Faculty & Librarian Recruitment Handbook

This handbook is intended as an aid to recruiting and hiring faculty members and librarians. It presents essential recruitment steps in chronological order and includes useful templates in the Appendices.

The recruitment and hiring practices outlined here supplement the information available in the Collective Agreement and in UVic policies. All policies referenced in the Handbook can be found on the web site of the University Secretary. For the purposes of this handbook, departments, schools, non-departmentalized faculties, and the University Library, will hereafter be referred to as “unit”.

Throughout the handbook, the university’s commitment to diversity and its responsibility as an equity employer are assumed. The university particularly encourages applications from women, persons with a disability, visible minorities, Indigenous Peoples, and people of all sexual orientations and genders. All recruitment and appointment procedures in a unit are governed by BC Human Rights legislation, by UVic equity policies and by each unit’s own equity policy.

Units are strongly encouraged to consult the Office of the Vice-President Academic and Provost when devising protocols for recruitment and hiring.

Contents

Establishment and Composition of Appointment Committee .................................................................3

Recruitment Approval Process......................................................................................................................3

   Initiating the Search Process ....................................................................................................................3

   Committee Activity before the Search Begins .........................................................................................5

Criteria for Position and Job Description ..................................................................................................5

   Developing the Criteria .............................................................................................................................7

   Preferential or limited hiring ....................................................................................................................8

   Evaluation: Defining longlists and shortlists ..........................................................................................9

   Duty to Accommodate ..............................................................................................................................9

The Advertisement and its Distribution .................................................................................................... 10

   Approval by the Vice-President Academic and Provost ......................................................................... 10

Providing Information to Applicants .........................................................................................................11

   Criteria and Procedures for Ranking Applicants ....................................................................................12

Short-listing of Candidates and Formal Procedures for Informing Unsuccessful Candidates ................. 13

Interview Questions .....................................................................................................................................13

   Questions to avoid ...................................................................................................................................14

Site Visit and Assessment Techniques .................................................................................................... 14
The Hospitality of Site Visits......................................................................................................................... 16
Appointment and Acceptance Procedures............................................................................................................. 17
  Approval by the Dean or University Librarian and Vice-President Academic and Provost ...................... 17
  Informal Negotiations and Verbal Offer ............................................................................................................. 17
  Letter of Offer ................................................................................................................................................. 17
  Candidate's Formal Written Acceptance of Terms of Offer ............................................................................ 17
  Formal Recommendation ................................................................................................................................. 17
  Vice-President Academic and Provost’s final appointment approval ......................................................... 18
Orientation of Newly Hired Faculty Members and Librarians............................................................................. 18
Appendix 1: Templates for Letters and Precedents ............................................................................................ 19
Appendix 2: Confidentiality Agreement for Appointment Committee Members........................................... 20
Appendix 3: Access, Records Management and Privacy Guidelines for Appointment Committees ............ 22
Appendix 4: Limitations on Recruiting and Hiring Non-Canadian Applicants.................................................. 25
Appendix 5: Confirming the Identity of Candidates in Limited and Preferential Hiring .................................. 26
Appendix 6: Dual Career Couple Assistance ..................................................................................................... 28
Appendix 7: Suggestions Relating to Legal Obligations .................................................................................... 33
Establishment and Composition of Appointment Committee

Each unit must establish an appointments committee according to Section 31, or, in the case of the University Library, Section 18, of the Collective Agreement.

Recruitment Approval Process

The recruitment approval process must be completed before a position can be advertised in any form. After initial consultation with the Dean, University Librarian, Director or Chair, the unit must prepare a Request to Recruit form. The unit submits the form with the proposed advertisement to the Dean or University Librarian for approval. If approved, the Dean or University Librarian will send the form to the Vice-President Academic and Provost, who will consider the request in light of the unit’s strategic and staffing plans, and the unit’s budget.

Initiating the Search Process

Establish a Search Committee

The composition of the search committee and its charge influence the outcome of the search. It is important to address issues of composition and charge deliberately and early.

Composition

Knowing that the composition of the search committee is very important, the chair of the committee should endeavour to include a broad representation of individuals, including those from the designated groups indicated in the University of Victoria equity statement, with different perspectives and expertise, and with a demonstrated commitment to diversity. Diversity on the search committee allows for a wider perspective, which is valuable in assessing candidates’ qualifications. Studies have indicated that better problem-solving and creative decision-making occurs in more diverse groups. A diverse search committee also shows the candidate that the committee is serious about widening the pool.

Sometimes factors in the unit such as representation, junior rank, or workload, make it more difficult for women or minority candidates to serve on search committees. In such cases, it may be advisable to seek members from outside the unit to ensure appropriate representation and a wider perspective, provided that the structure of the committee conforms to that established in the unit’s appointments committee rules and procedures.

