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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.
Job Management System – UVic Careers

UVic Careers is the online job management system for all staff job postings in the following employee groups: CUPE 917, CUPE 951, Exempt Support Staff, PEA and Management Excluded. Review the Ready section of this workbook before you try to post your job posting in UVic Careers to ensure you have the required documents ready and there are no delays.

Recruitment timeline
Timelines will vary depending on whether the position has an up to date and approved job description and 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 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)

On Campus:
Items such as interview notes are subject to retention guidelines and policies. File these in a sealed envelope and label it with the Posting Number, Close Date and the Destruction Date. Include a reminder in a Bring Forward (BF) system to ensure you destroy these records in a timely manner.
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
- Threshold Essential Qualifications vs. Nice to haves
- Top 10 Transferable Skills
- Human Rights Guide for Recruitment

**On Campus:**
Conflict of Interest and Employment Relationships are a rapidly evolving area of employment law and human rights. Please contact your HR Advisor on items relating to reporting relationships (family, etc.).
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 Coordinator (Recruitment systems and processes)
HR Consultant (complex changes within the organization)
Work Life Consultants (as required for Duty to Accommodate)
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 placement 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.

Replacing vacated positions
Review the job description to ensure it is up-to-date. If you make any changes to the job description, send the updated job description to your HR Advisor to confirm the classification and confirm that no changes are required that may impact its classification. If there are no changes to the job description, proceed to complete a requisition in UVic careers. In the case of status quo, you may move forward to the recruitment process.

If there is no approved job description on file in UVic Careers, please contact your HR Advisor.

If you are recruiting for a position in CUPE 4163 Comp 1 and 2 review Article 13 of the Collective Agreement.

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.

Early consultation with your HR Advisor for their guidance and expertise will ensure a well-developed job description and will save you time and ensure your staff recruitment attracts the right candidates. The HR Advisor will 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, job posting, administration details and timelines.

Resources:
Top 10 Transferable skills
Threshold Essential vs Nice to Haves
Job Evaluation information
Job description library

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.
Budget process
All positions will be reviewed by the Budget Office before they are posted on our job site. For questions on base funding for your position please contact the Budget Office.

Contractors
In the case of hiring contractors, your first step is to determine if the position is UVic or External. Review the Determination of Employment Relationship policy and Employee vs Independent Contractor Determination Form. Contact HR 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
UVic’s Employment Equity Plan is designed to meet three broad equity goals:
1. To promote and implement employment practices which advance equity and access for all.
2. To ensure the principles of fairness and equity are incorporated into all aspects of employment, including recruitment and hiring, training and promotion, and retention and accommodation in the workforce.
3. To improve the participation of members of designated groups in all jobs and at all levels where they are under-represented, and achieve and retain a workforce representative of the appropriate community.

The university’s commitment to equity and inclusion is embedded in our policies and strategic plan. UVic 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-President 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 and Limited Hiring
The Employment Equity Plan reflects the university’s equity principles and satisfies the requirements for special program exemptions from the BC Human Rights Tribunal (BCHRT) to allow us to engage in preferential and limited hiring.

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

Designated group members, as defined in the Employment Equity Act and the Federal Contractors Program, are those who are aboriginal peoples, members of visible minorities, persons with disabilities, or women.

Preferential hire
Anyone may apply, but hiring administrators must consider applications from members of the groups designated for preferential hiring first. If none of these applicants meets the criteria or is suitable for the position after assessment, remaining applications may be considered for shortlisting and assessment.

Limited hire
Only applications from members of the group(s) designated for the limited hire may be considered. If no applicant meets the qualifications or if none is successful after the assessment process, the job must be reposted or left unfilled.

For more information on Preferential and Limited hiring:
• Guidelines on Preferential or Limited Hiring
• 8 Steps to Preferential and Limited Hiring

Additional resources:
• Human Rights, Equity and Fairness
• Equity Policy for Employees at UVic
• Guidelines on Preferential or Limited Hiring
• Equity and Human Rights
• VPAC Equity and Diversity
Duty to Accommodate

The Human Rights Code requires employers to accommodate the needs of individuals or groups covered by the Code. The duty to accommodate arises where a workplace rule or job requirement, which is neutral and consistently applied, has an adverse impact on a person or group covered by the Code. The duty extends to the point at which further accommodation would cause the employer “undue hardship.” Generally, this applies to applicants or employees on the basis of a disability, religious observance or family responsibilities.

