

HR 07 HIRING PROCESS

Classification:	Human Resources
Responsible Authority:	Director, People and Culture
Executive Sponsor:	Vice President, Human Resources
Approval Authority:	Algonquin College Executive Team
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PURPOSE

The purpose of this policy is to attract the most qualified and diverse workforce to Algonquin College and ensure fair, consistent, transparent, and equitable practice for recruitment, hiring, and promotion for all positions, while complying with relevant employment legislation and applicable collective agreements.

SCOPE

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

DEFINITIONS

Word/Term	Definition
ACET	The Algonquin College Executive Team is the group responsible for providing strategic leadership within Algonquin College. The group is comprised of the President, Vice Presidents, and Director of the President's Office and Communications of the College.
Appendix D	Appendix D refers to a person or 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 Applicant is an individual who has applied for employment with the College.

Candidate	A Candidate is an employment Applicant who has been selected for the interview process.
Casual Employee	A Casual Employee is a college employee who works on a call-in basis and/or does not have regularly scheduled hours on a weekly basis.
Competition	A competition is a structured, merit-based process used to evaluate and select the most qualified candidate for a job from a pool of applicants.
Consultant	A Consultant is a professional who provides expert advice in a particular area (e.g., HR, IT, strategy).
Contractor	A Contractor is an individual or business hired to perform specific tasks or services under a contract for a set period.
Diversity	In the context of hiring, diversity encompasses the intentional inclusion of individuals from a wide range of backgrounds to enrich the academic and professional environment.
Equity-deserving Groups	An Equity-deserving Group is a community that faces significant collective challenges to equal access, opportunities and resources for full participation in society due to disadvantages and discrimination. This includes women, racialized persons, indigenous persons, persons with disabilities people who are part of the 2SLGBTQ+ community, Francophones.
Family Member	A Family Member is an employee's spouse (including a common-law), child, stepchild, sibling of spouse, parent, parent of spouse, spouse of child, grandparent, spouse's grandparent, grandchild, sibling.
Fixed-term Administrator (FTA)	A Fixed Term Administrator is a fixed-term employee who is classified as an Administrator and who performs supervisory functions and/or a high level of administrative work.
Hiring	Hiring is the process of identifying, attracting, evaluating and selecting qualified individuals to fill a vacant position within the College.
Hiring Manager	An administration employee who has the direct responsibility to hire employees into their department and is responsible for completing the recruitment process.
Initiative/Opportunities	An Initiative/Opportunities position is 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 and forms part of the employment contract with the individual who is selected for the position.
Internal Candidate	An Internal Candidate is any employee, regardless of status, who meets the requirements as specified by the Collective Agreement(s) (additional consideration applies), Algonquin College policies or as outlined by the Canada Revenue Agency as being in an employer - employee relationship.
Misrepresentation of Educational Credentials	The Misrepresentation of Educational Credentials is any false, misleading, or incomplete information regarding education, work experience, certifications, or other qualifications.

One Day Hire	A One Day hire is a candidate who is hired for a one-day assignment within the College.
Professional Designation Standing	A Professional Designation Standing is the current and verified status of an individual's professional certification or designation as recognized by the issuing regulatory or certifying body. This includes confirmation that the individual holds the designation in good standing, has met all ongoing requirements (such as continuing education or membership dues), and is not subject to any disciplinary actions or suspensions.
Project of a Non- Recurring Kind (PNRK)	A Project of a Non-Recurring Kind is 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.
Promotion	Referring to the advancement of an employee to a position of higher responsibility, authority or rank within the College.
Professional Designation Standing	The current and verified status of an individual's professional certification or designation is recognized by the issuing regulatory or certifying body. This includes confirmation that the individual holds the designation in good standing, has met all ongoing requirements (such as continuing education or membership dues), and is not subject to any disciplinary actions or suspensions.
Recruitment	Recruitment is the strategic process of identifying, attracting and encouraging qualified individuals to apply for employment opportunities within the College.
Recruitment Approval Matrix	The Recruitment Approval Matrix is a set of organizational guidelines that outline the required levels of approval for hiring decisions, categorized by employment group, to ensure consistent, transparent and compliant recruitment practices.
Regular Part-time Employees (RPT)	A Regular Part-Time Employee is a person employed in a continuous support staff 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 Selection Committee is a group 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	A Student Employee is a person who is occupying a temporary employment position that is only made available to individuals currently registered as a student in an educational institution.
Talent Partner	A Talent Partner is a member of the Human Resources team that has oversight responsibility for the recruitment process.
Temporary Assignment	A Temporary Assignment is an assignment of an employee to another position for a limited period.
Temporary Employees	A Temporary Employee is a person who is employed either: <ol style="list-style-type: none"> 1. To replace a Regular Part-time Employee on leave; OR 2. For a period of up to nine (9) months, or such a longer period as the College and the Local Union may agree.