The views of students, staff and other members of the unit can also assist in providing extra insight.

In addition to understanding its obligations under UVic policies, it is important that the search committee understand its obligations under human rights legislation and be well-versed in current selection process methods.

The chair sets the tone, shapes the attitude of the committee and ensures members feel involved, valued and motivated. Some chairs find it beneficial to assign special roles for each member to make it easier for the committee to stay on task and to ensure everyone participates fairly and responsibly.
Key search committee roles could include:

- An ethical leader – will become familiar with the ethics of recruitment to guide and advise the committee on ethical issues through the hiring process.
- A teaching leader – will provide expertise on pedagogic effectiveness and the use of teaching portfolios to keep the group’s focus on teaching criteria.
- A scholarship leader – will attend to relevant scholarship and research abilities and potential, keeping the group’s focus on the fit between the candidates’ scholarly performance, interests and position needs.
- A librarian leader – for librarian positions, will provide expertise on specific aspects of librarianship relevant to the position and will focus on the candidates ability to perform such functions.
- An employment equity leader – will ensure the hiring is carried out in an equitable way and in accordance with legislation and university policy.
- A member of the committee who will focus on the recruitment process from the candidate’s point of view to ensure that the site visit, in particular, is a positive experience.
- A recorder – to record and file meeting minutes.
- Other roles – generally people with other particular or relevant expertise – i.e. specific fields of study, department labs, studios or technology, etc.

Therefore, the initial discussions of the search committee’s charge should:

- Verify that its charge includes particular focus on equitable search practices, and the goal of identifying outstanding women and underrepresented minority candidates for the position.
- Articulate the fact that diversity and excellence are fully compatible goals and can and should be pursued simultaneously.
- Identify selection criteria and develop the position description prior to beginning the search and before the job ad is prepared so that the ad can more accurately describe the job and the qualifications being sought.
- Establish plans for actively recruiting women and underrepresented minorities prior to beginning the search.
- Review practices that will mitigate evaluation biases that result in unfair evaluations for women and minority candidates.

Include in any discussion the integration of the unit’s commitment to and strategies for hiring and advancing diversity. This may be of particular concern for units that have few or no women or under-represented minority faculty members or librarians. In these cases, it may be helpful to develop long-term strategies for recruiting diverse individuals. For example, the unit might consider inviting women or minority faculty members or librarians to give talks and then inviting them to apply for the position the following year.

Allocate sufficient planning time for the search committee to develop an understanding of and an agreement on the job requirements, the skills and qualifications required and their relative importance, and the methods of evaluation and the interview questions.
Committee Activity before the Search Begins

Reviewing Past Searches

Find out how many women and under-represented minorities have applied for past positions in your unit as a percentage of the total applicant pool.

Find out how many women and under-represented minorities have been brought to campus for interviews in your field in previous searches.

If women or under-represented minority candidates have been hired in recent searches, ask the search committees, the unit head, and recently hired faculty members or librarians how they were successfully recruited.

If positions have been offered to women and under-represented minority candidates but were turned down, find out why. Listen for potential insights into unit practices that may have been a factor in the candidate’s decision. Stories that appear to be highly individual at first may reveal patterns when considered in the aggregate.

Find out what has happened to women and under-represented minorities who were not offered positions in previous searches. Where are they now?

If no women or under-represented minorities have been offered positions in recent searches, consider redefining unit evaluation systems in ways that might better account for the strengths of women and under-represented minority candidates. Consider whether positions have been defined too narrowly.

Understanding and Addressing the Competitive Environment in Academic Hiring

The committee should investigate the current competitive environment in the field and in the particular areas of expertise, scholarship, and professional achievement relevant to the search. It is useful to know which other institutions are advertising positions that might attract the same or similar pool of applicants.

Prior to the site visits, the committee should identify the key advantages of joining their unit and determine how best to represent this to the candidates. The committee should also anticipate areas where issues may be raised by candidates and how best to address these challenges proactively.

Units should pay close attention to the information in the following sections below preparing advertisements.

Criteria for Position and Job Description

Before a position is advertised, the ARPT or appointments committee must determine the nature of the position and the duties of the new faculty member or librarian. In academic units, the committee must determine which specific area of study the unit is looking for, the teaching duties to be performed, what student supervision is expected, and any specific tasks in research or administration that will be required of the successful applicant. In the University Library, the committee must determine the area of focus the unit is looking for, the duties to be performed, if the position has any supervisory responsibilities, and if any tasks in research or administration will be required of the successful applicant. In either case the committee should prepare a position description basic to the advertisement and hiring process.
After completing the position description, the committee should discuss the qualifications necessary for the candidate to carry out the duties described. This description will include the desirable qualifications, experience and level of expertise in teaching or administration and publication record. It may also include skills and experience necessary to the position.

