

**HR 07****HIRING PROCESS**

Classification:	Human Resources
Responsible Authority:	Manager, Talent & HR Programs
Executive Sponsor:	Vice President, Human Resources
Approval Authority:	Algonquin College Executive Team
Date First Approved:	1996-04-22
Date Last Reviewed:	2020-09-21
Mandatory Review Date:	2023-09-21

**PURPOSE**

The purpose of this policy is to attract the most qualified individuals to Algonquin College and ensure a fair, consistent and transparent process for all candidates, while complying with relevant employment legislation and applicable collective agreements.

**SCOPE**

This policy applies to all positions hired within Algonquin College below the level of the President and does not apply to the procurement of contractor and consulting services.

**DEFINITIONS**

<b>Word/Term</b>	<b>Definition</b>
ACET	Algonquin College Executive Team
Appendix D	Persons employed on a casual or temporary basis to replace Full-time Support bargaining unit employees absent due to vacation, sick leave or leaves of absence.
Applicant	An individual who has applied for employment with the College.
Candidate	An applicant who has been selected for the interview process.
Casual Employee	Employees who work on a call-in basis and/or do not have regularly scheduled hours on a weekly basis.
Family Member	An employee's spouse (including a common-law or same sex partner), child, stepchild, 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.

Fixed-term Administrator (FTA)	Fixed-term employee who is classified as an Administrator and who performs supervisory functions and/or a high level of administrative work. Sometimes referred to as a Temporary Administrator.
Hiring Manager	An administration employee who has the direct responsibility to hire employees into their department and is responsible to complete the recruitment process.
Initiative/Opportunities	A full-time position within the Full-time Support Staff bargaining unit in which the established termination date is known at the time the position is created. The Initiative/Opportunities position may not exceed twenty-four (24) consecutive months unless extended with written agreement of the Local Union.
Internal Candidate	Refers to all employees, regardless of status, who meet the requirements as specified by the Collective Agreement(s) (additional consideration applies), or as outlined by the Canada Revenue Agency as being in an employer - employee relationship.
One Day Hire	A candidate who is hired for a one day assignment within the College.
Project of a Non-Recurring Kind	An assignment for a maximum of twelve (12) months with full-time hours, related to a new project(s) where a permanent position does not exist, or a project that is for a specific duration and will not re-occur.
Regular Part-time Employees (RPT)	Persons employed in a continuous position of indefinite extent with regularly scheduled hours of up to twenty-four (24) hours on a weekly basis. Some Regular Part-time employees may occupy less than twelve (12) month positions.
Selection Committee	A committee comprised of individuals selected by the hiring manager to provide input into the recruitment and selection process of applicants and candidates for a designation position.
Student Employees	Students who are occupying positions that are only made available to current students of the College.
Temporary Employees	Those who are employed either; <ol style="list-style-type: none"> <li>1. To replace Regular Part-time Employees on leave; <b>OR</b></li> <li>2. For a period of up to nine (9) months, or such longer period as the College and the Local Union may agree.</li> </ol>
Temporary or Acting Assignment	An assignment of a full-time employee to a full-time 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. All full-time and regular part-time vacancies will be posted internally and externally for a minimum of five (5) business days and can be extended at the discretion of the Hiring Manager in consultation with Human Resources. For all temporary full-time and temporary part-time vacancies, the Hiring Manager can elect to post for less than five (5) business days.
4. All temporary full-time positions exceeding four (4) months in duration will be posted. A competition will also be held is an assignment that was originally less than four (4) months is extended beyond four (4) months.
5. Except under special circumstances, only résumés and applications received through the online application process will be accepted.
6. **Selection Committees for Full-time and Regular Part-time Positions**
  - 6.1 Every Competition to fill full-time and regular part-time positions is to have a Selection Committee to assist the Hiring Manager in selecting the best eligible candidate for the position.
  - 6.2 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.
  - 6.3 The Selection Committee should consist of at least three (3) 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 all Academic Selection Committees prior to meeting and interview dates being scheduled. Human Resources should be included in selection panels where required.
  - 6.4 Selection Committee members must declare if there are any reasons that would prevent 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.
7. **Selection Committees and procedures for Fixed-term or Temporary Assignments**
  - 7.1 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.
8. **Guidelines for Selection Committees**
  - 8.1 The background, interests and aspirations of the candidates are a matter of privilege and for this reason, any information related to the applicants must remain confidential to the members of the committee; therefore, members of the Selection Committee will need to sign a confidentiality agreement prior to the selection process.
  - 8.2 In consultation with Human Resources, the Hiring Manager will determine the work experience equivalency to the Academic credentials requirement, if applicable.