POLICY

1. The College strives to attract the best qualified candidates through the equitable application of its selection procedures.
2. The College values diversity and is an equal opportunity employer. We offer an inclusive work environment and encourage applications from all qualified individuals.
3. All administrative, academic and support positions (permanent full-time and regular part-time vacancies) will be posted internally for a minimum of five (5) business days and can be extended at the discretion of the Talent Partner in consultation with the Hiring Manager. For all temporary full-time and temporary part-time vacancies, the Hiring Manager can elect to post for less than five (5) business days (see point four).
4. All temporary administrative, academic and support non-permanent full-time positions exceeding four (4) months in duration will be posted and a competition will be held. A competition will also be held if an assignment that was originally less than four (4) months, and not posted, is extended beyond four (4) months.
5. Unless otherwise specified on the vacancy posting or where accommodation is given, only résumés and applications received through the online application process will be considered.
6. **Selection Committee Representation for Full-time (Administrative, Academic and Support Staff) and Regular Part-time Positions (Support Staff)**
 - 6.1 Every Competition must have a Selection Committee to assist the Hiring Manager in selecting the most 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) people who have been selected for their knowledge of the role and the hiring process, represent different staffing levels, diverse employee groups and related departments. A union representative will be invited to all Academic Selection Committees prior to the selection committee's initial meeting. Human Resources will act in an oversight capacity 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 or presents a personal conflict of interest challenge.

7. Selection Committees and procedures for Fixed-term or Temporary Assignments (Administrative and Support Staff)

- 7.1 At the discretion of the Hiring Manager, a Selection Committee, structured in accordance with Section 6.3 above, can be assembled, however this is not mandatory for work of a temporary nature less than four months in duration.
- 7.2 For temporary absences of more than four months, a Selection Committee, structured in accordance with Section 6.3 above, will be required.

8. Guidelines for Selection Committees

- 8.1 The background, education and experience 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. Any failure to keep information confidential or a release of privileged information obtained through participation in a Selection Committee will be addressed through HR18, Employee Code of Conduct policy.
- 8.2 In consultation with Human Resources, the Hiring Manager will determine the work experience equivalency to the Academic credentials' requirement, if applicable, **prior to posting**. Such recommended equivalencies are to be confirmed considering required Ministry expectations. For non-academic equivalencies, Hiring Managers are to follow the Standard Operating Procedure (SOP): Educational Equivalencies.
- 8.3 The hiring process identified by the Hiring Manager and informed by the Selection Committee should be sufficiently rigorous to be able to determine the candidacy of leading candidates. This may take the form of questions, presentations, demo teaching, skills assessment or other validation activities.
- 8.4 All support staff, full-time bargaining unit members 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.
- 8.5 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 or professional credential for the purposes of the competition will be considered if they have sufficient experience and there is no liability associated with waiving the specified credential, subject to 8.2 above.
- 8.6 For positions in the Full-time and Part-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 For all leading candidates, an effort to obtain three references is required. Said references are to provide validation of work experience, abilities and competencies identified in the submitted resume. Should there be fewer than 3 previous employers, multiple references from the same organization may be used.
- 9.2 For internal candidates, the current manager must be a reference. References are being checked by the Hiring Manager, although when required, the Talent Partner will be able to support the process.
- 9.3 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.
- 9.4 Failure of the candidate to provide adequate references for assessment will result in the candidate's file being closed and an offer not issued.
- 9.5 In the event the employee is successful in moving to another position within 6 months, existing references may be used to support that hiring decision.

10. Provision of Educational Credentials and Professional Designation Standing

- 10.1 Academic educational credentials and professional designation standings will go through an initial validation using publicly available information or photocopies of credentials at the point of the salary calculation. When an offer is extended, hard copy transcripts and validation from the academic institution or third party will be required at the point of offer letter issuance. Costs for this are covered by the applicant.
- 10.2 All resumes will be reviewed for accuracy during the hiring process. Any discrepancies or suspicions of misrepresentations are to be reported to the Talent Partner immediately for assessment.
- 10.3 If misrepresentation is confirmed, the following actions may be taken:
 - For Job Applicants: Withdrawal of the job offer.
 - For Employees: Withdrawal of the job offer and assessment of disciplinary actions up to and including termination of employment.

11. Job Requirements

- 11.1 Every position has job-related requirements which include academic or professional credentials, technical knowledge, and work experience. The SOP: Educational Equivalences provides an understanding of appropriate equivalencies for all non-academic hiring.

- 11.2 The minimum credential required of faculty in degree, diploma, and certificate programs is one (1) level higher than the program being taught, and in certain programs a terminal credential (e.g., master's or doctorate) or professional designation (e.g., Red Seal Certification) may be required.
- 11.3 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. Exceptions to any benchmarks pertaining to faculty must be based on the absence of a related program credential in a college or other extraordinary circumstances and justified in writing and approved by the Senior Vice-President Academic or their designated authority. The signed documents must be kept for review at the time of any request for consent or renewed consent.