Based on the unit’s equity plan, the criteria for the position should include consideration of whether the candidate brings a diverse perspective to the unit. In some circumstances, in order to achieve the unit’s equity goals, the committee may opt to follow the Guidelines on Preferential or Limited Hiring (Policy HR6110). These guidelines outline the steps for a preferential or limited hire. Approval of the Vice-President Academic and Provost is required before proceeding further.

The committee may find it helpful to distinguish essential qualifications from merely desirable ones that would make a candidate more attractive. The committee should prepare a checklist of qualifications for use in the shortlisting and final selection process. Committees must always keep in mind the requirements of the equity policy in determining qualifications and preparing checklists.

Although the advertisement for the position will contain a summary of the essential and key criteria, a detailed statement of criteria for the position should be prepared to amplify the basic criteria. This provides a helpful checklist during interviews. Criteria might include:

- the nature and extent of the experience required for the position
- the expectations of the unit in such areas as teaching and supervisory responsibilities, research, professional activities, administrative work
- the unit’s equity goals.

The advertisement should specify the rank at which it is expected that the candidate will be appointed, and the position description and criteria should be appropriate to that rank. Academic appointments are normally made at an entry level rank. The Collective Agreement allows appointments with tenure, but only at the rank of Associate or Full Professor. In the case of librarians, appointments are normally made at the Librarian I to III rank. Where a sound case can be made, the Vice-President Academic and Provost may approve a more senior appointment as per the Collective Agreement, which permits appointments at all levels of rank. Section 17 “Terms of Initial Appointment”, sets out the normal terms of initial appointments. The rank at which an appointment is to be made should be determined in the initial Request to Recruit approval process.

The candidate must be assessed according to the criteria applicable to the rank. If the initial appointment is to be made with tenure, see Collective Agreement Sections 23.14 to 23.18.

In general, no appointment should be made at a rank to which the candidate would not be entitled, based upon these criteria, if the candidate were a continuing faculty member or librarian at the University of Victoria. The exact qualifications for each rank will be specific to the discipline or profession.

Where an appointment is made above the entry level or with tenure, some academic units have additional procedures to be followed. For example, approval of the faculty advisory committee may be required.
Developing the Criteria

Criteria Selection

By setting out selection criteria and weighting each factor the search committee creates a fair and organized structure for decision-making. Selection criteria should be relatively brief, measurable and ranked in order of importance to the expectations of the position.

Criteria are a written list of skills, knowledge, abilities, experience and qualities necessary to perform the tasks and responsibilities and to meet position expectations. The position description determines the criteria and the criteria drive the rest of the process.

A fair process sets clear job-related criteria and measures the candidates against the criteria on the basis of demonstrated performance. It evaluates the candidates against the criteria in all and multiple methods of evaluation.

Criteria should function as a touchstone throughout the hiring process. Criteria will be extremely relevant if a non-Canadian candidate is recommended. It is very important that the committee identify which specific criteria the Canadians and/or Permanent Residents did not meet if their shortlist includes any non-Canadians.

When developing the criteria, consider the position description and the actual duties of the position – What will the person do? What are the job expectations of the successful candidate? What tasks and responsibilities are to be accomplished by the person in this position?

In determining the expectations of the job, be aware of the full range of responsibilities so that the evaluation of the candidates can fully focus on objective, job-related requirements in the areas that may be relevant, such as teaching, research, the professional duties of librarians, supervising and counselling students, university service, and collegial relationships. Be sure to consider all criteria that are pertinent to the unit’s goals.

There may be existing guidelines for the committee to consider especially in terms of criteria related to equity considerations. Look at your unit’s equity plan. Determine what criteria are essential. It may be helpful to group the various skills and knowledge into broad categories such as teaching, research potential, communication skills, interpersonal skills, leadership skills, organizational skills, etc.

**What are the essential or threshold qualifications without which a candidate will not be selected?**

Rank the criteria that are not threshold qualifications in order of importance. Some criteria may be assets rather than actual criteria. Identification of these can assist you in making a decision between strong candidates.

Lastly, consider whether any of these criteria could pose barriers to any groups of candidates.
Preferential or limited hiring

The BC Human Rights Tribunal has approved UVic’s Guidelines on Preferential or Limited Hiring, Policy HR6110. It can be found on the University Secretary’s website.

The Guidelines describe the circumstances and steps required for restricting hiring or giving preference in hiring to faculty members and librarians of designated equity groups: women, members of visible minorities, persons with disabilities, and Indigenous peoples.

