrative position without competition.

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- 13.2 The Collective Agreement for Academic employees has a provision in Appendix V for the conversion of a sessional appointment to a full-time regular position, under certain circumstances in the absence of a competition.

14. Selection Assisted by External Consultants

- 14.1 The decision to engage an external consultant to assist with the candidate search must be recommended by an ACET member to the President for approval.
- 14.2 The external consultant will be advised by Human Resources of the College's policies pertinent to the hiring process.

15. Re-employment of Previous Employees

- 15.1 Employees who have received a voluntary separation package or who were involuntarily separated from the College will not be considered for re-employment for a period of time that is at least equal to the length of term of notice and/or the payment provided at the time of departure.
- 15.2 During that period, such former employees shall not be re-employed on a permanent, temporary, part time, sessional, fee for service or contractual basis whether independently or as part of a consulting firm.
- 15.3 This provision will not apply to employees laid off under the terms of either the Support Staff or Academic Collective Agreements who maintain their recall rights.
- 15.4 Deans and Directors are responsible to ensure departmental compliance to this policy. Hiring Managers are individually accountable for adherence to this policy.
- 15.5 Human Resources will provide employees, who have received a voluntary separation or involuntary separation payout, with a copy of Section 15 of this policy.

16. Interpretation

- 16.1 The Vice President, Human Resources, is responsible for the interpretation of this policy. Its application is the joint responsibility of administrators and the Vice President, Human Resources.
- 16.2 This policy supersedes all other policies of the College with respect to the recruitment and selection of full-time regular staff below the level of President and is subject to the provisions of the Academic and Support Staff Collective Agreements.

PROCEDURE

<u>Action</u>	<u>Responsibility</u>
1. Approval to Post a Position	
1.1 Review and update the position description for Support and Administrative roles.	Hiring Manager
1.2 Submit to the immediate manager one of the following completed forms along with the job posting, for recommendation to approve filling a position (Appendix 2): <ul style="list-style-type: none"> • Request to Fill a Complement Position • Request for Approval of New Position • Request for Approval of I-O Position (Support Staff) 	Hiring Manager
1.3 Submit the recommendation to approve filling a position to the next level manager for consideration.	Hiring Manager
1.4 If the request is supported, present the request to the appropriate Area Vice-President for approval to fill the position.	Vice President
2. Posting an Approved Position	
2.1 Submit to Human Resources the appropriate completed form to fill a position, approved by an Area Vice-President, along with an electronic copy of the draft job posting.	Hiring Manager
2.2 Finalize the job posting and post the position on the College website and distribute copies to pre-determined posting areas. Post positions for professors on the Ontario Colleges website.	Human Resources Officer
2.3 Coordinate advertising of position, if required.	Human Resources Officer
2.4 Work closely with hiring manager to identify alternate or additional advertising avenues if targeted recruitment is needed.	Human Resources Officer
2.5 Contact the hiring manager to confirm the processes and procedures to be followed to fill a position.	Human Resources Officer

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3. Candidate Selection

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| 3.1 | Establish a Selection Committee, as described in Policy article 8 above. | Hiring Manager |
| 3.2 | Convene a meeting of the Selection Committee. Review with Committee members its role to provide insight and make a recommendation on the leading candidate to the Chair. Have each selection committee member sign a confidentiality agreement. | Hiring Manager |
| 3.3 | Develop selection criteria based on the job posting and job description for the position with input from the selection committee. Use the selection criteria to select candidates for the interviews. | Hiring Manager
Selection
Committee |
| 3.4 | Ask Selection Committee members if there are any reasons that would prevent them from making an objective decision, including interviewing a family member. | Hiring Manager,
Selection
Committee |
| 3.5 | Prepare a set of questions, testing and/or job simulations to be used with all candidates invited for an interview. | Hiring Manager |
| 3.6 | Invite to an interview all selected candidates. Give the candidates the date, time and location of the interview and advise of any tests or presentations that will be given as part of the selection process. | Hiring Manager |

Candidates must meet the outlined requirements and are to be selected for interviews in the following order:

- Full-Time Academic Position → Full-time academic and current Partial Load Employees → Current** Part-time and Sessional Employees FT employees outside the bargaining unit → External Candidates
- Full-Time Support Position → Full-time Support and I/O employees → Current** Part-Time and Fixed term employees Other FT employees → External Candidates
- Full-Time Administrative Position → All qualified internal candidates → External Candidates
- Part-Time, Sessional, Fixed term, Non- Recurring, Appendix D, (posted positions) → All current** employees → External Candidates

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*current partial load employees or persons who have been partial- load employees within four months prior to the posting

**currently includes those who have had a contract within four months prior to the posting and are likely to be rehired in the future.

3.7 Provide the Selection Committee members' packages forty eight (48) hours in advance of the interviews, if possible. The package are to include the questions, the rating scheme, the résumés, the job description and the posting. Hiring Manager

3.8 Interview candidates and select the leading candidate. Selection Committee

3.9 Collect the notes from the interviews from all Selection Committee members and return them to Human Resources. Hiring Manager

4. Offer of Employment

4.1 Obtain permission from the leading candidate to contact employment references. A Reference Check form is found on the Human Resources website under *Hiring Manager – General Forms*. Hiring Manager

4.2 Contact at least three employment references, including two supervisory references. Hiring Manager

4.3 Assuming satisfactory reference checks, contact the successful candidate to discuss employment offer parameters. Hiring Manager

4.4 Complete and sign the *Submission for Appointment* form (available from the Human Resources Web site) and obtain the signature of the immediate manager. Hiring Manager

4.5 Forward the following documentation to Human Resources for final review. For competitions in the Academic Area, the following documentation is to be first forwarded to the Senior Vice-President Academic's office: Hiring Manager

- the composition of the Selection Committee ,
- the completed *Submission for Appointment* form,
- a copy of the successful candidate résumé and reference checks,

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- a salary calculation for the hire of a full-time or partial load professor,
- the criteria used to select the successful candidate,
- the list of candidates interviewed,
- an overview of the Selection process,
- All the committee's documentation on each candidate.

