



Canada's Capital University

Policy Name:	Professional Services Staff Hiring Policy
Originating/Responsible Department:	Human Resources
Approval Authority:	Senior Management Committee
Date of Original Policy:	1991
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Contact:	Assistant Vice-President, Human Resources

PURPOSE:

This policy provides principles and practices to attract, recruit, select and promote the most qualified candidates for professional services staff positions, including union and non-union positions. This policy is designed to support internal processes that are consistent, equitable, inclusive and transparent. This policy applies in addition to the applicable Collective Agreements between Carleton University and professional services staff.

PRINCIPLES:

The policy will focus on the following principles:

- The University is committed to an equitable and transparent hiring process for professional services staff that will continue to position the University as a top employer.
- The use of a framework that is transparent, well-defined, and simple, allows for increased efficiencies and will allow hiring managers to navigate the hiring process with ease.
- The policy subscribes to “principles of inclusive excellence” which reflect the vital importance of diversity of identity and experience to advance the university mission. By drawing upon candidates from all backgrounds and committing to equity, diversity and inclusion, we will enrich and improve research, teaching, working, learning and governance outcomes at Carleton.¹
- The policy supports the role and authority of the hiring manager through coaching, guidance, and support by experts in human resources, on the appropriate process to ensure operational needs are met and to create a culture of inclusive excellence and best practice.
- The policy recognizes that attracting and interviewing a diverse pool of qualified candidates broadens the spectrum of perspectives and experiences necessary to support an agile and innovative workforce.
- The policy ensures a consistent and inclusive interview experience aligned with equitable and systematic evaluation of a diverse pool of candidates.

¹ Carleton University Strategic Integrated Plan (<https://carleton.ca/sip/wp-content/uploads/Carleton-University-Strategic-Integrated-Plan-2020-2025-Print-Version.pdf>);
Universities Canada Principles of Inclusive Excellence (<https://www.univcan.ca/wp-content/uploads/2017/10/equity-diversity-inclusion-principles-universities-canada-oct-2017.pdf>)

- The policy is designed to assist with the evaluation of candidates in a manner that is most effective and efficient in identifying and successfully hiring the most qualified candidate consistent with these principles.

POLICY SCOPE:

The Hiring Policy applies to hiring of professional services staff. The policy covers the following:

1. Authority to Employ
2. Recruitment
3. Internal Assignments
4. External Appointments
5. Selection
6. Compensation and Hiring Ranges
7. Probationary Period
8. Interviewing and moving expenses

1.0 AUTHORITY TO EMPLOY

All professional services staff positions will be approved either through the annual budgeting process, the Provost Budget Working Group (PBWG) or by authority of the President. It is the applicable Hiring Manager's responsibility to confirm the budget for a position before initiating a recruitment process as approval for the position will need to be confirmed before posting can occur. Human Resources will be involved in all recruitment processes and act as an expert resource and guide to Hiring Managers and provide the required support on the hiring process including postings, sourcing candidates, interviews, assessment tools, and offers.

The hiring decision is made by the Hiring Manager with input from the hiring committee and Human Resources through authority vested in them by their most senior administrative executive; signing authority for all letters of offer is vested in the Vice President (Finance and Administration) (VPFA). Discussions regarding salary are to be had between the Hiring Manager and Human Resources (HR). HR will provide a hiring range that is aligned with the organizational compensation philosophy.

2.0 RECRUITMENT

Carleton University supports a recruitment process that is designed to generate a diverse pool of candidates, whose qualifications are evaluated fairly and equitably against the relevant requirements of the position, and which ultimately identifies the most qualified candidate. It is expected that this process will adhere to principles of inclusive excellence and will support a diverse, innovative and engaged workforce.

Working within the requirements of the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA) and applicable law, Carleton University works to ensure that all stages of the recruitment process are free from discrimination. The Carleton University Human Rights Policies and Procedures on Employment Equity is aligned with these compliance measures.

Carleton encourages long-term career development for employees. As such employees are strongly encouraged to apply for any internal postings that are of interest to them as a means of supporting

career advancement and development. Any internal applicant will follow the applicable recruitment process.

Eligibility

Subject to Collective agreement requirements and applicable qualifications for positions, all employees may apply for any internal and external posting. As a unionized workplace, Carleton University supports their internal candidates by identifying which positions are prioritized for internal candidates as set out by the applicable Collective Agreement.

Posting of Positions

All non-union, internal postings for full-time continuing or term positions over six months will be posted for a minimum six (6) business days. With the approval of the Assistant Vice-President (Human Resources) and the most senior Executive overseeing a hiring process, a position may be awarded to an internal candidate without a posting. All union postings for any vacant full-time continuing or term position will follow the guidelines set out by the applicable Collective Agreement.

