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General

Recruitment is a process to attract, assess and select the most qualified person for a job. The specific steps, tools or resources used may vary greatly to reflect the context of any given job opportunity.

Recruitment steps typically include: describe the job, source applicants, screen and assess applicants, select a successful applicant, extend an offer and orientation.

In order to recruit and retain a diverse group of exceptionally talented staff, this workbook provides best practice recruitment tools and techniques to support you throughout the hiring process.

The University of Victoria and recruitment

As laid out in UVic’s Strategic Plan, the university has committed to:

- Recruit and retain a diverse group of exceptionally talented students, faculty and staff and to support them in ways that allow them to achieve their highest potential.
- Recruit and retain a diverse group of outstanding staff and provide rewarding and fulfilling careers at the University of Victoria
- Establish itself as a recognized cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and nation.

The Recruitment Workbook is designed to support administrators, supervisors and managers in their efforts to recruit staff in a manner that is objective, meets collective agreement and policy requirements and supports fair, equitable and transparent processes.

Within this Workbook you will find detailed information on each step of the recruitment process, from recruitment planning to extending an employment offer, to engaging and orienting your new employee. The Workbook will familiarize you with important policies, procedures, collective agreements and other terms and conditions of employment. You will find quick link references to these resources throughout.

The Recruitment Workbook is designed to be used as a living document available online and in print format to support managers and administrators in your day to day recruitment activities.

Overview of the recruitment process

The recruitment process at UVic includes: approval to recruit, identify and define the opportunity, post, screen, short list, assess, select, extend an offer, appoint and orient the successful applicant.

Specific tools, resources or approaches in any of the recruitment steps may vary depending on the context of the position.
Recruitment timeline

Timelines will vary depending on the complexity of the position. There is a direct correlation between the quality of the applicants you attract and hire and the amount of time you invest up front, to plan, prepare and execute your recruitment process.

Confidentiality and protection of privacy

Supervisors, managers, administrators and others involved in recruitment efforts will have access to personal information and therefore are directly responsible for its protection, storage, management and retention. Personal information includes, but is not limited to: name, address, birth date, email information, phone number and Social Insurance Number. Access to this personal information must be limited to those with a need-to-know only.

The university is committed to protecting the privacy of people whose personal information it holds, through responsible information management practices. Any personal information provided to the university is collected, used and disclosed in accordance with the Freedom of Information and Protection of Privacy Act or other applicable legislation and is consistent with related the university’s established policies and associated procedures.

Recruitment records

Below is a list of documentation and information that may be referenced or accessed during the recruitment process. These documents and records are generally held by your department, but may also be accessed through the university's recruitment system (UVic Careers) or Human Resources (HR).

- Classification Information
- Job Description
- Job Posting
- Job Advertisements

Records should also be gathered and maintained to document the process and support your hiring decision. This includes information and details that tell the story of your specific recruitment, including:

- Applicants and applications
- Screening and assessment (including tests, interview questions and notes, reference checks, etc)
- Selection results (including rating, ranking, etc)
- Communication with applicants (notification, feedback, etc)

Ensure that you understand records management, including retention and destruction guidelines and how they pertain to your recruitment. It is generally recommended that tools developed and used in the assessments such as interview questions, rating guides, etc. are maintained for future use. Some records may be subject to Freedom of Information Access Requests. Those items should have established, carefully managed retention and destruction schedules.
To minimize risk and to meet your responsibilities with respect to the information you gather, review and understand the related record protocols. Use the Recruitment Records Checklist for each competition.

**Conflict of interest**

In situations where you may directly supervise or exercise authority over a potential employee who is a close relative, consult with HR in advance of confirming their appointment.

It is critical to manage real, potential and perceived conflicts of interest, both to protect the integrity of the university and those of the applicants involved. Ensure that you review the Policy: Conflict of interest in Employment Practices.

**Recruitment policies, protocols and guidelines**

- Human Rights, Equity and Fairness
- Equity Policy for Employees at UVic
- Guidelines on Preferential or Limited Hiring
- 8 Steps to Preferential and Limited Hiring
- Discrimination and Harassment Policy and Procedures
- Human Rights Issues and Accommodation
- Conflict of interest in Employment Practices
- Protection of Privacy, Policy and Procedures
- Records Management Policy and Procedures
- Protocol for Maintaining Records of hiring, search or selection processes
- Relocation Grant Policy
- Determination of Employment Relationship Policy

**Recruitment resources and tools**

- Related documentation: historical, new or referenced (held by the department)
- UVic job postings
- UVic Job description library
- UVic Careers, UVic Careers Resources and Guides
- HR website: Recruitment, Compensation & Benefits, Resources, Learning and Development, Work-Life, Awards/Recognition, etc.
- Manager Support
- 8 Steps to Preferential and Limited Hiring
Human resources

The Human Resources (HR) team will help you find the answers to your questions and provide you with the support and advice you require to complete effective strategic recruitment planning and activities.

