

**RECRUITING / HIRING  
 POLICY & PROCEDURES**

|                   |   |            |                       |
|-------------------|---|------------|-----------------------|
| Section           | Recruitment, Orientation & Postings                         | Policy No  | 5.01                  |
| Employees Covered | All Employees (subject to applicable Collective Agreements) | Effective  | April 2016            |
| Subject           | Recruiting / Hiring   | Authorized | Signed by G. MacInnis |

The Human Resources Department provides support to the Cape Breton University (“University”) community in recruiting, screening, and selecting employees in all occupational groupings within the institution. The Human Resources Department will take measures to ensure the appropriate University recruiting and hiring procedures are followed. Its role is to assist Schools and Departments obtain the best candidates in a timely manner to fulfil the academic mandate of the University thereby contributing to improved student recruitment and retention.

Any concerns related to hiring practices should be brought to the Director of Human Resources for discussion and investigation, if needed.

**Outline**

1. [Position Approval Process](#)
2. [Job Descriptions – Non-Teaching Positions](#)
3. [Position Posting](#)
4. [Advertising](#)
5. [Selection Committee](#)
6. [Applications](#)
7. [Short Listing Process](#)
8. [Interview Process](#)
  - 8.1 [Questions and Weights](#)
  - 8.2 [Arranging Interviews](#)
9. [Data Verification / Reference Checking](#)
10. [Successful Candidate](#)
  - 10.1 [Self-Identified Applicants](#)
  - 10.2 [Internal Applicants](#)
  - 10.3 [Successful Candidate Process](#)
  - 10.4 [Contacting Successful Candidates](#)
11. [Selection Committee Records/Notes](#)
12. [Process for Vetting ICAs for teaching assignments \(includes distance courses\)](#)
13. [Casual Employees \(Non-Teaching Positions\)](#)
14. [Conflict of Interest](#)

## 1. **POSITION APPROVAL PROCESS**

When a position (newly created or replacement, continuing or term position) needs to be filled or extended, a Personnel Requisition form must be completed and authorized.

## 2. **JOB DESCRIPTIONS (Non-Teaching Positions)**

A job description outlines areas of responsibility and accountabilities within a department and supports operational requirements. When a position is vacant, it is an opportune time to review, and if necessary, update the job description to ensure it is current. Job qualifications should also be reviewed. The Human Resources Department can assist in the updating of job descriptions. The Human Resources Department will notify, if necessary, the appropriate union prior to posting.

New or altered positions will be given a provisional rating by the Human Resources Department which will determine the salary range. For CUPE or non-union/management positions, after the incumbent is in the position for approximately six months, he/she will complete a Position Summary and the position will be evaluated and the salary range finalized.

## 3. **POSITION POSTING**

Once the position is approved and the job description is finalized (if applicable), the Human Resources Department will prepare the job posting. The job posting will be prepared based on the job description and any special requirements detailed on the Personnel Requisition. It may also include preferred qualifications that may enhance performance in the position. These would be considered in the event that two candidates are considered relatively equal.

While all qualified candidates are encouraged to apply for positions, the law requires the University give Canadians and permanent residents priority. As the University strives to be an equal opportunity employer, all employment postings will encourage applications from qualified Aboriginal People, African Canadians or other persons from a visible minority group, persons with disabilities and women. Applicants who self-identify in their cover letter will be given special consideration consistent with section 10.1.

## 4. **ADVERTISING**

All employment postings will be posted on the University's website and in accordance with any applicable Collective Agreement.

External publications may include local, regional and national newspapers and/or websites, professional associations, university publications and/or websites. Other advertising media may be considered when circumstances warrant or dictate.

All competitions will remain open for at least five working days.

If there are unusual circumstances that would indicate a position should be filled other than in the regular method of posting/advertising, it must be reviewed with the Human Resources Department and with the appropriate senior manager.

The University retains the right to transfer, reassign or promote employees or otherwise determine employment complement in circumstances it deems appropriate subject to any restrictions contained in existing Collective Agreements.

## 5. **SELECTION COMMITTEE**

The purpose of the selection committee is to make a hiring recommendation to the senior manager.

Discussions within the selection committee and information obtained from data verification and reference checks are **strictly confidential** and there will be no disclosure of such information outside the selection committee or the Human Resources Department.

