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## Academic/Professional Staff - Hiring Guidelines

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### Effective Date

August 01, 2000

### Policy Number

020 001

### Preamble

These guidelines are intended to supplement the Appointment Procedures set out in sections 3.5 and 4.6 of The Governors of Athabasca University (the Board)/AUFA Terms and Conditions. They should be interpreted neither rigidly nor loosely but in a spirit of thoroughness, equability and professionalism.

It is the duty of every participant in university appointment procedures to ensure that appointment decisions are made fairly and rationally, and that the provisions of these guidelines, Terms and Conditions and legislation are fully observed, both in letter and in spirit.

### Policy

The following steps and procedures will normally be observed in the recruitment process. It is the joint responsibility of the Chair, Selection Committee, and Human Resources to ensure that these procedures are followed in conjunction with The Governors of Athabasca University (the Board)/AUFA terms and conditions and that confidentiality is maintained throughout the entire process. In the event of any discrepancies or contradictions, The Governors of Athabasca University (the Board)/AUFA Terms and Conditions shall prevail.

#### 1.0 Position Establishment

- 1.1 The Governing Council, upon the recommendation of the President, specifies the kind of appointment that may be made (e.g. term, tenure track) and the classification or rank approved for the appointment.

#### 2.0 Appointing Selection Committee

- 2.1 Once the position is established and Human Resources is in receipt of the Authorization to Recruit form, the Executive Officer establishes a formal selection



committee and names its Chair, who is normally the Centre Chair or Department Head.

- 2.2 The selection committee shall normally comprise those most directly knowledgeable of or affected by the position and shall normally include one representative external to the unit. The committee shall normally have four or five members plus a Human Resources representative as a non-voting member of the committee.
- 2.3 The Executive Officer will provide Human Resources with official notification of the composition of the selection committee. No action will be taken by Human Resources without the approval of the Executive Officer and the Authorization to recruit form.
- 2.4 Each member of the selection committee will receive from Human Resources, a copy of the Academic/Professional Staff Hiring guidelines as well as the Guidelines for Effective Recruitment from an Equity Perspective.

### 3.0 Role of the Chair the Chair has the following responsibilities:

- a) to ensure that the committee has similar and complete information about all applicants;
- b) to ensure that every member of the selection committee is given complete access to relevant data and full opportunity to participate in discussion in the presence of all committee members;
- c) to ensure, in conjunction with Human Resources, the scheduling of committee meetings and the maintenance of a record of its proceedings;
- d) to inform the Executive Officer of the committee's final recommendation, noting dissent and minority reports;
- e) to verbally regret unsuccessful, interviewed candidates;

### 4.0 Advertisement

- 4.1 At the first meeting the committee reviews the Academic/Professional Staff Hiring Guidelines, as well as the Guidelines for Effective Recruitment from an Equity Perspective and commences discussion of the advertisement of the position.
- 4.2 The selection committee documents for the recruitment file, the job specifications and requisite qualifications of the desired candidate in light of the criteria established in Terms and Conditions, and the goals and needs of the university and the overall goals of the specific faculty or department. The committee should consider the following:



How they will conceptualize and describe the area they will hire the new person in. What are the hiring unit's overall goals? How does this position fit in? (The committee should consider whether they need to simply replace what they had, or is this an opportunity to revisit the unit's goals, and with this hiring, to broaden or update those goals).

What ways could the position or areas be described in order to encourage a pool of applicants that reflects the underrepresented groups.

- 4.3 The Chair will discuss with the selection committee, the needs of the unit in terms of the areas of teaching, research, or professional competence involved, the extent of previous experience desirable, and other factors or characteristics to be taken into account when making the appointment in question.
- 4.4 The committee will discuss proactive recruitment strategies with the goal of broadening the pool of qualified candidates.
- 4.5 These discussions will influence and guide the advertisement of the position.
- 4.6 Following this initial selection committee meeting, the chair will prepare, in consultation with Human Resources, a draft advertisement. The draft advertisement will be distributed to all members of the selection committee for approval.
- 4.7 Once all of the selection committee members have agreed with the advertisement, the Chair will contact Human Resources regarding ad placement and the closing date of the competition.
- 4.8 All applications will be received and held by Human Resources. Applications must be routed through Human Resources before they are eligible for consideration.

