

TITLE: RECRUITMENT, INTERVIEW AND HIRING OF COLLEGE STAFF
POLICY

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RESPONSIBILITY: Director, Human Resources

APPENDICES: Appendix 1: Administrative Procedure: Recruitment, Interview and
Hiring of College Staff

Appendix 2: Regulations Governing Reimbursement of Relocations
Expenses

Appendix 3: Administrative Guidelines for Security Screening

CROSS-REFERENCE:

POLICY STATEMENT: The appointment of staff is an investment for the future and is a task which must be carried out effectively and efficiently. The assessment of candidates recommended for appointment to College staff will encompass the applicable core competencies outlined in the College Guide to Recruitment, Interview and Hiring of College Staff, the Aboriginal Workforce Participation Initiative and the mission, fundamental values and vision of Grande Prairie Regional College.

PURPOSE: To demonstrate principles which provide a structured approach to defining criteria, attracting applicants and assessing candidates through sound practice.

SCOPE: This policy applies to the process of recruiting, interviewing and hiring any individual for employment at Grande Prairie Regional College.

DEFINITIONS:

ACADEMIC STAFF ASSOCIATION MEMBERS

Permanent: means a position created to fulfill the academic programs and/or services that are base funded and/or given final approval by the Department of Advanced Education.

Temporary: means a position created to meet academic and/or service requirements for term-certain contracts or agreements entered into by the College with sponsoring

agencies and a position which is combination of a permanent position and a temporary position.

Terms and conditions for these appointments are contained in Appendix II of the Academic Staff Association Collective Agreement.

Sessional: means a full-time or part-time term-certain appointment normally covering one-half or one academic session.

TYPES OF ACADEMIC STAFF APPOINTMENTS

Full-Time Sessional: a term-certain appointment with a full instructional workload for one or two semesters.

Annual: a twelve month term-certain appointment. New faculty in permanent positions are normally placed on an annual appointment for the first two years (probationary period).

Continuing: an appointment which is deemed to be continuous from year to year. Faculty applying for tenure must receive a continuing appointment in their third year (final year of probationary period).

Part-Time Sessional: a term-certain appointment to instruct a course(s) with less than a full instructional workload. Overloads are also considered part-time sessional appointments.

Temporary: a term-certain appointment (full-time or part-time) as per Clause 1.1.33 and Appendix II.

Substitute: (Clause 5.6.5.) Hired on an hourly rate to replace the regular instructor on a temporary basis.

Self-Study: a special project agreement that applies when a current faculty member agrees to provide a student with the opportunity of self-student access to a course.

EMPLOYEES' ASSOCIATION MEMBERS

Permanent Appointment: means an appointment earned by an employee following a successful probationary period and which continues without term, subject to resignation, termination or dismissal.

Full-Time: a position with a workload of at least 35 hours per week.

Part-Time: a position with a workload of 17.5 hours per week or more, but less than 35 hours per week.

Term-Certain Appointment: means an appointment for a definite term to a full-time or part-time position subject to resignation, termination, or dismissal.

Recurring Term-Certain Appointment: a term-certain position that recurs each year and is designated as such by the College.

ADMINISTRATIVE GROUP MEMBERS

Administrative Group positions are defined as:

A position that has or exercises managerial duties and responsibilities in relation to the formulation, development and administration of policies or programs.

A position primarily engaged in the administration of personnel policies or personnel issues.

The Executive Assistant to the President, the Executive Assistants to the Vice-Presidents, the Contract Administrator/Privacy and Information Coordinator and the Institutional Research and Planning Officer.

OTHER EMPLOYEES

Casual Hourly Appointment: an appointment outside of the Collective Agreements for casual, hourly employees. Appointments must be less than 17.5 hours a week; or can be for more than 17.5 hours a week for less than 4 months.

Special Project Appointment: non-instructional term appointment for a special project outside of collective agreements.

Non-Credit Instructor: non-credit instruction term appointments, normally within Workforce Development.

GUIDELINES/PROCEDURE:

The impact of the Policy objectives is in four areas and can be described as:

1. QUALITY RECRUITMENT

- 1.1. To attract the widest number of suitable candidates with relevant ability and experience for each position.
- 1.2. To apply strict and fair criteria to recommendation to hire decisions.