- HR Advisor, Recruitment & Classification
- HR Consultant (complex changes within the organization),
- Worklife Consultants (case by case basis, as required for limited or preferential hires)
Ready...

Vacancies

Steps required to plan, prepare and execute your recruitment are influenced by the type of vacancy. Vacancies are typically one of two: (1) a vacated position that requires a simple backfill, or (2) a new or changed position created by your department’s strategic operational direction, which requires more time in the planning and preparation phases.

Vacated Positions

Simple backfill
Review the job description to ensure it is up-to-date and confirm that no changes are required that may impact its classification. In the case of status quo, you may move forward to the recruitment process.

Encumbered position(s)
Your departments may wish to recruit for a future vacancy, in situations where the incumbent continues to perform the role, and holds ownership of that position for a specified time. Your first steps:

- Consult with HR in advance
- Review your department’s needs and the job description
- Budget for any overlapping periods that result in financial implications

Disestablished positions — no longer required
If your department determines that a vacated position is no longer required, the position may be disestablished. To disestablish a position, a number of stakeholders need to be notified. Please contact HR, Budget and Payroll/HRIS for specific instructions on related administrative processes.

New or Changed Positions

All new positions, including those that have been retooled or redesigned, are subject to an evaluation process before they move through to recruitment. New positions require more time invested during the planning and preparation phases; please adjust your timelines accordingly. Keep in mind the job evaluation process is centralized and Human Resources will require reasonable timelines to complete the review and formal notification of results.

Always begin with a well-developed job description and early consultation with HR to establish classification and salary levels. This important step will help clarify how the new role fits into your department and the larger campus community. From an effective job description, other details will follow naturally: compensation/salary, administration details and timelines. These form the foundation on which your recruitment strategies will be built.
Budget process

All new positions must first go through the Budget process prior to recruitment.

Contractors

In the case of hiring contractors, your first step is to determine if the position is UVic or External. The policy includes guidelines and HR is available for additional support. Should you conclude a contract is appropriate, contact Purchasing Services with respect to meeting their requirements.

Making diversity and equity a priority

The university encourages applications from women, persons with a disability, visible minorities, Aboriginal Peoples and people of all sexual orientations and genders. Recruitment related processes and procedures throughout this workbook are governed by BC Human Rights legislation and by UVic equity policies. UVic’s Equity and Human Rights (EQHR) office monitors and reviews our employment systems and policies to ensure they do not pose barriers to any designated groups. Build your knowledge by visiting Human Rights and Duty to Accommodate.

The EQHR office reports annually to the British Columbia Human Rights Tribunal (BCHRT) on UVic’s employment equity programs. These annual reports include summaries provided through each vice-presidential portfolio on the various equity initiatives across all units (faculty and administrative) in the areas of recruitment, hiring, training, retention and accommodation. In addition many units provide progress reports on their previous year’s goals and set new goals for the coming year.

Every department has a diversity and equity plan. An important component of the READY phase in your recruitment process is to connect with your AVP or another senior leader to talk about your department’s diversity and equity plan.

As reflected in the University’s strategic plan, we are committed to building and supporting a diverse campus. Through diversity we build rich work environments through inclusion of different perspectives and a variety of talents and skills. This approach to recruitment broadens and deepens available talent pools which results in an improved ability to attract and hire the best person for the job.

Start Now - Start Here!
Make sure your knowledge is current and sign up for ongoing training and education – visit Equity and Human Rights. Sign up for Workshops.
Preferential, Limited Hire workers & self-identified applicants with disability

A posting may be designated as a preferential or limited hire when:

- one or more designated groups are under-represented in that classification, or
- the position requires special expertise that is more likely to be exclusive to a designated group

Preferential and Limited Hire workers are those who have applied for such a posting, as governed by BC Human Rights legislation and by UVic equity policies.

During your recruitment, it is important that you and any self-identifying applicants have the resources and knowledge to support an effective assessment process to ensure that the resulting employment relationship is set up for success.