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|-----|--|-----------------|
| 4.6 | Provide an official offer of employment in writing to the successful candidate. | Human Resources |
| 4.7 | Notify all unsuccessful interviewed candidates of the outcome of the competition. | Hiring Manager |
| 4.8 | Notify all other candidates not selected for an interview of the outcome of the competition. | Human Resources |

SUPPORTING DOCUMENTATION

- Appendix 1 *Manager's Hiring Guide* ([click here](#))
Appendix 2 Forms Required during Hiring Process
Appendix 3 Reference Check ([click here](#))
Appendix 4 Terms and Conditions of Employment ([click here](#))
Appendix 5 Temporary Employee Hiring Checklist ([click here](#))

RELATED POLICIES

HR10 New Employee Orientation

RELATED MATERIALS

Ontario Human Rights Code, R.S.O. 1990, c. H.19

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h19_e.htm

Academic and Support Staff Collective Agreements, Terms and Conditions of Employment for Administrative Employees

<http://www.algonquincollege.com/hr/labour-relations/collective-agreements/>

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MANAGER'S GUIDE TO HIRING, AUGUST 2010 (NB: TO BE REVIEWED FOR UPDATING)

Document is found on the Human Resources website under Recruitment and Selection.

<http://algonquincollege.com/hr/hiring-guide/>

HR07: APPENDIX 2

FORMS REQUIRED DURING THE HIRING PROCESS

Forms mentioned in this policy are found on the Human Resources Website under the Manager's Toolkit.

<http://www.algonquincollege.com/hr/forms-managers-toolkit/>

HR07: APPENDIX 3: TELEPHONE REFERENCE CHECK FORM<http://www.algonquincollege.com/hr/forms-managers-toolkit/>**TELEPHONE REFERENCE CHECK FORM**

When speaking with the person giving the reference, discuss the following:

- The reference will take 5-10 minutes to complete
- Everything discussed is kept confidential – we do not disclose any information to applicants
- Please be as honest as you can with all answers

Candidate Name:

Reference Name:

Reference Organization:

Reference Position Title:

Reference Contact Details:

What was your relationship with the applicant? Select...

When did the Applicant work for you?

Start Date:

End Date:

What was the applicant's position(s) during that time? Key responsibilities?

Please comment on their ability to manage the pace of work and to juggle multiple priorities:



What is your assessment of their initiative and ability to work independently?

Please comment on their ability to work with others and to build relationships:

Please describe their communication style:

How would you assess their effectiveness as a leader (if applicable)?

What would you consider to be strengths of the applicant?



What were identified as areas for development?

The applicant's reason for leaving your organization:

Overall Rating you would assign:

Select...

Would you rehire: ☐ Yes ☐ No

Other Comments you'd like to share or any other information you could tell us that would be helpful in making our decision?

Please print this form after completion, sign, and return to your Human Resources Officer with the Competition File.

Completed by:

Date:

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FORMS REQUIRED DURING THE HIRING PROCESS

Forms mentioned in this policy are found on the Human Resources Website under the Manager's Toolkit.

<http://www.algonquincollege.com/hr/labour-relations/employment-tc/>

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FORMS REQUIRED DURING THE HIRING PROCESS



New Part Time Employee Hiring Checklist

Department/School: _____ Manager/Chair/Dean: _____

Employee's name: _____ Employee's alternate email: _____

Employee's telephone No.: _____ Department/School contact person: _____

Information to be submitted by employee

SUBMITTED/COMPLETED

PENDING

Employee's name	<input type="checkbox"/>	<input type="checkbox"/>
Employee's S.I.N.	<input type="checkbox"/>	<input type="checkbox"/>
Employee's birth date	<input type="checkbox"/>	<input type="checkbox"/>
Employee's address	<input type="checkbox"/>	<input type="checkbox"/>
Employee's phone number	<input type="checkbox"/>	<input type="checkbox"/>
Employee's alternate e-mail	<input type="checkbox"/>	<input type="checkbox"/>
Employee's void cheque	<input type="checkbox"/>	<input type="checkbox"/>

Steps to be completed by Department/School

Enter employee's information on HRIS (assign employee No.)	<input type="checkbox"/>	<input type="checkbox"/>
Forward void cheque to Payroll (allow 2 days for information to be entered)	<input type="checkbox"/>	<input type="checkbox"/>
Enter authorization on HRIS	<input type="checkbox"/>	<input type="checkbox"/>
Approve authorization on HRIS (budget holders or managers)	<input type="checkbox"/>	<input type="checkbox"/>
Receive network account information (allow 48 hours after authorization approval)	<input type="checkbox"/>	<input type="checkbox"/>
Contact employee to provide Network Account information and employee number	<input type="checkbox"/>	<input type="checkbox"/>
Ensure timetable for new employee is updated (contact scheduler at the Registrar's Office for further information)	<input type="checkbox"/>	<input type="checkbox"/>

Steps to be completed by new Part Time employee

*Received Network Account information (if not received within 5 days, please contact your manager or department contact person)	<input type="checkbox"/>	<input type="checkbox"/>
Register for orientation	<input type="checkbox"/>	<input type="checkbox"/>
Attend orientation	<input type="checkbox"/>	<input type="checkbox"/>
Login to Blackboard and complete orientation activities	<input type="checkbox"/>	<input type="checkbox"/>
Submit timesheet to Department/School contact person	<input type="checkbox"/>	<input type="checkbox"/>

c.c. Employee