2. POLICY

- 2.1. To provide a policy and set of procedures which are fair, easily understood and which are seen as such by all employees and members of the public.
- 2.2. To provide a policy and set of procedures which are systematic, structured and easy to follow by those involved in the process.
- 2.3. To meet the obligations of the Human Rights, Citizenship and Multiculturalism Act and the

Freedom of Information and Protection of Privacy Act.

3. SYSTEM

- 3.1. To provide a system where a pre-defined Candidate Profile is used for each position based upon justifiable criteria in terms of merit and ability to do the job.
- 3.2. To provide a structured process for assessment for each applicant for shortlist and at interview, against the pre-determined criteria.

4. AVOIDANCE OF UNNECESSARY COSTS AND BAD PUBLICITY

- 4.1. The Policy is necessary to fulfill the College's legal obligations.
- 4.2. The College is committed to equality of opportunity in recruitment and selection because of its responsibility to be fair to existing staff, applicants for employment and community as a whole.

RESPONSIBILITY FOR THE POLICY

The Director, Human Resources is responsible to ensure this policy is implemented.

Interview Committee Chairpersons are responsible for following the Policy and Procedures and ensuring that they are followed by all persons assisting them in the interview process.

Deans and Directors are responsible for the interview and recommendation process in the areas of the College for which they are responsible and for ensuring that staff to whom they delegate the responsibility of Committee Chair follow policy and procedures.

All members of short-listing and interview committees are responsible for following the Policy and Procedures and for participating in the training when required.

The Director, Human Resources is responsible for:

1. managing the effective implementation of the Policy and operation of the procedures throughout the College on behalf of the President;
2. arranging the administrative and advisory support from the Human Resources Department to Chairpersons of Interview Committees;
3. managing the operation of the Policy and Procedures;
4. organizing training programs for members of Interview Committees, and investigating complaints.

APPLICATION OF THE POLICY AND PROCEDURES

The Policy and Procedures will apply to all positions at the College.

The Director, Human Resources, in consultation with others as appropriate, is responsible, on behalf of the President, to ensure that these Policies and Procedures are adhered to in all recruitment and selection decisions.

Any exceptions to this Policy must receive prior approval from the Director, Human Resources.

ESTABLISHMENT OF POSITIONS AND RECRUITMENT

Having regard to the College budget, a Divisional Administrator may, at any time, initiate action to recruit for a vacant new or existing position.

Human Resources will review the request to ensure alignment with College policies and guidelines and will facilitate the appropriate recruitment action.

The following requirements will apply.

Employees' Association and Administrative Group:

- the classification of a new position has been determined by the College Classification Committee, or
- if the recruitment is for an existing position, and the position description has substantially changed, the position must be re-evaluated by the College Classification Committee prior to recruitment

Academic Staff Association:

- as per Clause 5.2 of the ASA Collective Agreement
- Chairperson selection as per Clause 5.5 of the ASA Collective Agreement

Executive Positions:

- To be determined by the President and/or the Board of Governors.

In all cases, a Candidate Profile and related weightings will have been completed by the Interview Committee prior to commencement of recruitment process.

INTERVIEW COMMITTEES

Interview Committees may vary in size dependent upon the level of the vacancy to be filled. However, a Committee of 3 to 5 members generally allows a balanced approach without being intimidating to the candidate. The Committees shall have at least the following membership.

The Director, Human Resources or designate shall be a member of all Interview Committees. The Director or designate shall have authority over processes and fairness, alignment of candidate skill set with position description and candidate profile. The HR role is to ensure the Selection Committee acts within fair practice. This includes the requirements of this Policy and the Administrative Procedures: Recruitment and Hiring of College Staff.

Academic Staff: as per Clause 5.2.2 of the ASA Collective Agreement,

Selection Committee membership is established by the Department. The Dean or Director, or designate will serve on all Interview Committees.

<u>Employees' Association:</u>	Committee membership is determined by the Supervisor of the vacant position.
<u>Administrative Group:</u>	Committee membership is determined by the Supervisor of the vacant position.
<u>Executive Positions:</u>	Committee membership is determined by the President or, in the case of Presidential recruitment, the Board of Governors.

On occasion, it is appropriate to appoint members external to the College to an Interview Committee. In all cases, the Director, Human Resources will be informed of the intent to appoint external members. The Chairperson of the Committee will ensure that this external member is familiar with the College's Policy and Procedures for the Recruitment and Hiring prior to participation on the Selection Committee.

CONFIDENTIALITY

Strict confidentiality shall be maintained by all members of the Committee.