## 5.0 Shortlisting

- 5.1 Once the competition closes, the Chair calls a meeting of the search committee. Before that meeting, members of the committee review the search file (which is under the authority of Human Resources at all times) independently to prepare their own suggestions for a short list. Late applications are not normally considered however, the search committee can extend the deadline by majority vote.
- 5.2 On the basis of the selection criteria, which were documented to the file at the initial meeting, the committee selects a short list of candidates for interview. While the committee shall endeavor to arrive at all decisions by consensus, decisions may be decided by majority vote, the Chair having the deciding vote in the event of a tie.
- 5.3 All candidates shall receive fair and equal consideration, consistent with the Canadian Charter of Rights and other applicable provincial or federal requirements.



## 6.0 Referencing

- 6.1 Reference checking is central to any effective recruitment process. This should be conducted prior to inviting the short listed candidates for an interview. In most cases the Chair of the selection committee conducts reference checking.
- 6.2 While verbal referencing is acceptable to expedite the recruitment process, all referees should be requested to follow up with a formal written letter of reference. Additional information, both written and oral as appropriate, shall be solicited at the discretion of and by means determined by the committee.

## 7.0 Interviews

- 7.1 The Chair will advise Human Resources of the names of the short listed candidates, the proposed dates for the interviews, the itinerary for the interviews and any special instructions for the candidates.
- 7.2 Human Resources will contact the short listed candidates and invite them for an interview.
- 7.3 When the interviews have been confirmed, Human Resources will provide the selection committee with the interview schedule, copies of the candidate's curriculum vitae, a copy of the advertisement and other pertinent information.
- 7.4 While interviews are normally conducted by the entire committee, other arrangements may be made in special circumstances with the approval of the full committee (e.g.: designating one or two individuals to conduct preliminary interviews in other cities).
- 7.5 Prior to the interviews the selection committee develops the core questions which will be asked of all candidates. Other than specific questions, which relate to the candidate's curriculum vitae, all the candidates should be asked identical, documented questions, which are clearly related to the position description.

## 8.0 Final Selection and Offer

- 8.1 The Chair ensures that every effort is made to achieve committee consensus on the final recommendation. In any event, the Chair records the recommendation of the committee, noting any dissent and the basis for it, and submits it together with a copy of the candidate's curriculum vitae, to the Executive Officer who makes the final recommendation to the President.
- 8.2 An offer, verbal or other, may not be made until the President has signed off the appropriate authorization.



8.3 Once the Chair receives the duly signed authorization, a verbal offer can be made, by the Chair, to the successful candidate.

8.4 When the Chair has made the verbal offer, the signed Recommendation to Appoint form will be given to Human Resources who will prepare a letter of offer identifying the terms of employment including duration, rank, salary and any other conditions pertinent to the appointment. A copy of the Terms and Conditions shall be provided with the letter of appointment.

#### 9.0 Regretting Unsuccessful Candidates

9.1 It is normal practice for the Chair to verbally regret the unsuccessful short listed candidates.

#### **Approved By:**

Executive Group - 16 August 2000

#### **Related References, Policies, and Procedures:**

#### **Applicable Legislation:**

[The Governors of Athabasca University \(the Board\)/AUFA Terms and Conditions](#)  
[The Human Rights, Citizenship, and Multiculturalism Act](#)  
[The Canadian Charter of Rights](#)

#### **Further Information:**

This policy is maintained and administered by Human Resources. For further information, please contact the Human Resources Advisor. Contact Information can be found on the Human Resources Department web-site.