

TYPE:	Employment-Related
TITLE:	Recruitment and Selection
NO.:	EMPL-309
RESPONSIBILITY:	Chief Administrative Officer
APPROVED BY:	Durham College Leadership Team
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1. Introduction

Durham College's values drive its organizational culture and behaviour in delivering its mission and vision. The College is committed to recruiting and retaining talented employees who share its vision, values and its mission that together we are leading the way. It is essential that individuals hired have the necessary educational credentials and employment experience to enhance the learning experience of students. As post-secondary institutions confront growing competition for talent, the human resources expertise and practices supporting Durham College in maintaining and building a creative, innovative and talented workforce are of vital importance. A successful hiring process is best accomplished through a collaborative effort between Human Resources and the hiring manager.

2. Purpose

The purpose of this policy and procedure is to provide a framework for ensuring a clear process leading to the selection of qualified full-time employees and ensure effective hiring practices.

3. Definitions

Refer to [Durham College's Standard Definitions](#).

4. Policy statements

- 4.1. People are the College's most valuable asset.
- 4.2. The dignity of individuals and the integrity and confidentiality of the process are fundamental to the College's hiring procedures.
- 4.3. It is necessary to have hiring procedures that are clear, accessible, and consistently applied.

4.4. The paramount criteria in employee selection are:

- Alignment with the mission, vision and values of the College;
- Academic and/or professional credentials in accordance with position requirements; and,
- Demonstrated skills, achievements, and experience related to the position, including transferable skills.

4.5. In accordance with our collective agreements, internal applicants will be considered and contacted before review of external candidates.

5. Procedure

This procedure is applicable to full-time positions within all three staffing groups: academic, administrative and support staff.

5.1. Prior to Posting

5.1.1. Financial approval

The hiring manager must submit a completed Salary Allocation & Position Approval Form (SAPA). The SAPA must be signed by the hiring manager, next level supervisor and submitted to Finance. Finance will confirm and forward to Human Resources.

5.1.2. Job description and job requirements

For support staff and administrative positions, the job description will be jointly drafted or revised by the hiring manager and the HR generalist to ensure that the qualifications required, as well as the job duties and scope of responsibility reflect the current needs of the position. For new positions, or positions with significant changes, the updated job description will be rated by Human Resources to determine the appropriate level of compensation.

5.2. Posting a vacancy

The posting will be drafted by Human Resources from the updated job description and will be sent back to the hiring manager for final review and approval prior to posting. The posting will include an overview of the responsibilities of the position, to whom the position reports, and, where appropriate, the salary range. In addition, the posting will identify the required knowledge, skills, abilities, academic credentials and specific professional certifications, where necessary, and required recent/relevant work experience to successfully perform within the role and responsibilities of the position.

5.3. Consideration of Internal Applicants

- 5.3.1. All job opportunities are posted for at least five working days over a two-week period. Bargaining unit positions are posted and advertised in accordance with the provisions of the appropriate collective agreement. Internal postings will appear on the employee intranet, ICE – Information Centre for Employees.
- 5.3.2. Once the posting has closed, Human Resources will forward applications to the hiring manager for review. Directions for utilizing the applicant tracking software are available on ICE.
- 5.3.3. In accordance with collective agreements, when a vacancy occurs within the bargaining unit, internal applicants will be identified by Human Resources and given first consideration by the hiring manager, prior to reviewing applications from employees who are not included in the bargaining unit.

5.4. External job posting

- 5.4.1. External job postings are placed on the Durham College website. Other websites, social media, and print ads will be used as additional methods of attracting a suitable applicant pool. Hiring managers should advise the HR generalist of any websites or publications that are specific to the area of expertise being sought.

5.5. Disclosure of applicant identity

- 5.5.1. Full and part-time employees of the College are required to contact either the Chief Administrative Officer or Associate Vice-President, Human Resources to disclose the identity of any family member who has applied for a position at the College. Refer to policy EMPL-303 for conflict of interest and disclosure requirements in the hiring process.

5.6. Screening resumes and online applications

- 5.6.1. Short-listing of applicants will be done by the hiring manager, who will ensure that applicants who meet or exceed the academic qualifications, experience qualifications, and any other requirements (such as certifications) specified in the posting are selected to move forward in the process.