- The university’s duty to accommodate extends to the requirement to provide accommodation as needed for applicants for a position.
- It may be necessary to accommodate a person with a disability during the selection process by ensuring events are scheduled in accessible locations.
- Applicants with a disability must be assessed solely in terms of the qualifications required for the job and their ability to perform the job with or without accommodation.
- The fact that a qualified person requires some form of accommodation to perform the job cannot be held against him/her in the evaluation of candidates.
- There is an Accommodation Fund which can be used to assist in providing equipment or tools if a person with a disability is hired who requires this type of accommodation.
- Other types of accommodation may relate to flexible scheduling.
- Contact the Work Life Consultant in HR or the Office of Equity and Human Rights for more information.

Accommodation

- Means any temporary or permanent measure used to remove a barrier which prevents an individual from performing or fulfilling the substantive duties of the job.
- Will be provided for the identified needs of an individual in all employment areas including recruitment and retention, training, promotion, and any other condition of employment where the need for accommodation is demonstrated.
- Is based on individual circumstances and can include, but is not limited to technical aids, job redesign, workplace modification, work scheduling, employment policy and practice modification.

Undue hardship

- Undue hardship must be decided in the circumstances of each case, but would likely include:
- When there is a risk to the safety of others or a substantial risk of personal injury to the employee requiring accommodation when financial cost is such that a program or service would cease to exist due to the financial burden of the accommodation, or other circumstances where it would be unreasonable to expect the University to bear the costs of accommodation.
- When accommodation alternatives would result in lowering standards or essential job requirements being unmet.
- When the accommodation would be unduly disruptive to a collective agreement

Additional resources:

- Discrimination and Harassment Policy and Procedures
- Human Rights Issues and Accommodation
- Work Life Consulting
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 Work Life Consultant.

We strongly encourage you to access resources on the Work-Life Support page and/or request assistance from Human Resources.

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).


**Recall Lists and Duty to Accommodate current employees**

Duty to Accommodate candidates are employees that the university, as one employer, has an obligation to take measures to eliminate disadvantages that result from a rule, practice or physical barrier that has or may have an adverse impact on individuals or groups protected under the Canadian Human Rights Act or identified as a designated group under the Employment Equity Act.

Recall and placement candidates are employees who have been laid off from their positions through no fault of their own. Recall is available to CUPE 917, CUPE 951 and PEA employees.

After you submit your job through UVic Careers, and it has been approved by the Budget Office, your job vacancy will be reviewed by HR and if your position is deemed a fit for a recall or duty to accommodate employee, you will be contacted by the appropriate HR contact with information on next steps.
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
- 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.

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.

**Hiring Manager**
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. Is the job specialist/manager or ensures the committee includes someone who knows the duties of the position.

**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 Canada's Best Diversity Employers 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 from speaking with a friend, peer or colleague; through related post-secondary institutions, professional associations, community groups; from their favorite social media, online resource, or a print publication?

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

Draft job postings and communications
An approved job description is a requirement for posting a position and is the key starting point for all your communications. The job profiles in UVic Careers are created from the approved job description.

How you communicate your job opportunity is important. Your job posting pulls the position summary and qualifications from the approved job description and works to provide your audience with the information, references and links they need to submit an appropriate application to be considered for the position. The job posting will have room in the About this Opportunity section for you to provide details on the work environment and culture of the department. 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 posting process and using UVic Careers (our job management system) is explained in further detail in the job posting section of the workbook.

Your communications (through job boards, professional networks and social media) are 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.

**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.uvic.ca/hr/jobs](http://www.uvic.ca/hr/jobs) 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.*

**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 $1500. Senior management positions or difficult to fill positions may require the engagement of an external search firm. Connect with your HR Advisor for more information.