A selection committee will be constituted to deal with all posted vacancies. For unionized positions, reference must be made to the applicable Collective Agreement.

The responsibility for ensuring the selection committee is properly constituted and briefed as to the desired outcome rests with the appropriate senior manager.

The selection committee will normally consist of a minimum of four interviewers and will normally be chaired by the individual who will provide immediate supervision to the position. Committees may include a student and/or an individual external to the hiring department. The external member would normally be an individual who has expertise in the field and/or has frequent interaction with the posted position.

If the relevant senior manager is not on the selection committee, he/she may wish to meet with the candidates being interviewed. If this is desired and a separate time is to be scheduled, he/she must make arrangements to do so with the Human Resources Department.

## 6. **APPLICATIONS**

The Human Resources Department will receive all applications. Following the closing date, the Human Resources Department will make the applications available to the selection committee.

## 7. **SHORT LISTING PROCESS**

Only candidates meeting all posted requirements will be short-listed.

It is recommended that a score sheet, based on the requirements outlined in the job description (or employment posting) be used to short-list applicants. The selection committee Chair should create the appropriate score sheet based on job requirements with assistance, if needed, from the Human Resources Department. Each member of the selection committee should participate in the short-listing process. Only one official score sheet will be kept on file for each applicant. The highest scoring applicants will be those who make the initial short list.

A candidate who self-identifies and meets the minimum requirements of the position will be scored separately and interviewed. If there are multiple self-identified candidates who meet the minimum requirements, the top scorers in this group should be interviewed.

## 8. **INTERVIEW PROCESS**

### 8.1 **Questions and Weights**

The Human Resources Department is available to support the Selection Committee in following an objective and fair selection process. A fair and objective selection decision is based on a range of qualifications, not just the interview and past performance (as confirmed through references). Utilize a variety of factors as outlined below, establish the weight given to each factor, and finalize all questions prior to the start of the interviews. Factors that may be applicable to positions include:

- (a) Factors and weights used in interviewing for faculty positions should reflect, but not be limited to, the following criteria:
- Qualifications
  - Teaching experience
  - Other relevant occupational experience
  - Presentation made to campus community
  - Research
  - Professional and community service
  - Other factors pertinent to the position (e.g., demonstrated ability to work with colleagues; demonstrated ability to work with limited resources; potential to advance academic goals of the University while contributing to discipline, department and school; professional network)

- (b) Factors and weights used in interviewing for non-faculty positions should reflect, but not be limited to, the following criteria:
- Qualifications
  - Recent related experience
  - Demonstrated ability (e.g. ability to organize work, ability to communicate effectively)
  - Results of skill tests (e.g. computer, writing exercise, presentation, etc.)
  - Other factors pertinent to the position (e.g. interpersonal skills, potential to advance overall goals of the University, contribute to enhancement of student life at the University, work effectively with other departments and schools, professional links to community, ability to find creative solutions in dealing with limited resources, demonstrated ability meeting deadlines, multitasking ability, student oriented, flexible and open to change, welcoming and sensitive to a more diverse University community)

## 8.2 Arranging Interviews

The Human Resources Department normally arranges interviews. Telephone and/or other forms of distance communication, e.g. Skype, are normally used as a first level interview for candidates who are not in the local area. Normally, candidates who are successful in this first level of interviews will be brought to the University, in person, for a second interview (for permanent or long term positions).

## 9. DATA VERIFICATION / REFERENCE CHECKING

The selection committee Chair is responsible for data verification and reference checking. The selection committee should be provided with the results of the data verification and reference checks before a recommendation is made to the senior manager.

In particular, before hiring an external candidate, it is critical that information provided on a resume/curriculum vitae is accurate. Confirmation of degrees conferred should be done even when official transcripts are provided. As conferral of degrees is public information, a call to the Registrar's Office of the university/college attended is quick and easy. The candidate's work history is to be confirmed as well. For example, a candidate states on his resume he worked for ABC University as an Assistant Professor of English from 1998 to 2002. The selection committee Chair would contact ABC University to confirm this statement. No further inquiries should be made. **The Chair must get permission from the applicant before verifying information with an applicant's current employer.**

Reference checking is contacting referees whose names have been provided by an applicant (either on their resume or verbally during the interview) to ask questions about the applicant's past performance and suitability for the position being sought. Ordinarily, only work-related references are used (not personal references). Additional or more appropriate references can be requested of the candidate.