A successful preferential and limited hire is one where

- Applicants gain a detailed understanding of the depth and scope of the position’s duties, responsibilities, qualification requirements and the work environment, and gain an awareness of how identified limitations will integrate with the responsibilities of the position.
- You gain a detailed understanding of the applicant’s self-identified limitations and an awareness of the impacts of those limitations on the requirements of the position and the resulting impacts or barriers that may occur in the workplace as a result.

Carefully review applications, be aware of when an applicant is self-identifying, and identify limitations that may be present. Use these limitations as a starting point to ensure that you gain the knowledge and understanding required to give the applicant due consideration. Consider:

- What do I know about the limitation?
- What assumptions am I making?
- What does the applicant know about the position, the office, the department and the university?
- What assumptions might the applicant be making?

When an application does not clearly indicate limitations, follow up with the applicant directly for the facts.

The university may require medical documentation to ensure a safe, supportive and sustainable work environment. If you decide to request this information, or if an applicant provides medical information, contact your HR Advisor.

We strongly encourage you to access resources on the Work-Life Support page and/or request assistance from your HR Advisor, Recruitment & Classification or Work-Life Consultant.

In addition, contact your HR Advisor, Recruitment & Classification to coordinate how you both gather and share the right information with applicants. Once you have all the information, consider how it affects your planned assessment and selection processes (testing, realistic work preview, site visit, etc).

Recruitment authorization and approvals

Before you commence your recruitment planning, an approval process exists. Following this process ensures a minimum of delay in getting your recruitment process underway:

- Your department’s approval is required to initiate recruitment
- Budget Office – to consider financial implications regarding base salary and benefits
- HR – to consider issues such as classification and posting

Search committee

A search committee that provides diverse perspectives and expertise is an effective way to support a fair, equitable and transparent process. This also supports the university’s goals of objectivity and diversity, and minimizes bias.

When you select your search committee members have you considered:

- Diversity – is there representation from one or more designated groups including persons with disabilities?
- Representation from your department?
- Representation from the broader UVic community (where appropriate), students, faculty, staff?
- Stakeholder representation (where appropriate), clients or peers from other departments?

Composition

The size and composition of your search committee will vary, depending on the level and complexity of the position being filled. There may also be mandated requirements, should the vacancy be a position associated with a union. Please review the collective agreements to understand your obligations.

Membership

When you choose your committee members, consider how to best represent:

- Diversity: women, minority members
- Your department
- UVic community: other departments, students, staff, faculty members
- Stakeholders: clients, peers from other departments.

Roles and responsibilities

The roles of individual members may vary depending on your recruitment. In some cases, members are assigned specific roles to keep the committee on task and moving forward.
Chair
Leads the committee, sets the appropriate tone and attitude of the committee, involves all members and ensures that members are encouraged and engaged to effectively participate.

Diversity and Equity Leader
Ensures that the recruitment activities are carried out in an equitable way and in accordance with legislation and university policy related to diversity, equity, human rights and accommodation.

Recorder
Ensures that the records and documentation are created, maintained and managed.

Applicant Contact
Ensures that applicants understand the position being recruited for and that their overall experience is a positive one. As primary contact, responds to questions and provides information or additional instructions in a timely manner.

Common knowledge
Every committee member requires an understanding of the need for the recruitment. This common knowledge should be established at the onset of your recruitment efforts. Initial discussions include:

- Committee and members’ roles, responsibilities, expertise
- Position’s roles, responsibilities and qualifications
- Importance of an objective, fair and transparent process
- Related practices, policies, legislation, mandates, resources
- Understanding of diversity and equity and how they will be supported
- Understanding and identification of biases within the committee and approaches to mitigate their effects

See Selection Committee Guidelines for more information and suggested steps.

LEARNING MOMENT
Jot down which collective agreement(s) are relevant to your department, and what obligations you have regarding search committee representation.

___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
Applicant pool

The applicant pool is a group of engaged applicants who are interested in your position and organization. When you identify who you want in your applicant pool, you target your efforts to the right audience. When a strong or deep pool of applicants is difficult to find, which often occurs when niche education and experience are required, we recommend you seek HR support to build a strategic approach. For more information, see A word about advertising.

Get the word out strategically

As one of the top employers in BC, and one of the largest employers in Victoria, UVic garners regular interest from both active and passive job seekers. To further promote the university and to support equity on campus, HR undertakes a range of strategic outreach efforts. However, this is often not enough to guarantee a strong pool of qualified applicants for every competition.