- 5.6.2. Where internal applicants do not possess the necessary academic credentials, experience, knowledge, skills, abilities, and/or posted qualifications required to meet the job requirements, the internal candidate will be contacted by the hiring manager to advise that they will not be interviewed and to discuss what the applicant might do to be prepared for the next opportunity.
- 5.6.3. The notification to unsuccessful internal candidate(s) must be made prior to giving consideration to external candidates. It is important that identity of the internal applicant is held in confidence.
- 5.7. Screening interview – optional
 - 5.7.1. A telephone or virtual interview is an efficient method of screening to decide which shortlisted candidates will be invited for an in-person interview. HR generalists can provide support to hiring managers wishing to utilize this approach.
 - 5.7.2. The telephone/virtual interview may be conducted by the HR generalist, hiring manager or both.
- 5.8. Selection committee interview
 - 5.8.1. Typically, three to seven employees will be invited to constitute a selection committee. Where appropriate, selection committee will have representation from all three staffing groups and cross-College involvement. Selection committee will be chaired by the hiring manager of the vacant position. Human Resources will participate in all interview processes for the full-time vacancies. Exceptions may be made through discussion with the Associate Vice-President, Human Resources.
 - 5.8.2. It is the responsibility of the hiring manager, acting in the role of chair of the selection committee, to advise the members of the selection committee that the identity of all applicants is to be held in confidence and must not be revealed outside of the selection committee, even after the successful candidate has been announced. Confidentiality of the proceedings of a selection must be maintained within the selection committee and Human Resources. Inquiries from candidates should be directed to the hiring manager or the HR generalist.
 - 5.8.3. It is the responsibility of the hiring manager as chair of the selection committee to ensure that none of the panel members have any conflict of interest by participating in the interview process. Individuals will remove themselves from participating in a selection process that involves family members or close personal friends. There may be other situations that constitute a conflict of interest; where there is any doubt, please consult with Human Resources prior to conducting interviews.

- 5.8.4. Managers may arrange interviews on their own or contact their HR generalist for assistance with contacting candidates, inviting panel members, booking a room and creating interview packages. Only applicants that have been short-listed are eligible to participate in an interview. Where both internal and external advertising has been done and there is a shortage of qualified applicants, hiring managers may seek approval to interview under-qualified applicants through discussion with either the Chief Administrative Officer or the Associate Vice-President, Human Resources.
- 5.8.5. All interview candidates must be invited to indicate whether they require accommodation of a disability in order to support their participation in the selection process. This will be the responsibility of the College employee contacting the applicants to advise the candidates of the details with regard to the interview time, place and expectations of the interview (e.g. teaching demonstrations, skills tests) and confirm candidate requests for accommodation.

5.9. Skills demonstration

- 5.9.1. A skills demonstration such as a work simulation, presentation, role-play, testing, or pre-interview assignment, may be incorporated into the selection process. A skills demonstration should be sent to Human Resources prior to the interviews, for review. The HR generalist can assist with developing and/or arranging skills testing.
- 5.9.2. Candidates must be advised of any skills demonstration that will be administered in the selection process at the time that their interview is scheduled. A demonstration of instructional skills is mandatory for all academic faculty hires.

5.10. Interview Rating Form

- 5.10.1. Interview committee members will use the Interview Rating Form provided by Human Resources to record notes, compare interviewees and determine the most suitable candidates based on the information provided by each candidate during the interviews. In the competency column, managers should identify the skill or behaviour each question is designed to measure.
- 5.10.2. Each candidate will be ranked and documented to support the hiring decision. Circle the proper rating based on the candidate's responses using the scale (1 = very weak, 5 = very strong). It is imperative that the committee take accurate notes during the interview process. Documenting the types of answers and proper use of the evaluation form will provide support for hiring decisions.

5.11. Legislative compliance

5.11.1. Ontario Human Rights Code

The Ontario Human Rights Code prohibits actions that discriminate against people based on a protected ground in a protected social area. Employment is a protected social area, and the protected grounds are: Age; Ancestry, Colour, Race; Citizenship, Ethnic Origin; Place of Origin; Creed; Disability; Family Status; Marital Status; Gender Identity, Gender Expression; Receipt of Public Assistance; Record of Offences; Sex; Sexual Orientation.

Questions cannot be asked directly or indirectly in regard to any of these items during the recruitment process. Should any information on these topics otherwise arise in the process, it must be ignored and not used in consideration of the candidate's suitability for the position. The job description, job posting and the entire selection process must include statements and questions related to bona fide requirements.

5.12. Reference checks

5.12.1. Reference checking is a confidential process used to validate and confirm the information provided by a candidate. This information includes: confirming employment history; verifying experience and qualifications; and obtaining knowledge of past or current work performance.