HR holds accounts with some of the major job boards (i.e. Monster, Viatec, LinkedIn, Twitter, and WorkBC). Please contact the HR Coordinator to advertise on these sites. There is no cost to promote your posting through many social media sites (i.e. LinkedIn, Twitter) or WorkBC. In cases where your department is responsible for the cost, HR will require a FAST Code.

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.

**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 The UVic Edge Brand.

**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.
Finalized documents
Before you post a job in UVic Careers, ensure:
- Job description reviewed and classification confirmed
- Job Evaluation memo (if appropriate)

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.

To create a job posting requisition you’ll need:
- position number of the job you’re posting - you can find position numbers by logging in to FAST
- position number of the supervisor
- funding source information
- an approved job description that's been reviewed by your HR advisor. If you do not have an approved job description contact your HR Advisor

If you have an approved job description for a new position but no position number, follow the steps in the Create a requisition for a new position quick guide. This will take you through the process to obtain a Banner position number and have your position job profile created.

Once your new position has a job profile you’ll need to Create a requisition for a job posting. More details are available in the UVic Careers quick guides.

The posting cycle
1. The hiring manager has an approved job description - before you post, you will need an approved job description that has been reviewed by your HR advisor
2. HR creates a job profile from the job description in UVic Careers
3. The hiring manager creates a job posting requisition
4. Job posting requisition is approved by appropriate internal approvers (your Department Head and VP approval is required on the requisition for regular continuing positions)
5. Final Approver: The Budget Office reviews the posting information with respect to budget and financial considerations
6. Final Review: The posting is sent to HR to be reviewed prior to publishing to ensure that all of the information to ensure that requirements and best practice are appropriately applied with respect to employment equity, advertising, etc. At this point HR also reviews the posting against recall and accommodation lists.
7. Job is published to our online job board.

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 email uviccareers@uvic.ca for assistance.
Posting Checklist:

- Review/update job description with HR Advisor (classification)
- Review relevant collective agreement requirements
- Review UVic Careers guides
- 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):

(*If this is your first time posting a casual position, ensure you connect with the HR Coordinator first.)

- In the Employee Group field select Casual
- Search by ‘Casual’ or 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.
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. All job postings must be published for at least 1 week (5 business days).

CUPE 917 Article 16 Promotions and Staff Vacancies:
16.02 (a) Excepting vacancies for positions which are excluded from the Union’s certification and casual positions the University agrees that, when a newly created or a vacant position is to be filled, notice thereof, outlining the position, salary range and qualifications required, shall be posted in such conspicuous places as agreed by both parties for at least seven (7) calendar days, in order that any employee may have the opportunity to apply for the said position.

CUPE 951 Article 16 -Appointments, Transfers And Promotions
16.02 (a) Excepting positions excluded from the Union’s certification and vacancies for temporary positions expected to involve less than 22 working days, the University agrees that, when a newly created or a vacant position is to be filled, notice thereof will be posted in such conspicuous places as agreed by both parties for at least 7 calendar days before applicant selection is made in order that any employee may have the opportunity to apply for the position. The Human Resources Department will consult with the Union before changing the procedures regarding the time limits for posting vacancies.

PEA Article 5 – Appointment and Promotion
5.05 Advertisement of Vacancies
All vacant positions anticipated to be of more than seven (7) months duration, excepting leave replacements of 14 months or less, shall be posted on campus for a minimum of five (5) working days before being filled. Posted vacancies may be subject to concurrent and additional off-campus advertising or search procedures, at the University’s discretion. Vacant term positions may be designated secondment opportunities for staff members and other University employees, and, if so, shall be posted as such. All postings shall indicate the position’s title, duties, qualifications, and salary range (or, if applicable, salary under review).

Notice of position vacancies shall be by a method which provides staff members with reasonable access to such notices.

Posting obligations stipulated in this Article shall not apply to re-evaluation of staff members’ positions within career development structures. A staff member employed on a term basis may be re-appointed to the same position without competition.

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. Contact HR before your posting closes to amend the posting prior to its original posted deadline.
**Close a posting**
When a posting deadline is reached, it closes automatically with HR.