We strongly recommend that your search committee actively communicate your recruitment efforts beyond the basic posting, once you have identified your ideal applicant.

Connect with the right applicants

Consider your ‘ideal applicant’, the position’s roles and responsibilities, qualifications, work environment, industry and community. Each aspect may help you identify different ways to reach out and engage a qualified, diverse pool of applicants.

Consider how the applicants might actively seek out or discover your job posting in their day-to-day routines. Might it be through a friend, peer or colleague; through related post-secondary institutions, professional associations, community groups; through their favourite social media, online resource, or a print publication?

To support diversity, communicate your opportunity through a variety of methods. See also information on Notification and feedback, once the competition is posted.

Draft job postings, advertisements and communications

Your job posting is based on the job description and works to provide your audience with the information, references and links they need to self-identify and submit an appropriate application to be considered for the position.

How you communicate your job opportunity is important. Use plain language and be concise. Present your message with honesty, clarity and consistency. Be realistic about the position and what it really means to work in the position to attract the most suitable applicants.

The job description is the key starting point for all your communications. A good up-to-date job posting is essential, so take the time to make sure your job description is ready for public viewing.

Your advertisement is used to capture readers’ attention and drive them to your posting and the more detailed job description.
The qualifications listed in the job posting and description represent the minimum requirements of the job. Minimum requirements include those qualifications required to carry out the core duties and responsibilities of the position. Applicants without these minimum qualifications would not likely be considered.

**Finalized documents**

Review also Job Posting Guide, Top 10 Transferable skills and Threshold Essential vs Nice to Haves, Job Evaluation information. Prior to being published, your documents are required to be converted to .pdf format. To prepare documents, strip them of template information, grammatical errors, and personal identifiers (previous incumbent names, etc). See also Format and content section.

**A word about advertising**

Departments are typically responsible for the cost of advertising. Depending on your recruitment strategy, be prepared to spend anywhere between $150 and $600. Print advertising in career sections are costly and typically exceed $1500.

HR holds accounts with *Times Colonist*, *Viatec*, *LinkedIn*, *Twitter*, *Workopolis*, *Unijobs.ca* and *Equitek*. Please contact HR to initiate advertisements. In cases where your department is responsible for the cost, HR will require a FAST Code. See also Advertising timelines.

You may wish to arrange for one-off advertising directly through channels other than those listed above. Such channels as professional web sites, listserves or bulletin boards require membership. Please check with HR to ensure your material is consistent in design, layout and content with that published by HR and in conjunction with the posting on HR’s career opportunities web page. See also Finalized documents and Format and content sections.

**Advertising timelines**

Online postings (external to UVic) can generally be published immediately or within 24 hours.

Print advertisements adhere to specific deadlines and require advance planning to book and produce. Typically a print advertisement will require 3 business days. Saturdays are the best career readership day and Tuesday afternoons by 4:30 pm is the final advertising confirmation deadline. HR is unable to book or cancel advertising after the deadline.

**UVic brand guidelines**

Required textual elements include UVic’s equity statement, reference to Human Resources’ web site, etc. Optional elements are available to customize the formats of your career advertisements, and HR can assist you with customizing the textual content. Refer to Marketing’s Brand Guidelines and Style Guide.
Ready...

Format and content
Ensure that your communication is consistent in its content and messaging, and check to ensure it meets the university’s advertising and communications policy, including elements such as logo, UVic Shield, font, borders, etc.

Sample job posting
The job description is always the starting point to develop a posting and contextual information is also important. A job posting template is available for you to use as a starting point to develop an effective job posting.

Informal communication with professional networks
To attract a larger audience, enlist your committee members and access their professional networks. A sample email that might be shared with committee members and forwarded on to their contacts follows:

Good morning, we have an opportunity that I believe you or individuals in your professional networks may be interested in, for the position of INSERT. The posting is available at www.uvicjobs until TIME on DATE. Please encourage any qualified individuals you may know to review the posting and apply if the position is of interest and matches their qualifications.

Post your opportunity: UVic Careers
All postings are processed and accessed through UVic Careers, the university’s online recruitment system. This system allows you to enter all the information about your opportunity so it is accessible online to HR and potential applicants.

The posting cycle
The recruitment system allows administrators, supervisors and managers to enter the information relating to their posting. The system then sends the posting request and information to HR.

HR reviews the posting information to ensure that relevant classification information is included and if approved, sends the posting and classification information to the Budget Office for approval.