The selection committee Chair must perform reference checks with at least three references provided by the employee. The current employer must be one of the references checked. See Guidelines for Checking References and Reference Check form.

For an internal candidate, a reference check with the current supervisor is required.

If the reference checks are not positive and/or information on the resume is found to be false or inaccurate, consult with the Human Resources Department. Fraudulent information and/or poor references will normally eliminate a candidate from further consideration.

A Criminal Records Check, Vulnerable Sector Check and Child Abuse Register Checks may be required of certain positions.

## 10. **SUCCESSFUL CANDIDATE**

The candidate with the highest score (following data verification and reference check process) should ordinarily be identified as the successful candidate (unless clause 10.1 or 10.2 applies).

### 10.1 **Self-Identified Applicants**

When qualifications and skills are relatively equal (within 5 weighted points of the highest weighted candidate), self-identified candidates will be given preferred consideration over other **external** candidates.

### 10.2 **Internal Applicants**

When qualifications and skills are relatively equal (within 5 weighted points of the highest weighted candidate), internal candidates will be given preferred consideration over **external** candidates. "Internal" candidates include employees in continuing positions and current term employees. Employees are selected based on the applicant who best meets the requirements for particular positions, keeping in mind applicable Collective Agreement provisions and due consideration to providing equal opportunities for self-identified candidates.

### 10.3 Successful Candidate Process

The selection committee will make every effort to arrive at a decision through consensus and then complete the Successful Candidate form to submit to the senior manager for approval.

If there is not a clear consensus, the selection committee may choose to schedule a second interview(s). If there is still no clear consensus, the Chair will report the results to the senior manager who may wish to meet with the selection committee before finalizing a decision. If the senior manager is on the selection committee, he/she will finalize the decision and complete a Successful Candidate Form, if a candidate is selected.

**When a successful candidate is identified, it is to be kept confidential until unsuccessful interviewed candidates are notified.**

### 10.4 Contacting Successful Candidates

An offer of employment cannot be made until the data verification and reference information is received in the Human Resources Department.

The senior manager or designate, in consultation with the Human Resources Department, will follow-up with the successful candidate in an attempt to secure an appropriate employment contract.

No commitments regarding terms and conditions of employment will be made that are not contained in the employment contract. With respect to faculty positions, this includes rank, tenure and placement on the salary grid. As well, no commitments will be made to candidates regarding salary, benefits or relocation expenses without prior approval of the Human Resources Department.

No offers of employment, implied or explicit, shall be made before approval is obtained and proper recruitment and selection processes, as outlined herein, are followed. The letter of appointment, once signed, and the applicable provisions of the Collective Agreement between the University and the Union (if an employee will be a member of a bargaining unit at the University) constitute the entire agreement with the new employee concerning all matters relating to that person's employment with the University and supersedes any and all other promises, representations, undertakings, agreements, understandings, or arrangements with reference to such employment.

The Human Resources Department will prepare the employment contract which will be reviewed and approved by the senior manager.

The finalized employment contract or extension letter will be sent to the manager who is responsible for the position. The manager will contact the successful candidate, in the case of a new hire, or the employee who is being extended to notify the individual that the letter is ready and arrange for the delivery of the contract or extension letter.

The Human Resources Department will notify interviewed candidates who are not selected. The Chair of the selection committee will contact unsuccessful internal candidates to advise of the decision and discuss. Remembering that internal applicants are expressing an interest in advancing their career at CBU, it is recommended that the notification process is used as an opportunity to provide constructive feedback which could be helpful to the candidate with any future applications.

All inquiries made by applicants related to the interview process or the decision of the selection committee will be referred, without comment, to the selection committee Chair.

#### **11. SELECTION COMMITTEE RECORDS / NOTES**

Once the selection process is completed, all resumes, verification information, reference check sheets, score sheets and committee members' notes must be returned to the Human Resources Department. Pursuant to provincial Freedom of Information Legislation, applicants have a right to request a copy of all information (e.g. score sheets, notes) pertaining to their application/interview.

All resumes and selection committee notes will be held on file in the Human Resources Department for one year following the filling of the position. After one year, this material will be destroyed.