**Accepting late applications**
At your discretion, and in some cases subject to union approval (CUPE 917, 951), 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 the HR Coordinator 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.

UVic Careers generates automated updates at key points in the recruitment process to advise applicants of their status.

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.

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**On Campus:**
If you extend a posting or accept late applications, verify that it is within relevant collective agreement and policy requirements. If you still have a doubt, ask yourself:
- Is it equitable?
- Is it transparent?

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**LEARNING MOMENT**

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

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________
Receiving applications
When the posting closes, HR confirms the internal status of the competition applicants. The status displayed in UVic Careers is not accurate and you need to use the list provided by HR to ensure you meet your collective agreement requirements.

Applications are available to the hiring manager and hiring committee as they are submitted by candidates through UVic Careers.

Review applications
As soon as you receive the application you can proceed with their review, however note that the applicant may still update their application until the posting close time. 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
- Legal status to work in Canada
- Preferential/Limited Hire
- Equity

On Campus:
Internal status?
Action required!
Have you:
- Reviewed reciprocal agreements? (CUPE 917 and 951 have an LOA)
- Looked at process requirements?
- Reviewed your competition internal list provided by HR?

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 917: Article 16
16.01 In the release transfer or promotion of employees, due and thorough consideration shall be given to each of seniority, work performance and qualifications pertinent to the requirements of the position.

CUPE Local 951: Article 16
16.05 (a) All internal applicants who appear to possess the minimum required qualifications are entitled to an interview for each competition for a posted vacancy.
16.05 (c) Internal applicants who do not appear to possess the required qualifications will be so notified by phone or email, and given the opportunity to correct an incomplete or incorrect record of qualifications.

PEA - Article 5.06 Selection of Candidates:
d) The University recognizes that full consideration should be given to staff members who apply for posted positions. To that end, the University will interview, within reason, all qualified staff members who apply
g) Where all other factors are equal, internal candidates will be preferred over external candidates.
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).

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.

As of February 21, 2015, new regulations came into effect requiring employers of Labour Market Impact Assessment (LMIA) exempt foreign nationals to provide their offer of employment directly to Immigration, Refugees and Citizenship Canada (IRCC) and pay a new employer compliance fee before the work permit application is submitted. For further information, see Employer-specific work permits with Labour Market Impact Assessment exemptions. http://www.cic.gc.ca/english/information/fees/index.asp

In the event your search committee is considering non-Canadian applicants in a competition, please contact the Office of the General Counsel for legal advice.

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 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

On Campus: Remember to check the Collective Agreement!

CUPE 917, CUPE 951 and PEA have specific requirements for shortlisting internal applicants.
Recruitment Workbook

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

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

Samples of common support staff 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 provides by the applicant? The Information and Privacy Commissioner has provided guidelines on how public bodies may collect references in order to be in compliance with the Freedom of Information and Protection of Privacy Act (“FIPPA”). In general, 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.
- 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](http://www.oipc.bc.ca)
- Guidelines for Social Media Background Checks from the Office of the Information and Privacy Commissioner for British Columbia for public bodies
Social Media Background Checks
Like credit or criminal checks, many employers conduct social media background checks on future or prospective employees, often without the knowledge of the individuals they are checking. The following information is based upon the BC Office of Information and Privacy Commissioner’s “Guidelines for Social Media Background Checks” https://www.oipc.bc.ca/tools-guidance/guidance-documents/.

Social media includes social networking sites (Facebook), blogs, micro-blogs (twitter) and file-sharing sites (flickr and dropbox).

While social media background checks may be enticing because of their speed and ease, managers need to understand the risks of conducting these checks. These background checks involve the university collecting personal information indirectly about an individual. This collection and use is governed by the Freedom of Information and Protection of Privacy Act.

The university is required to take steps to ensure that the personal information it collects is accurate. The university must ensure it collects only personal information that relates directly to and is necessary for the hiring process. In addition, as this information is collected indirectly, it will usually require the individual’s consent. For these reasons, the risks of collecting personal information from social media sites are worth considering. Once collected, information can be difficult to disregard.