- 8.3 All Full-time bargaining unit member and Regular Part-time Support Staff whose résumé meet the core requirements of the position will be considered when applying for Full-time, and Regular Part-time positions, respectively. Internal candidates who meet the core requirements of the position, based on a résumé review, will be given consideration prior to external candidates.
- 8.4 A Full-time Support and Administrative employee whose substantive position is the same, or very similar, to the posted position, and who does not hold the required academic credential for the purposes of the competition will be considered.
- 8.5 For Full-time and Fixed-term Administrative positions, where the qualifications and experience of applicants are relatively equal, completion or substantial completion of the Algonquin Leadership program (ALEI) will be considered an asset.
- 8.6 For positions in the Full-time 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. References**

- 9.1 References must be checked by the Hiring Manager.
- 9.2 The references obtained will be recorded via the Workday system and/or a hard copy should be forwarded to Human Resources along with the competition file.

## **10. Requirements**

- 10.1 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.
- 10.2 The minimum credential required of Professors in degree, diploma, and certificate programs is one (1) level higher than the program being taught. It is also recognized that in certain circumstances, it may be necessary to hire faculty with less than the stated minimum credential. In cases such as these, 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.
- 10.3 The leading candidate must provide evidence of completed credentials. In the case of a Professor or Instructor, 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.

## **11. Appointment**

- 11.1 The Hiring Manager will not select a family member into a position that reports directly to them or through their reporting chain.
- 11.2 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 within five (5) business days.
- 11.3 The state date of the new Full-time employee will be at the beginning of a pay period.
- 11.4 With the exception of letters of offer for Presidential, the Hiring Manager will be signing authority.

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

## **12. Appointments Without Competition**

- 12.1 In special circumstances, as approved by the President, individuals may be appointed to a regular Full-time Administrative position without competition with Vice President approval for the respective area as well as the Vice President of Human Resources.
- 12.2 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.

## **13. Selection Assisted by External Consultants**

- 13.1 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.
- 13.2 The ACET member must ensure proper Procurement processes and restrictions are being adhered to.

## **14. Re-employment of Previous Employees**

- 14.1 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.
- 14.2 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 a part of a consulting firm.
- 14.3 This provision will not apply to employees laid off under the terms of their respective Collective Agreements who maintain their recall rights.
- 14.4 Deans and Directors are responsible to ensure departmental compliance to this policy. Hiring Managers are individually accountable for adherence to this policy.
- 14.5 Human Resources will provide employees, who have received a voluntary or involuntary separation payout with a copy of Section 14 of this policy.

## **15. Interpretation**

- 15.1 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.
- 15.2 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, Support Staff, and Part-time Support Staff Collective Agreements.

## **PROCEDURE**

These are the steps to be followed when hiring employees.

<u>Action</u>	<u>Responsibility</u>
<b>1. Posting a Position</b>	
1.1 Review and update the position description for all Full-time and Part-time Support and Administrative roles.	Hiring Manager