The Budget Office reviews the posting information with respect to budget and financial considerations. Once the Budget Office approves, the posting is sent to HR to be reviewed prior to publishing.

At this point HR reviews all of the information to ensure that requirements and best practice are appropriately applied with respect to classification, employment equity, advertising, etc. HR reserves the right to edit postings to include these requirements.

Get your posting published
To access the recruitment system to initiate your posting, use the link to NetLink ID to access UVic Careers.

If you are unable to access the recruitment system, please see your department administrator to uviccareers@uvic.ca for assistance.
Posting Checklist:

- Review/update job description
- Review relevant collective agreement requirements
- Complete relevant recruitment system tutorial(s)
- Ensure classification, budget/financial documentation and approval is in place

Information Needed:

- Position information (Banner position number, classification, salary, hours of work, etc)
- Reason for the vacancy (new position, retirement, resignation, promotion)
- Finalized documents
- Specialized posting details: preferential, limited hire
- Posting option selected:
  - Open competition — any member of the public may apply
  - CUPE 951 Internal applicants — members of CUPE 951, 917 and Exempt Support are eligible to apply
  - PEA Internal Pool — inserts a clause to notify potential applicants when there is a qualified internal pool of applicants anticipated

Basic posting instructions by position type in UVic Careers

To post casual* position(s):

- In the Employee Group field select Casual
- Search by Banner position number in title field,
- Ensure matching work flow found is casual
- Complete rest of information
- Submit for approval

To post temporary/regular position(s):

- In the Employee Group field select “Employee group - Term/Regular”
- Search by Banner position number in title field,
- Ensure matching work flow found is “Employee group - Term/Regular” (ie. CUPE 951-Term)
- Complete rest of form:
  - Term appointment
  - Position Title
  - FAST Code
  - Work Schedule
  - About this opportunity
- Submit for approval

Review UVic Careers Resources and Guides for further details.

* CUPE 917 casual opportunities are not currently posted through the recruitment system. Contact HR for additional support.
**Posted**

Once your posting has been approved, it will be published and made available through the Career Opportunities page and communicated via job alerts (set up by applicants).

Commence your communications plan, sending emails, posting advertisements, etc. with links to UVic’s Career Opportunities page so that interested applicants may review the detailed posting and apply through the recruitment system.

**Posting durations**

Each posting is published according to collective agreement requirements and/or practice.

- CUPE 951, Exempt Support Staff, and CUPE 917: 5 business days
- PEA positions:
  - Positions over 7 months: 10 business days
  - When a strong internal pool of applicants is identified: 5 business days
  - You are not required to post leave replacements of less than 12 months. Should such leave be subsequently extended beyond the original term, you may be required to post it.

**Extend posting**

In cases where a qualified pool of applicants is not established, an extension may be granted, and HR will re-post the position. Union approval may be required.

Contact HR 2 days before your posting closes so HR can amend the initial posting prior to its original posted deadline.

**Close a posting**

When a posting deadline is reached, it closes automatically with HR. See also Initial screening.

**Accepting late applications**

At your discretion, and in some cases, subject to union approval, you may choose to accept late applications. The recruitment system constrains how these additional applications are accepted and processed. When you choose to accept late applications through the recruitment system, contact HR for assistance.
Communicate with interested individuals and applicants

Once your posting is published on the Career Opportunities page, you are responsible to communicate with the applicant pool. Be prepared to field and respond to inquiries throughout the competition, until your recruitment concludes.

The UVic Careers system generates automated messages at key points in the recruitment process and when a candidate’s status changes. For example, when the hiring manager changes a candidate’s status from “Candidate” to “Hired”, UVic Careers will automatically send a message to unsuccessful applicants advising the position has been filled. If you wish to contact all or some of the applicant pool personally and in advance of the automated message, you will need to do so prior to changing the status of your leading candidate to “Hired”.

Notification and feedback offers additional information to communicate with applicants.

UVic Careers Communications

Review our quick guides for information on notifications UVic Careers will send applicants and hiring managers.

LEARNING MOMENT

Jot down a couple of reasons why it is a good idea to personalize communications.

___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
Set...

Receiving applications

Initial screening

When the posting closes, HR conducts an initial screening. This is a very high level process to remove duplicate applications and verify details such as union membership, internal status and/or seniority.

HR will make the applications available to your department upon completion of their initial screening.