External postings will follow the minimum guidelines of six (6) business days for non-union positions and within the guidelines, per each collective agreement for the union positions. In order to attract a broader and diverse pool of talent, it is recommended that external postings are posted between fourteen (14) and thirty (30) days.

All internal postings will be posted on the University intranet page. External postings will be posted on the Job Opportunities page of the Carleton University website. Each Hiring Manager is encouraged to consider other opportunities to place this advertisement in locations that will reach a diverse pool of applicants. Advertisements prepared for other publications may be shorter. Human Resources will work with the Hiring Manager to identify external posting options and all advertisements will include a link to the full advertisement posted on the HR website. Any costs associated with postings to external websites will be the responsibility of the hiring department.

All internal and external postings will include language speaking to the University's commitment to creating an inclusive and equitable recruitment process, as well as our efforts to accommodate candidates through the process if required.

3.0 INTERNAL ASSIGNMENTS

Unionized professional service staff can be placed in vacant positions in their current bargaining unit in one of the following ways. Similarly, administrative management staff can fill vacancies in the Administrative Management Group in the following ways.

1. Continuing Appointments

Through the competition process, an internal candidate is placed into a full-time continuing position.

2. Acting Assignment

A University employee, either full-time continuing or term appointment can be temporarily assigned to a vacant position within their current department for a minimum of ten days but

less than two years. There is no requirement to post the position but approval must be received from the appropriate Dean or Administrative Director.

3. Term Assignment

A Term assignment occurs when there is a vacant position that has no incumbent and has an identified end date. Through the competition process, an internal candidate is identified and placed into the position for a period of not less than four months and not more than eighteen months for union positions or two years for non-union positions.

4. Career Development Assignment (CDA)

This type of assignment is possible when a vacancy occurs within a position that has an incumbent and that incumbent is on leave or has been approved for another short-term assignment. All CDAs are posted and open to qualified university employees with continuing or term appointments.

4.0 EXTERNAL ASSIGNMENTS/APPOINTMENTS

Unionized professional services employees can fill vacancies in another bargaining unit or in administrative management positions in one of the following ways. Similarly, external candidates and administrative management employees can fill vacancies in the following ways.

1. Continuing Appointments

Through the competition process, an external candidate is placed into a full-time continuing position.

2. Term Appointment

A Term appointment occurs when there is a vacant position that has no incumbent and has an identified end date. Through the competition process, an external candidate is identified and placed into the position for a period of not less than four months and not more than eighteen months for union positions and two years for non-union positions.

3. Replacement Assignment

At any point in time when an external employee is hired to replace an employee who is on leave or on another approved assignment elsewhere in the university, it is considered a replacement assignment. These types of assignments may or may not be posted. All replacement assignments are for a period of not less than 4 months and not more than twelve months.

5.0 SELECTION

For any vacant, unionized position, the process outlined in the respective collective agreement must be followed. Human Resources will work with the Hiring Manager to ensure that the appropriate collective agreement is followed and that the internal candidates are identified in alignment with the collective agreement provisions.

For non-union positions, vacancies will be filled with the most suitable candidate for the position.

All staffing actions will be supported by Human Resources.

All documents (hardcopy or in electronic form) related to the selection process will be handled in alignment with the Access to Information and Privacy Policy and the Corporate Records and Archives Policy. The Hiring Manager is responsible for ensuring appropriate collection and storage of documents related to the selection of the candidate, which includes all documents related to the interview process. Human Resources is responsible for the appropriate collection and storage of documents related to the overall hiring process including intake of candidates, communication with candidates, and offer of employment.

Internal Applicants

Internal unionized applicants selected for an interview will be contacted by Human Resources to schedule the interview. If the Hiring Manager determines that an internal unionized applicant will not be interviewed, they will be notified by Human Resources. The Hiring Manager is required to complete the Document Your Staffing Decision (DYSD) document that outlines the rationale to the union as to why an internal applicant is not being interviewed.

Internal applicants for non-union positions will be screened against the posted minimum qualifications for the position and will follow the normal recruitment process.

External Applicants

External candidates will be screened by either the Hiring Manager or Human Resources against the posted minimum qualifications. All external applicants identified at this stage will be contacted by Human Resources for a pre-screen call as part of the selection process. Following the pre-screen call, the Hiring Manager will confirm the short list and Human Resources will schedule interviews with candidates.

Employment of Family Members

Carleton University is committed to providing equal opportunity and fair access to employment opportunities for all applicants. Should an applicant be an immediate family member of an existing Carleton employee, that employee will not in any way influence the recruitment process or participate in the selection of the candidate. Family members are not to have management-subordinate relationships and are not to be placed within the same reporting lines or department.

Immediate family members are defined as parent, step-parent, foster parent, sibling, step-sibling, spouse, child, stepchild, ward of the employee, foster child, grandchild of the employee, grandparent of the employee, father-in-law, mother-in-law, or relative permanently residing in the employee's household or with whom the employee permanently resides.