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 917 positions:
Article 15 Seniority*
15.01 Both parties recognize that job opportunities should increase with length of service as a regular employee and that security of employment shall increase with length of service as a regular employee.

Article 16 Promotions and Staff Vacancies*
16.01 In the release transfer or promotion of employees, due and thorough consideration shall be given to each of seniority, work performance and qualifications pertinent to the requirements of the position.

CUPE Local 951 positions:
Article 16 Appointments, Transfers and Promotions*
16.01 In the appointment, transfer or promotion of employees, due and thorough consideration will be given to each of seniority, work performance, and qualifications pertinent to the requirements of the position.

CUPE local 4163 - Component 1 & 2 positions:
Article 13*

CUPE Local 4163 - Component 3 positions:
Article 13*

PEA positions:
Article 5 Appointment and Promotion*
5.06 (g) Where all other factors are equal, internal candidates will be preferred over external candidates.

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

*Review the entire article in the relevant collective agreement to ensure you have fulfilled your obligations

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 through UVic Careers.
- Hire, onboard and close competition in UVic Careers.
- Complete and submit the appropriate Payroll form (Recommendation for Appointment).

Close the competition

Hire and Onboard in UVic Careers
The onboarding module in UVic Careers is used to provide your new hire with important information and required forms and training. They will receive an email asking them to:

1. Complete the online UVic Employee Information Form as soon as possible. This form is required in order to set up UVic payroll, along with the Direct Deposit Form. Print out the Direct Deposit Form and bring it with them on their first day of work.
2. Complete UVic Privacy Training.
3. Read the Benefits Information Letter, which includes important information about the benefits they are eligible for.
4. Print out, complete and return the remaining benefits and pension forms to the Benefits Office as indicated on the Onboarding Checklist.

Participation in the University's group benefit plans is a condition of employment for many employee groups. A delay in enrolment will result in financial hardship for the employee (benefit premiums are payable from the date of eligibility) and prevents the employee from accessing the benefits to which they are entitled. Initiating the onboarding process and ensuring the completion of enrolment forms with the required privacy training is mandatory and the responsibility of the hiring manager.

If you are hiring an internal employee you will still need to onboard them through UVic Careers. They will receive instructions to only complete forms that have not previously been completed. They will be asked to:

1. Complete the online UVic Employee Information Form as soon as possible. This form is required in order to update your UVic payroll.
2. Complete UVic Privacy Training (mandatory).
3. Complete and return any remaining benefits/pension forms that have not previously completed.

Hiring and onboarding through UVic Careers will update the status of the posting to closed in the recruitment system.
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 response provided by UVic Careers recruitment system is only a status update and should not be solely used to communicate the conclusion of the recruitment process with applicants. It does not fulfill your collective agreement requirements to notify internal applicants. UVic Careers can be used to notify internal employees following the steps outlined in this guide:

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 16.03
(b) Applicants for posted positions who are unsuccessful shall be so notified. In addition, internal applicants and the Union shall be notified of the name of the successful applicant, normally within ten (10) working days of the date that the Department of Human Resources is notified in writing of the appointment recommendation. Unsuccessful internal applicants who have been interviewed may request a post-decision interview with the person responsible for making the selection decision during which shortcomings and recommendations regarding future applications will be discussed.

CUPE 951 competitions:
Article 16.05
(d) All internal applicants and the Union will be advised in writing of the name of the successful applicant as soon as possible. Where the Union has filed a grievance, a list of all internal applicants for a posted vacancy will be provided by the University.
(e) Unsuccessful internal applicants who have been interviewed may request a post-decision interview with the person responsible for making the selection decision during which shortcomings and recommendations regarding future applications will be discussed. Should the Union request in writing the reasons for a selection decision, the University will meet with the Union as soon as practical to investigate the facts. The parties agree to full disclosure of the facts for this purpose.

PEA competitions:
Article 5.06
(h) Every unsuccessful internal candidate shall be informed of the name of the successful candidate.
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.

**Continue 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 New People Welcome and invitations are automatically sent out to new, regular part-time and full-time employees. Existing employees who have not already attended a new people welcome 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.

**What records/documents must you keep?**

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- 
-