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|-----------------------------------|--|--|
| 1.2                               | Submit a job requisition; include the job description summary and required qualifications in the Job Description field.  | Hiring Manager                         |
| 1.3                               | Review and approve the job requisition.  | Human Resources                        |
| 1.4                               | Post the position internally on the HR System, and on the College Job Board website. Distribute copies to pre-determined posting areas and the job posting distribution list. Post all full-time Academic vacancies on the Ontario Colleges website.   | Human Resources                        |
| 1.5                               | Work closely with the Hiring Manager to identify additional advertising avenues if targeted recruitment is needed.   | Human Resources                        |
| <br><b>2. Candidate Selection</b> |  |  |
| 2.1                               | Establish a Selection Committee, as described in Section 6 above.  | Hiring Manager                         |
| 2.2                               | 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 Hiring Manager. Have each Selection Committee member sign a confidentiality agreement.  | Hiring Manager                         |
| 2.3                               | 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 to interview.  | Hiring Manager,<br>Selection Committee |
| 2.4                               | Ask Selection Committee members if there are any reasons that would prevent them from making an objective decision, including interviewing a family member. <b>Note:</b> Panel members cannot be related to interviewees. For more information, see <a href="#">HR12 Conflict of Interest Policy</a> . | Hiring Manager,<br>Selection Committee |
| 2.5                               | Prepare a set of questions, testing and/or job simulations to be used with all candidates invited for an interview.  | Hiring Manager                         |
| 2.6                               | Invite all selected candidates to interview. Give the candidates the date, time, and location of the interview, advising of any tests of 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 → Internal Algonquin College employees outside of the bargaining unit → External candidates
- **Full-time Support position:** Full-time Support and Initiative/Opportunities employees → Internal Algonquin College employees outside of the bargaining unit → External candidates
- **Full-time Administrative position:** all qualified Internal and External candidates

- **Regular Part-time position:** Regular Part-time employees outside of their probation period → Internal Algonquin College employees inside and outside of the bargaining unit → External candidates
- **Part-time Faculty, Sessional, Fixed-term Administrative, Non-Recurring, Appendix D:** Internal Algonquin College employees and external candidates.

\*current Partial Load employees or persons who have been Partial Load employees within four (4) months prior to the posting.

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|-------------------------------|--|---------------------|
| 2.7                           | Provide the Selection Committee members' packages forty-eight (48) hours in advance of the interviews, if possible. The packages are to include the questions, rating scheme, the résumés, the job description, and the job posting.   | Hiring Manager      |
| 2.8                           | Interview candidates and select the leading candidate.   |                     |
|                               |  | Selection Committee |
| 2.9                           | Collect the notes from the interviews from all Selection Committee members and return them to Human Resources within four (4) weeks of the hiring of the successful candidate.   | Hiring Manager      |
| <b>3. Offer of Employment</b> |  |                     |
| 3.1                           | Obtain permission from the leading candidate to contact employment references. Reference checks are submitted directly into the HR System.   | Hiring Manager      |
| 3.2                           | Contact at least three (3) reference checks, including two (2) supervisory references.   | Hiring Manager      |
| 3.3                           | Assuming satisfactory reference checks, contact the successful candidate to discuss employment offer parameters.   | Hiring Manager      |
| 3.4                           | Move the selected candidate through the Candidate Pipeline in the HR System in order to initiate the offer.  | Hiring Manager      |
| 3.5                           | Forward the following documentation to Human Resources for final review of all Full-time Academic, Full-time Support, and Regular Part-time competitions.  | Hiring Manager      |
|                               | <p>Note: For competitions in the Academic Area, the following documentation is to be first forwarded to the Senior Vice President Academic's office:</p> <ul style="list-style-type: none"> <li>• The composition of the Selection Committee;</li> <li>• The completed <i>Submission for Appointment</i> form;</li> <li>• A copy of the successful candidate résumés and reference checks;</li> <li>• A salary calculation for the hire of a Full-time or Partial Load Professor/Instructor;</li> <li>• The criteria used to select the successful candidate;</li> <li>• The list of candidates interviewed;</li> <li>• An overview of the selection process;</li> </ul> |                     |

- All of the committee's documentation for each candidate.
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|-----|---|--------------------------------------|
| 3.6 | Provide an official offer of employment in writing to the successful candidate. This is submitted through the HR System.              | Human Resources                      |
| 3.7 | Notify all unsuccessful interviewed candidates of the outcome of the competition.   | Hiring Manager                       |
| 3.8 | Notify all other candidates not selected for an interview of the outcome of the competition. This is submitted through the HR System. | Human Resources or<br>Hiring Manager |

## SUPPORTING DOCUMENTATION

Appendix 1      *Manager's Hiring Guide* ([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](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/>



## HR07: Appendix 1

### **MANAGER'S GUIDE TO HIRING (NB: TO BE REVIEWED FOR UPDATING)**

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