Carleton's Human Rights Policies and Procedures

Carleton has made a commitment to hire candidates from all backgrounds. Where the qualifications of two candidates for appointment are demonstrably equal, and one of these candidates is a member of a designated group that is under-represented in the unit(s) or sub-unit(s), then all else being equal, the candidate of the under-represented group should be offered the position.

6.0 COMPENSATION AND HIRING RANGES

Compensation for all positions is established in the appropriate collective agreement or the compensation scale set by Human Resources. The compensation is determined through the development and evaluation of the job description.

Union Positions

All new hires will be compensated in alignment with the appropriate collective agreement, respecting the salary grids negotiated with the bargaining unit.

Non-Union Positions

Negotiation for new hires will be limited to the hiring range of the scale as determined by Human Resources through its compensation program, respecting internal and external equity. Exceptions to this will be approved by the most senior executive position in the department and VPFA. In the case of an exception, Human Resources will work with the Hiring Manager to develop a business case to support hiring outside the approved range.

7.0 PROBATIONARY PERIOD

New Continuing and Term employees will typically be placed on a 6-month probationary period.

At the beginning of the probationary period and generally no more than 2 weeks after hire, the manager will meet with the employee and provide a copy of the job description, discuss objectives, and explain the tools that are used to assess the employee during the probationary period.

For any existing non-unionized employees transferred into a new position they will participate in a 3-month training period. At the end of 3 months, the manager will complete and submit a training report to Human Resources outlining successes, challenges and outlining any ongoing development support that the employee will require in the new role.

For union employees, the collective agreement will be followed regarding probationary and training periods for all employees.

8.0 INTERVIEWING AND MOVING EXPENSES

When a candidate is asked to travel for the interview process, reasonable preapproved travel expenses may be covered by the University in accordance with the Travel and Related Expense policy. The decision to cover reasonable preapproved expenses is a decision made by the Hiring Manager and the hiring department.

Where a candidate from outside of the National Capital region is selected for a position, it is possible that reasonable costs may be negotiated to cover the cost of moving. Arrangements must be made prior to the offer of a role regarding any moving expenses. In the case that moving expenses are negotiated, it is understood that the individual is required to remain in the position for a minimum of two years, failing which the moving allowance shall be paid back.

All preapproved expenses related to travel or moving expenses are to be paid directly from the manager's departmental budget.

DEFINITIONS:

Administrative

Management Group

Employees hired by Carleton University to deliver professional services work to the University community who are not in a bargaining unit. This includes all positions that hold a position number and are paid through Employer operated or ancillary funds.

Bargaining Unit:

A group of employees with a clear and identifiable community of interests who are represented by a single labour union in collective bargaining. For the sake of this policy, the Bargaining Units covered are:

CUPE 2424:

All employees engaged by the University in the City of Ottawa in clerical, technical, administrative, and service duties (some exceptions apply).

CUPE 3778:

All stationary engineers and persons primarily employed as their helpers in the Central Heating Plant of the University in the City of Ottawa save and except the Chief Operating Engineer.

CUPE 910:

All employees in the Department of Facilities Management and Planning at the University in the City of Ottawa (some exceptions apply)

OPSEU 404:

all employees in the Department of University Safety, Patrol Services in the City of Ottawa (some exceptions apply)

Employee:

All continuing and term full-time and part-time staff, and replacement staff whose work at the university is non-academic.

Continuing

Employee:

Full or part-time professional services staff who hold a continuing appointment.

Term

Employee:

Full or part-time professional services staff who holds an appointment with a defined end date.

Replacement

Employee:

Full or part-time professional services staff appointed by the employer to replace a continuing or term employee on an approved leave of absence

External Candidate:

An individual who is applying for a position at the University in a bargaining unit or in administrative management of which they are not a member. This includes those candidates applying from outside the organization.

Hiring Manager:

The individual who is responsible for initiating the hiring process, identifies candidates for assessment, interviews candidates, and recommends the successful candidate. This role must be assigned to a non-union position and is usually the individual who will manage the position that is being recruited.

Hiring Panel: The panel of managers and employee representatives identified by the Hiring Manager to conduct the interview and participate in the assessment process.

Internal Candidate: An individual at the University who is applying for a position in a bargaining unit or in administrative management, of which they are already apart of.

Non-Union: Any administrative management position at the level of Assistant Vice-President and below that exists outside of the bargaining unit.

CONTACTS:

Assistant Vice-President, Human Resources

RELATED POLICIES:

Human Rights Policies and Procedures
Conflict of Interest and Conflict of Commitment
Access to Information and Privacy
Signing Authorities Policy
Corporate Records and Archives Policy
Travel and Related Expenses Policy