5.12.2. Human Resources will conduct the reference checks for chosen applicants. Generalists will work with hiring managers to identify any specific areas they wish to verify.

5.12.3. Before forwarding a candidate's references to Human Resources, a signed Reference Check Consent Form to grant permission to obtain information from the selected references must be completed. A copy of this form will be included in interview packages.

5.12.4. Candidates should provide a list of references to contact, which should include current and previous supervisors. It may also include customers, clients or peers who have direct knowledge of the candidate's work record and performance. The list of references should identify the professional relationship of each referee to the candidate.

5.13. Approval of the hire

5.13.1. Once a candidate has been identified as suitable for hire, the Competition Summary Form, along with the proposed hire's resume, the job posting, reference checks and rationale from Human Resources is forwarded to the appropriate Vice-President for approval, followed by the Chief Administrative Officer, and finally, the President.

5.13.2. No verbal offer of employment can be made until the offer letter has been reviewed and signed by the President.

5.14. Making an employment offer

5.14.1. Once the offer letter has been signed by the President, the HR generalist will inform the hiring manager who will then make the offer to the successful candidate and advise the HR generalist of the candidate's acceptance of the offer.

5.15. Notifying Unsuccessful Candidates

5.15.1. The hiring manager will contact all unsuccessful candidate(s) interviewed and advise them that they were not selected for the position. The HR generalist may be asked to assist with this task.

5.16. Confidential Files

5.16.1. All confidential files associated with recruitment and selection processes will be returned to Human Resources.

5.17. Other than Full-time Hiring, Faculty

5.17.1. Other than full-time hiring is managed by the hiring manager, typically the Associate Dean within an academic school.

5.17.2. The hiring manager is responsible for ensuring faculty hires meet the credential, experience and other requirements, as outlined in Policy EMPL-316.

5.17.3. Human Resources can assist in generating a candidate pool for faculty teaching in a particular area of specialty through advertising and maintaining an online bank of applications.

5.17.4. Full time employees of the College in Administrative or Support Staff roles are permitted to accept contracts for teaching work, with a maximum of one course per semester.

5.17.5. Full time employees are required to have the 'Teaching Contract Approval' form completed by their supervisor in advance of accepting a teaching contract.

5.18. Other than Full-Time Hiring, Support Staff

5.18.1. Other than full-time support staff hiring will follow the terms set out in the relevant collective agreement, which includes posting regular part-time positions for five business days and giving consideration to internal applicants. The SAPA is signed by the hiring manager, and submitted directly to Human Resources.

5.18.2. Human Resources will identify internal candidates to be given consideration in the selection process.

5.18.3. The hiring manager, with support from Human Resources as needed, leads the hiring process.

5.19. Administrative Staff

Human Resources should be consulted about any non-full-time administrative staffing requirements.

5.20. Credential Verification

Human Resources will verify the credentials for all employees hired into academic positions, and will retain the verification records in the employee file.

6. Roles and responsibilities

6.1. The Chief Administrative Officer is responsible for ensuring that this policy and procedure is fully implemented.

6.2. The Human Resources department generalists are responsible for assisting all hiring managers with the tools and resources to implement this policy and procedure.

6.3. The hiring manager is also responsible for ensuring compliance with this policy and procedure when participating in the recruitment cycle.

7. Accessibility for Ontarians with Disabilities Act considerations

Accessibility for Ontarians with Disabilities Act (AODA) standards have been considered in the development of this policy and procedure and it adheres to the principles outlined in the College's commitment to accessibility as demonstrated by the Accessibility Plan (ADMIN-203).

8. Non-compliance implications

Durham College is committed to an inclusive workplace that values the contributions of all employees and welcomes applications from qualified individuals including members of visible minorities, Indigenous peoples and persons with disabilities. Non-compliance may result in violation of collective agreements, the Ontario Human Rights Code and the *Accessibility for Ontarians with Disabilities Act*.

9. Communications plan

- A message will be posted on ICE alerting employees when new or revised policies and procedures are added to ICE.
- A message will be posted on MyCampus alerting students when new or revised policies and procedures are added.

10. Related forms, legislation or external resources

- Academic Employees Collective Agreement
- Accessibility for Ontarians with Disabilities Act
- Administrative Staff Compensation Guidelines
- Administrative Staff Terms and Conditions of Employment
- Ontario Human Rights Code
- Support Staff Collective Agreement
- Teaching Contract Approval form
- Competition Summary Form
- Reference Check Consent Form