12. Appointment

- 12.1 The Hiring Manager will not select a candidate that may be a direct conflict of interest in 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 all unsuccessful candidates interviewed are contacted and informed of the committee's decision with respect to their application.
- 12.3 The College's Recruitment Approval Matrix will determine who will be the signing authority of any letter of offer.
- 12.4 Rates of compensation, benefits, leave and vacation allowances and any other form of compensation will be determined by both Collective Agreements and the College's Total Compensation Guidelines. Hiring Managers are to consult with their Talent Partner prior to discussing compensation with the lead candidates.

13. Internal Movement

- 13.1 Upon awarding a contract to an internal candidate and acceptance by an individual, there is to be an agreed period (up to 15 working days) for a transition period before the internal employee will be able to move into their new position. Such transition period can be waived only by the employee's current manager if they feel that there will be no negative impact upon their operations.
- 13.2 Any employee who is currently on a Performance Improvement Plan (PIP) can only be considered for an internal movement role if the Hiring Manager agrees to continue the process and assumes responsibility for oversight of the PIP Plan.
- 13.3 The Hiring Manager will be required to consult with the current Manager to ensure a proper performance reference is obtained and to ensure that enough time is provided to support any operational impact moves (up to 15 working days). Current

managers are expected to provide fair and accurate performance assessments of any staff that will be transitioning into a new role, even if such a reference results in an offer letter being rescinded.

- 13.4 Employees who are on probation or who have worked less than six months employed in a temporary contract (with no other substantive position) are not eligible to apply for or transfer to a different role in the college.

14. Appointments Without Competition

- 14.1 In special circumstances (e.g., succession planning through an established Strategic Workforce Planning/Succession approach or an HR led Organizational Design Initiative), 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. In these cases, the Talent Partner will facilitate coordination of these approvals.

15. Selection Assisted by External Recruitment Consultants

- 15.1 The decision to engage an external recruitment consultant to assist with the candidate search must be recommended by an ACET member to the President for approval.
- 15.2 Once approved, the Talent Partner will work with the Hiring Manager to ensure proper procurement processes and restrictions are being adhered to and that the retention of the appropriate Consultant meets with all the required directives of the College.
- 15.3 Any consultant hired through this policy will be registered and in compliance with all legislated licensing stipulated through the Province of Ontario.

16. Re-employment of Previous Employees

- 16.1 Employees who have been terminated due to performance or received an involuntary separation package from the College will not be considered for re-employment.
- 16.2 Employees who received a voluntary separation package may be considered for re-employment following a file review by the Talent Partner. This review will assess their absence duration, departure payment, and any subsequent legal activity.
- 16.3 During any period of paid severance, a former employee 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.
- 16.4 This provision will not apply to employees laid off and who maintain their recall rights under the terms of their respective Collective Agreements.

17. Hiring of Contractors/Temporary Agency Staff

- 17.1 The hiring of Contractors or Temporary Agency Staff into union positions or to perform bargaining unit work is not permitted unless approved by the Director, Employee and Labour Relations.
- 17.2 All contractor engagements must receive prior approval through the routing of the contract approval authority with review from both the Human Resources and Procurement departments. The approval process includes a thorough review of the business case, budget considerations and compliance with college policies and collective agreements.
- 17.3 Contractors must adhere to the same ethical standards and College policies as regular employees.
- 17.4 All contractor agreements must comply with HR guidelines, including background checks, confidentiality agreements and college policies and procedures.
- 17.5 Procurement guidelines must be followed to ensure fair and transparent selection processes, including competitive bidding and contract negotiations.

18. Hiring Retirees

- 18.1 Retirees may be rehired on a part-time basis after a minimum break of six months from their retirement date.
- 18.2 Rehiring retirees is permissible for non-union temporary coverage, facilitation of training of existing staff or project-based work.
- 18.3 The rehiring of retirees should not be used as a substitute for training current staff or filling positions that could be occupied by other employees with training.
- 18.4 The intention of hiring retirees is to leverage the experience and expertise of retirees while ensuring the development and growth of existing and new staff members.

19. Interpretation

- 19.1 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.
- 19.2 This policy supersedes all other policies of the College with respect to the recruitment and selection of full-time Administrative, Academic and Support Staff and Regular Part-Time Support Staff with the exception of the level of President and is subject to the provisions of the Academic, Full-Time Support Staff, and Part-time Support Staff Collective Agreements as well as the college's Administrative Terms and Conditions.

PROCEDURE

Procedural documents outline the various procedures and processes that are to be followed during the talent acquisition process and are available through the People Leader Portal – Talent Acquisition and Workforce Management (see links in Supporting Documentation below).

SUPPORTING DOCUMENTATION

Website: [People Leader Portal - Talent Acquisition and Workforce Management](#)
[Position Management](#)
[Hiring Guide and Resources](#)

RELATED POLICIES

HR10: New Employee Orientation
 HR12: Conflict of Interest
 HR18: Code of Conduct
 IT01: Information Security
 AD02: Freedom of Information and Protection of Privacy

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

[Collective Agreements](#)

- Academic Employees Collective Agreement
- Support Staff (Full Time) Collective Agreement
- Support Staff (Part Time) Collective Agreement

[Administrative Staff Terms and Conditions of Employment](#)