SHORT-LISTING CANDIDATES FOR INTERVIEW

Normally, short-listing will be completed by the Interview Committee. The Selection Committee may choose to designate select members of the Committee or Human Resources to shortlist on its behalf.

In all cases, the Candidate Profile will form the basis for the short-listing of candidates.

INTERVIEWS

The results of each interview will be documented using the Candidate Assessment Form (HR Form #1.6). The Candidate Assessment form will provide a weighted assessment of each category. This weighting per category will be determined by the Committee, in consultation with the Director, Human Resources or designate, prior to the commencement of interviews.

INTERVIEW EXPENSES

Reasonable expenses incurred by candidates who are being interviewed will be reimbursed for one trip only, to a maximum of \$750.

Luncheon and dinner reimbursement is available for the cost of taking a candidate to lunch or dinner to a maximum of \$50.00.

Exceptions must receive prior approval of the Director, Human Resources.

REFERENCE CHECKING

Written consent must be received from the candidate prior to checking any references. If references are provided on the resume, this is considered consent.

References are used to:

- reinforce your own assessment
- clarify interview data
- get additional data
- cross-check for inconsistencies

Reference checking will be completed and documented by the Committee Chairperson or the Human Resources representative, prior to any final decision regarding the recommendation of the preferred candidate.

All reference information will be held in strictest confidence.

CRIMINAL RECORDS CHECK (Refer to Appendix 3)

Prior to an offer of employment, a criminal records check will be required for all those to whom the Guidelines for Criminal Records Checks applies. On occasion employment may be offered with the provision that employment is subject to the receipt of a criminal records check acceptable to the College.

OFFER OF APPOINTMENT

Offers of appointment shall be made by the Director, Human Resources or designate.

The Chairperson. (or any member of the Interview Committee), shall not make any employment commitment or statement on behalf of the College regarding benefits, salary, relocation or similar items. Human Resources will discuss these items with the candidate.

Reasonable notice is expected when an employee transfers from one department to another department within the College. The Supervisors of the two departments should consult with each other and arrive at a mutually acceptable transfer date.

DOCUMENTATION

Documentation of the interview process does not need to be complex or lengthy. However, records must be sufficiently complete to show that the interview procedures and recommendations were job related and that equal consideration and uniform hiring standards were applied to all applicants.

The Selection Committee will attach the following documents to the Selection Committee Report:

- Resume of selected candidate
- Candidate Profile
- Candidate Assessment for each candidate interviewed
- Interview Questions and Notes
- Reference Check Notes

As per the Freedom of Information and Protection of Privacy Act, S 24(1), the College will not disclose evaluative data used to determine an individual's suitability for employment.

RELOCATION EXPENSES

Reimbursement of Relocation Expenses will be provided following the Regulations Governing Reimbursement of Relocation Expenses (Appendix 2).

EXCEPTIONS TO THE SELECTION COMMITTEE REQUIREMENTS

- Part-Time Sessional ASA Appointments
- Casual Hourly Employees
- Special Project Appointments

ADMINISTRATIVE PROCEDURE: RECRUITMENT, INTERVIEW AND HIRING OF COLLEGE STAFF**1. Objective**

To demonstrate principles which provide a structured approach to defining criteria, attracting applicants and assessing candidates through sound practice.

To apply the requirements of the Administrative Policy: Recruitment, Interview and Hiring of College Staff

At all times, the applicable requirements of Collective Agreements will be adhered to, in addition to these procedures.

2. The Interview Committee

The Interview Committee Chairperson is responsible to ensure that the following procedures are followed by all persons participating in the interview process.

Strict confidentiality shall be maintained by all members of the Interview Committee.

Interview Committee membership will be as outlined in the Administrative Policy: Recruitment, Interview and Hiring of College Staff.

3. Development of a Candidate Profile and Determining Weightings

In all cases, when recruiting for positions within the Academic Staff, the Employees' Association and the Administrative Group, a Candidate Profile will be required prior to commencement of recruitment. (HR #1.4). This Profile will be attached to the Recruitment Request Form (HR 1.1, 1.2 or 1.3), prior to providing the Form to the appropriate Dean or Director for approval.

The candidate profile will include the weighting for each category that will be applied during the assessment process. In determining the weighting for each category, the overall total weighting will equal 100 points. No one category will be a weighting higher than 50.

In addition, for Employees' Association and Administrative Group positions, any requested changes to the current job description will be attached to the Recruitment Request Form, prior to providing the Form to the appropriate Dean or Director for approval to commence recruitment. If these changes are substantive, review by the College Classification Committee will be required, prior to commencement of recruitment.