#### **12. PROCESS FOR VETTING ICAS (includes distance courses)**

This process is to be used the first time an individual is hired to teach within a particular department.

According to Articles 27.2.5.6, 27.2.6.4 and 29.8 of the CBU/CBUFA Collective Agreement, all part-time individual limited term course assignments (ICAs) must be vetted by the appropriate department(s) in which the course(s) will be offered. This vetting refers to the vetting of academic qualifications to teach the courses. However, the determination of course offerings and teaching assignments are the responsibility of the Dean (Article 27.1). It is important that standard Human Resources reference checks also be conducted by the Dean or Chair before any course is assigned to an ICA by the Dean.

When a Dean determines that a course must be offered through an ICA and the individual has not taught within that department before, the Dean must consult with the appropriate department(s) through the Chair(s) to ensure the candidate has the appropriate academic qualifications. The Dean must also verify through the Director of Human Resources that the candidate has an acceptable employment history at the University. If the candidate does not have an employment history with the University, then the Dean must consult with a minimum of three external referees from recent employers of the candidate.

### 13. **CASUAL EMPLOYEES (Non-Teaching Positions)**

The hiring of casual employees must also follow University policy and procedures. As the University strives to be an equal opportunity employer, special consideration (as outlined in clauses 7. and 10.1) is given to candidates who self-identify from identified groups, including Aboriginal People, African Canadians or other persons from a visible minority group, persons with disabilities and women.

The Human Resources Department should be contacted with requests for casual administrative employees. The Human Resources Department maintains a listing of screened applicants who are available for administrative assignments. Screening consists of a preliminary interview, skill testing (e.g. computer skills) and reference checks.

The hiring department will be directed to draw on this pool of employees for casual work other than student employment. When a department requires a casual employee with special skills and there is no one available within the casual pool to fill the request, the Human Resources Department will assist in seeking out applicants to fill this need.

If at all possible, Departments and Schools should give a week's notice of their need to fill temporary positions. The Human Resources Department must know the start/end dates of employment and the hours of work required.

An evaluation will be requested of supervisors for each casual assignment and a response is to be forwarded to the Human Resources Department as quickly as possible.

### 14. **CONFLICT OF INTEREST**

No employee of the University involved in the hiring process may exercise his/her powers in his/her own interest or in the interest of a third person, nor may he/she place himself/herself in a situation of conflict or potential conflict between his/her personal interest and his/her duties with regard to the Recruiting / Hiring Policy of the University.

In addition, University employees are not permitted to hire individuals who are their immediate family members. No preference will be given to family members of other employees.

Employees shall disclose any direct or indirect association or material interest or involvement that would result in any actual, potential or perceived conflict of interest with regard to the Recruiting / Hiring Policy.

For greater clarity, a conflict of interest exists in the hiring process when an employee of the University involved in the hiring process has an immediate marital, familial, sexual, significant financial, or similar relationship with the person who is being considered for a position with the University. Employees

having such a conflict(s) of interest shall notify, in writing, the Human Resources Director or designate. The specific nature of the conflict of interest need not be disclosed. The Human Resources Director or designate will discuss the matter with the employee concerned and, if the Human Resources Director or designate decides that there is even the appearance of a conflict of interest, it is agreed that the employee will not participate as a member of the selection committee.

If the party disclosing the conflict has the capacity to participate in or to make decisions affecting recruitment and hiring, the party may only continue to participate with the approval of the senior manager, in consultation with the Human Resources Director or designate. The party may elect not to participate with respect to the issue in conflict.

If any conflict of interest (real or perceived) arises with the selection of a candidate, the selection committee Chair shall be notified and the decision of the Human Resources Director or designate shall prevail.

The University encourages and welcomes the hiring of qualified individuals at all levels in the institution and recognizes that, in some cases (e.g. faculty), a person who is hired for a position at the University may have a spouse or family member who is interested in working at the University. In cases where such a person is hired, every effort should be taken to avoid a conflict of interest (real or perceived) in the day-to-day working relationship. The employee(s) involved has a responsibility to bring these types of matters to the attention of their supervisor and to the Director of Human Resources or designate to ensure that appropriate measures can be taken to avoid conflicts of interest from arising.

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