Review applications

As soon as you receive the applications, you can proceed with their review. Review every application carefully, and base your conclusions on what is evident in the application first. Confirm or clarify the accuracy of applicant details and consider how these factors impact your process:

- **Internal status**
- **Foreign status**
- **Preferential/Limited Hire**
- **Equity**

**Internal status**

Internal applicants often require specific considerations as a result of legal obligations. In the case of union competitions, there are items within each relevant Collective Agreement that you will need to confirm:

- CUPE Local 951:
  - Article 16.04 & 16.05
- CUPE Local 917:
  - Article 16
- PEA:
  - Article 5.06

**Foreign workers**

UVic welcomes applications from all interested applicants. Preference is given to Canadian citizens and permanent residents.

Foreign workers are those applicants who are not Canadian citizens or permanent residents. To be lawfully employed in Canada, foreign workers require valid work permits, which are issued by Citizen and Immigration Canada (CIC).
In cases where a qualified Canadian citizen or permanent resident cannot be found and where a qualified foreign worker is required or being considered, contact HR immediately.

**Considering applications from foreign workers**

Carefully review applications to identify those that may be from foreign workers. Look for evidence that confirms:

- Canadian Citizenship or permanent residence
- Eligibility to work in Canada
- Reference to valid work permit to work at UVic or an ‘open’ employer
- Reference to a valid work permit that covers the full term of the position

When an application does not clearly indicate eligibility to work in Canada, follow up with the applicant directly for the facts.

**Existing employees who are foreign workers**

Existing employees who hold temporary work permits can only maintain lawful employment as long as their permits remain valid. Their continued employment is subject to the continued maintenance of a valid work permit. Should a work permit expire or be invalid, their employment will be considered terminated.

**Short listing**

Short listing is a process to identify those in your applicant pool who meet the posted minimum qualifications and to identify applicants for the next step in your process.

Your short listing approach must be transparent, equitable and fair. It should minimize or eliminate decisions that are based on bias, gut feelings or subjective criteria. Always short list so that your criteria is:

- Based on the job description and posted education and experience
- Aligned with BC Human Rights Code
- Objective and evidence-based

Use a Recruitment Tracking Spreadsheet to assist your Selection Committee to keep track of each applicant’s progress through the competition.

Transferability of skills is an important consideration. An applicant does not need to have experience doing the same job for which they apply. Review Top 10 Transferable Skills resource and consider how their transferable skills may meet your minimum requirements and benefit the position.

Review the relevant collective agreement to ensure you meet the shortlisting requirements. This may include requirements to contact and/or interview as referenced in Communicate with interested individuals and applicants and Notification and feedback.
Pre-qualify: After short listing and before assessments

There are times when it is beneficial to provide short listed applicants with information about the position, such as its classification, salary, etc. to establish a common understanding and clarify expectations.

Once you establish your short list and prior to moving forward, consider pre-qualifying conversations with applicants. This step helps ensure your short-listed applicants have a clear understanding of position requirements, the nature of the work and the employment terms (hours of work, salary expectations, benefits, perks). This prevents misaligned expectations between applicants and the University which avoids a frustrated or failed process.

When you conduct this step, it is important that the information you provide to each applicant is expressed in an equitable manner. We recommend a script for these conversations, which will provide documentation of your process.

Assessments

The assessment phase consists of an appropriate combination of interviews, tests and/or site visit(s). These critical fact-finding steps verify the information on the resume or application is a true and accurate reflection of the applicant’s qualifications and experience.

Assessment tools that establish objective criteria result in a more transparent and equitable process. Best practice applies the use of established interview templates, tools and/or resources. Thorough, accurate records should be maintained by each Selection Committee member to describe applicant responses, provide rationale for ranking and confirm consensus for selection decisions. These documents provide valuable evidence that the assessment was fair and impartial, in the event of disagreement or dispute.

Assessments must:

- be based on the job description
- align with BC Human Rights Code
- be objective and evidence-based
- use pre-established selection criteria

Interviews

Make the most of the interview

Interviews give you the opportunity to question, clarify and probe. Make the most of the opportunity and ask questions that:

- cover all qualifications (education, experience, knowledge, skills, abilities and competencies)
- enable the interpretation of transferable skills
- align with the requirements of the job

Each applicant’s interview experience should be consistent; this includes the setting, time allotment, questions and committee structure.
Before the interview, the committee should review confidentiality and records sections.