This Candidate Profile will form the basis for the Candidate Assessment Form to be used in the recommendation of the preferred candidate.

4. Recruitment of Vacant Positions

A Recruitment Request Form will be provided to Human Resources at least 7 working days prior to commencement of recruitment.

Upon receipt of the Recruitment Request Form, Human Resources will commence recruitment procedures. Recruitment methods will vary with the type of position, labor market conditions and the funds available for recruitment. The determination as to what recruitment methods will be used, will be made in consultation with the Interview Committee Chairperson and others as may be deemed appropriate.

This may include newspaper advertisement, internet recruitment, internal posting, search firms, specific magazines and related professional organizations.

Human Resources will ensure that all required documentation is complete prior to the commencement of recruitment.

All applications for employment will be received in Human Resources.

5. Short-listing of Candidates for Interview

Normally, short-listing shall be completed by the Interview Committee. The Interview Committee may choose to designate select members of the Committee or Human Resources to shortlist on their behalf.

In all cases, the Candidate Profile will form the basis for the short-listing of candidates.

During the shortlist process, the Committee may consider equivalencies, where a combination of education and experience is acceptable.

5.1. Contacting Short-listed Candidates

Candidates selected for interview will be contacted by the Interview Committee Chairperson or designate.

The Interview Committee Chairperson is responsible for setting up of interviews and arranging attendance by the short-listed candidates.

A GPRC Promotion package and a City of Grande Prairie Promotion package are available in Human Resources for distribution to short-listed candidates.

6. Interview and Recommendation

6.1. Interview Preparation

Prior to the interview, the Interview Committee will have met to:

- determine objective and structured questions to be asked of each candidate. These questions will be relevant to the candidate's ability to fulfill the requirements of the position.
- Supplementary questions may be asked to clarify issues or to obtain further information deemed by the Committee to be relevant in identifying the best candidate.

Guidance as to conducting an interview will be provided by the Director, Human Resources or designate.

6.2. Interview

Ensure fair and equitable treatment to all candidates.

Keep committee discussions confidential.

The Committee Chairperson will complete a Candidate Assessment Form for each candidate interviewed.

Candidate inquiries regarding employment conditions will be provided by Human Resources (for example, salary, benefits, relocation).

6.3. Recommendation

Recommendation of the preferred candidate shall be based on merit which is determined through an assessment of a candidate's abilities, qualifications, experience and personal qualities relevant to the performing of the duties of the position.

The Candidate Profile and the Assessment Form for each candidate interviewed will be attached to the Interview Committee Report Form that is provided to the Vice-President for approval.

Reference checks will be completed prior to forwarding a recommendation for approval.

6.4. Reference Checks

The checking of references will be the responsibility of the Selection Committee Chairperson or Director, HR or designate. Reference checks will be documented on the Reference Check Form (HR# 1.5).

Prior approval will be obtained from the candidate prior to contacting any reference.

6.5. Recommendation Documentation

The Committee Chairperson will complete the Selection Committee Report, and obtain required approvals.

Attach to the Selection Committee Report, the selected candidate's resume, all Candidate Assessment Forms, Reference Check Form, Interview Questions and Notes and the Candidate Profile for review by the Divisional Administrator.

Once approved, the Divisional Administrator will forward all documentation to Human Resources who will complete the employment process.

6.6. Offer of Employment

Offers of Employment will be made by the Director, Human Resources or designate. Upon acceptance of the offer, the Director will notify the Selection Committee Chairperson.

6.7 Employment Documentation

Employee documentation is the responsibility of Human Resources.

6.8 Interview Expenses

Provide the candidate with the Claim for Reimbursement of Travel Expenses Form and forward to Human Resources for approval; Human Resources will forward the claim to Accounts Payable for payment.

6.9. Offer Of Employment

Verbal and written offer will be completed by Human Resources.