**Interview question design**

The following table lists the different types of recommended interview questions. Questions that rely on hypothetical or textbook answers may help to assess general knowledge or understanding, but they are not as reliable to predict behaviours. Past behavior is a strong indicator of future behavior. Behavioural-based questions are more likely to lead you to a more accurate prediction of how an applicant will perform in the job.

| Open question | Requires the applicant to develop an answer and provide details, e.g., tell us how this position fits in to your long term career goals |
| Direct question | Use this to confirm or clarify facts e.g., are you eligible to work legally in Canada, for the full duration of this position? |
| Behaviour-based | Based on the concept that the best predictor of future behaviour is past behaviour. Seeks specific examples of behaviour. Can be verified through reference checks. Begin with phrases like "describe a situation when; tell me about a time when; give me an example of." |
| Situational | Tests ability to apply theoretical knowledge. No guarantee of what behaviour would actually occur. |
| Probing | Flow from applicants’ responses and are used to obtain more details or clarify a situation. Includes: |
| | • Informational probes — Tell me more about; |
| | • Reflective — I understood what you said; |
| | • Redirect — When the applicant has gone off track; and |
| | • Silence — To ensure the applicant has an opportunity to complete their answer if answer is incomplete or applicant appears unsure. |

**Questions to avoid**

| Closed question | Requires only a yes/no answer. Wastes a question. |
| Inappropriate | Often discriminatory and in violation of Human Rights code. |
| Unproductive | Those which have obvious right answers or no purpose. |

**Samples of common clerical questions (includes rating scale)**

**Samples of common management questions (includes rating scale)**

**Tests**

If you plan to test applicants, follow these seven rules:

- Test for job requirements
- Determine the right knowledge, skills and abilities required for the job
- Select the best means of measurement
- Use valid testing instruments
- Be sure you know what and why you are testing
- Use the scoring information appropriately—ensure the testing is non-discriminatory
- Take advantage of new technologies

See also Assessments, Interviews.
Check references

Hiring employees who are a good fit for a job is an essential component of your operations. Knowing how an applicant has performed in a previous workplace is an important part of the hiring process and checking references is a practice that gives the prospective employer some idea of how the applicant might perform in the future.

But what happens when the applicants references are inadequate because they are not recent or from direct work supervisors? Are you restricted to collecting past work performance information only from those sources provided by the applicant? The Freedom of Information and Protection of Privacy Act (“FIPPA”) provides guidelines on how public bodies may collect references in order to be in compliance:

As a public body UVic is obligated to deal with personal information in an open and accountable manner. For reference checks, this means collecting past work performance with the knowledge and consent of the applicant. If you determine the applicant’s choice of references is inadequate (family, friends, non-work related personal references) you should ask the applicant for more suitable references or seek the applicants consent to collect information from specific individuals. This allows the applicant to clarify or amend their choice of references. If an applicant refuses to provide alternate references, this can be taken into account in the hiring decision.

Other things to know:

• Similar to interview question templates, it is highly recommended that you document your reference questions and accurately record information gathered
• Information gathered through reference checks are subject to freedom of information requests and records should be maintained in accordance with applicable retention guidelines. (insert UVic link)
• Letters of reference should not be considered a replacement for reference checks however depending on the circumstances may be considered. Contact your Human Resources Advisor for guidance.
• References should always be completed prior to making a job offer
• Important links: Office of the Information and Privacy Commissioner, please visit www.oipc.bc.ca

Required documentation (proof of certification, etc)

If your position requires a credential; such as a valid driver’s license, CGA certification, trades qualification, work permits, etc:

• confirm completion verbally
• arrange to gather documentation
• confirm validity and currency of documentation
• record and store appropriately (see the section on Maintain recruitment records)
Hire!

Appointment process

Generally, when applicants are relatively equal, choose the applicant who best meets the identified skills criteria. Hiring decisions must be consistent with the relevant collective agreement, terms and conditions of employment or handbook and include obligations with respect to seniority, work performance and qualifications.

CUPE Local 951 & CUPE Local 917 positions:
- Article 16.01
- Article 15.01

CUPE Local 4163 - Component 1 & 2 positions:
- See the collective agreement for the appropriate component

CUPE Local 4163 - Component 3 positions:
- Article 13.02

PEA competitions:
- Article 5.06

In the event of an Equity Hire, when two applicants are comparably qualified, choose the designated group applicant.

LEARNING MOMENT
What challenges have you experienced when complying with collective agreements?
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________

Make the offer

Prepare for the offer

A thorough application and assessment process will provide you with a detailed understanding of your applicant’s expectations with respect to salary and benefits. It should also have given you the opportunity to clarify and confirm what is possible and what the constraints may be.