REGULATIONS GOVERNING REIMBURSEMENT OF RELOCATION EXPENSES**POLICY**

1. The Board of Governors provides for the reimbursement of reasonable expenses associated with the relocation of full-time staff to take up residence in Grande Prairie or any College centre, or the immediate district.
2. Reimbursement will be made upon presentation of the claim form (HR 9.1) accompanied by receipts of expenses actually paid.
3. Reimbursement up to the normal maximum available will be made to an employee for expenses incurred within each of the following categories, or any combination thereof:
 - 3.1 Cost of transporting household and personal effects to new location.
 - 3.2 Cost of personal transportation to new location by most direct route.
 - 3.3 Cost of personal food and lodging enroute to new location.
 - 3.4 Temporary living expenses caused by dislocation to a maximum of two days.
 - 3.5 Where exceptional costs caused by dislocation are incurred, special consideration may be given with approval of the President.
4. The cost to the employee of the termination of an existing lease and/or the effecting of a new lease is not eligible for reimbursement.
5. The cost to the employee of the disposition of a residence at the former location and/or the acquisition of a residence at the new location is not eligible for reimbursement.
6. The regulations for travel and subsistence applied to the College as a whole shall be used in calculating food, lodging, and travel costs enroute to the new location.
7. The maximum reimbursement shall not exceed \$2,000.
8. In the event that an employee, appointed to an annual faculty position or a permanent support staff position, resigns from the employ of the College prior to the completion of twelve months of service, the employee shall repay the relocation allowance on a pro-rated basis for the period that the employee is short of the twelve months.

In the event that an employee, appointed to a sessional or term-certain appointment, resigns prior to the completion of the appointment, the employee shall repay the relocation allowance on a pro-rated basis for the period that the employee is short of the contract.

PROCEDURES:

1. The employee will complete the claim form (HR 9.1), attach receipts and forward to the Divisional Administrator for approval.
2. The Divisional Administrator will then forward the claim to the Director, Human Resources, for approval and Human Resources will forward it to Financial Services for payment.

*Revised and Approved by the Finance Committee
Effective: June 27, 1988
Bylaw No. 13*

Revised: April 20, 1990

*Revised: April 21, 1994
Approved by President McCracken*

*Revised: August 27, 2004
Approved by Executive Committee*

ADMINISTRATIVE GUIDELINES FOR SECURITY SCREENING

Security screening is the general term to describe Criminal Checks and/or Financial Management Risk Indicator Screenings and/or Vulnerability Risk Indicator Screenings.

External Hires

A security screening will be conducted on all external hires, for positions that include interactions with children under 18 years of age, effective January 1, 2004.

Recruitment Process

The requirement to undergo a security screening will be included in recruitment advertising. A statement such as "Final candidates for this position will be asked to undergo a security screening" will be included in recruitment advertising. Human Resources will determine the appropriate wording at time of recruitment.

The reasons and procedures for conducting a security screening should be explained during the interview. A security screening concern does not necessarily exclude an individual from employment with Grande Prairie Regional College.

Offers of employment will be subject to the receipt of a satisfactory security screening. If an individual refuses to comply with any of the necessary security screenings, then an offer of employment is not extended.

Security Screening Process and Related Forms

Each level of screening has a specific process and forms.

Criminal Records Check Involves a screening for the presence of criminal convictions.
The screening is conducted by the applicable local police force.

Individuals will be given one of two options when a security screening (Criminal Records Check) is conducted:

1. The individual may be referred to the appropriate policy agency and informed that a fee will be charged. The individual should take proper identification, including a birth certificate and/or driver's license to the police department office. A letter may be provided for the candidate to take to the police agency. The required authorization form will be supplied by the police force. The individual is responsible to forward the information to the Human Resources Office, OR
2. The individual may authorize the Human Resources Office to obtain the security screening (Criminal Records Check) and the individual must complete, sign and date the documents Security Clearance Check and the Declaration and Consent to Release Information.

Evaluating a Security Screening

A security screening is one component of the selection process. Job related knowledge, ability to perform the work and overall suitability are factors, which are assessed in relation to the impact of the security screening results.

If the results of the security screening indicate there is a concern, the importance and impact of the concern will be considered in relation to job requirements. If the results do not impact or jeopardize the candidate's scope of responsibility, the College could extend an offer of employment.

The security screening (Criminal Records Check) results will be reviewed and assessed by the Human Resource's Director and the Manager responsible for recruitment of the position.

Retention of Security Screening Information

Security screening information is treated as restricted and confidential information.

Information obtained is retained in a secure environment in Human Resources. They will not form part of the individuals personnel file, but will be held separately. Staff having access to the information will be limited to the Human Resource Director and HR staff as appropriate and the Manager to whom the position reports.

Where the College has initiated the screening process with the written consent of the candidate, copies of the Criminal Record Check report will be released to the candidate.

Approved by Executive Committee