Review and follow the guidelines for Salary Administration.
Offer letters are legal documents and Human Resources has created a number of letter templates covering all employee groups (CUPE 917, CUPE 951, PEA, Management Excluded) and a variety of common employment scenarios (casual, term employment, regular, regular part-time).

We strongly recommend that you use these resources, they are regularly reviewed and updated by HR to ensure relevant collective agreement and/or legislated employment standards are met. Employment offer templates are available through HR. In addition, these letters are available through the automated onboarding function in UVic Careers.

If you have a unique hiring situation and cannot locate an offer letter template that reflects your needs, please contact an HR Advisor for help.

**Verbal offer**

Before you send your written offer letter, phone the applicant to verbally make your offer, and express the details directly from your letter. This courtesy helps to launch a positive beginning of your relationship with the applicant.

**Relocation grant policy**

Employees hired into full-time, ongoing positions under the PEA Collective Agreement and under the Management Excluded Terms and Conditions of Employment, may be eligible for a relocation grant. Review the **Relocation Grant Policy** carefully and before you make any verbal or written commitments, contact HR to confirm eligibility.

**Complete the offer**

**Forms**

When an applicant accepts your verbal offer, including start date, finalize and send the formal offer letter.

- Confirm the start date, finalize and send the formal offer letter
- Complete and submit the appropriate Payroll/HRIS form
- Send a package of the completed documents to HR (cover letter, resume, signed/accepted offer letter)

**Close the competition**

If you used UVic Careers recruitment system, close the posting and initiate onboarding. The system will initiate an email to Budget, HRIS/Payroll, the Union (if applicable) and internal applicants.
Notification and feedback

Feedback to applicants assists them in their future job search efforts. Your feedback should be objective, factual and timely. You may discuss the status of the hiring process with applicants at any time, even before a hiring offer is made. Feedback is important to applicants who request it, and this practice helps UVic maintain its reputation as a top employer.

Your department is responsible for notifying applicants of the status of their applications. Be prepared to field and respond to inquiries; applicants may request the status of their applications at any time and you may offer these details at any time during the process.

If you used an assessment tracking tool, you may readily conduct this notification through an appropriate designate by email.

Unsuccessful applicants may want to know why they were unsuccessful and may request feedback on the status of their application at any time. Remember that the automated responses provided by UVic Careers recruitment system do not offer effective or reliable notification and you should not rely on it to communicate the conclusion of the recruitment process with applicants.

Best practice recommends that you notify all applicants in some manner, however there may also be collective agreement requirements that must be followed.

CUPE 917 competitions:
- Article 16

CUPE 951 competitions:
- refer to Article 16.05

PEA competitions
- refer to Article 5.06

The following is a guide for communicating beyond:

- Unsuccessful interviewees: confirm the conclusion of the process and offer feedback personally by telephone.
- Unsuccessful internal applicants and self-identified equity or other groups: confirm the conclusion for the process and offer feedback by email (telephone may be dictated by collective agreement requirements).
- Remaining unsuccessful applicants: confirm the conclusion of the competitive process by email.

Set up on-boarding and orientation

A fair and equitable process that includes posting, up-to-date job description, consistent assessment process and well-written offer letter each set the stage for successful on-boarding and orientation. Additional information and resources to welcome your new employee to your department are available through the university’s Employee Resources and Human Resources websites. The Staff Orientation section of the UVic HR website provides links to several important resources, including an Orientation Checklist, information on the Manager’s Role in orientation and the Performance Development Process.
This section of the website also includes other information useful when welcoming a new employee, such as Bus Passes and Parking, links to Employee Groups, and Campus links of interest.

Human Resources hosts biannual New Employee Orientation sessions. Invitations are automatically sent out to new, regular part-time and full-time employees. Existing employees who have not already attended a new employee orientation can request an invitation.

Disability and Accessibility Resources are also offered on campus. This material should be incorporated into orientation when applicable.

Note that new employees may be required to submit documents in person to Payroll/HRIS, and should be prepared to show two pieces of ID. They will also be assigned a V# and Netlink ID once the necessary documentation has been processed, which typically takes about 3 days.

Maintain recruitment records

Confidentiality and protection of privacy

Now that you have successfully filled the position, remember to review your records, with an eye to store and retain the appropriate records in a manner which upholds confidentiality and protection of privacy and minimizes any risks with respect to requests for information.

LEARNING MOMENT

What records/documents must you keep?

___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________