Preference may be given to any or all of these groups depending on the circumstances. Generally a preferential/limited hire can be undertaken where there is serious under-representation of a designated group, where increasing representation is part of the unit’s equity plan, or where the unit requires the special expertise of a designated group member. A proposal and rationale for the hiring is submitted to the Vice-President Academic and Provost for approval prior to proceeding with an advertisement. No position for a preferential or limited hiring can be posted without the approval of the Vice-President Academic and Provost.

Once the preferential/limited hiring has been approved, ads should include one of the following statements with the appropriate inclusions:

- **Preferential Hire**
  “In accordance with the University’s Equity Plan and pursuant to Section 42 of the BC Human Rights Code, preference will be given to [members of the following groups: Indigenous peoples, persons with disabilities, members of visible minorities, women]. Candidates from [these groups/this group], who wish to qualify for preferential consideration must self-identify.”

- **Limited Hire**
  “In accordance with the University’s Equity Plan and pursuant to section 42 of the BC Human Rights Code, the selection will be limited to [members of the following designated groups: Indigenous peoples, persons with disabilities, members of visible minorities, women]. Candidates from [these groups/this group] must self-identify.”

The policy guidelines apply to any selection for faculty members and librarians, sessional instructors and staff when a preferential or limited hire is considered appropriate.

University Affairs and the Canadian Association of University Teachers publications have copies of UVic’s approval from the Human Rights Commission and will accept ads referring to this approval. Outreach advertising beyond regular sources should be undertaken to reach potential candidates.

Please review Appendix 5: Confirming the Identity of Candidates in Preferential and Limited Hiring for additional information on this process.

Please contact our office if you would like support working with the search committee or for more information.
Evaluation: Defining longlists and shortlists

Developing longlists and shortlists is most often a necessary exercise and assists with determining the qualified vs. non-qualified candidates.

Research on effective selection indicates that the best predictor of how a person will behave in the future is how the person behaved in the past using similar skills in similar situations. Thus, it is important to look for demonstrated skills or evidence that the person has successfully used the skills, knowledge, etc. required by the position.

 Decide on the evaluation methods to be used to create the longlist or shortlist and select the most suitable candidate. Consider the application package, samples of work, evaluations of work, presentation, references and interviews. There is no single method that will work best for all candidates or which can provide complete, unequivocal information to the Search Committee. Using a variety of methods provides the Search Committee with a broader range of information about the candidates.

Most barriers to equity hiring arise during the process of trying to fairly recognize and evaluate qualifications because of candidates’ cultural, gender or disability differences.

In order to ensure equity hiring for designated group candidates and enable them to effectively present or demonstrate their skills and abilities, special attention should be paid to the methods of evaluation. Factors that Committee members should keep in mind when reviewing applications include:

- career gaps for family, maternity or paternity leave;
- alternative work experience;
- other non-standard profiles including experiences outside the norm.

One consideration is to create separate shortlists ranking people on different criteria such as teaching, research potential, collaborative potential, and mentoring capacity. Develop your final shortlist by taking the top candidates across different criteria. Another is to develop a medium list from which to generate your shortlist that ranks the top female and/or minority candidate.

Duty to Accommodate

The University’s Employment Accommodation policy extends to the requirement to provide accommodation, as needed, for applicants for a position. Requests for accommodation must be met unless it would cause undue hardship to do so. For example, it may be necessary to accommodate a person with a disability during the selection process by ensuring events are scheduled in accessible locations. The best practice would be to schedule events and meetings related to any search in an accessible location.
The Advertisement and its Distribution

The unit is responsible for preparation of the advertisement, which must be approved as part of the initial approval process.

The ad should use inclusive language, provide a description of responsibilities and expectations, state the essential qualifications plus other key evaluation criteria, provide university information, contain instructions for applicants and include equity and immigration statements. It is essential that the advertised criteria be stated specifically and with precision and that the advertised criteria are the standards against which the applicants are assessed.

All advertisements for faculty member and librarian positions must include the following statements:

*Faculty and Librarians at the University of Victoria are governed by the provisions of the Collective Agreement. Members are represented by the University of Victoria Faculty Association (www.uvicfa.ca).*

*All qualified candidates are encouraged to apply; in accordance with Canadian Immigration requirements, Canadians and permanent residents will be given priority.*

*The University of Victoria is an equity employer and encourages applications from women, persons with disabilities, visible minorities, Indigenous Peoples, people of all sexual orientations and genders, and others who may contribute to the further diversification of the university.*

If you will be using an online recruitment site such as AcademicJobsOnline or MathJobs, BC privacy laws mandate that applicants be advised that their information will be stored outside Canada. The following statement must be included in all advertising:

*Please note: You are asked to upload your C.V. and other personal information to this service, which is provided for the convenience of you and your referees. The service stores it data on servers located outside of Canada; the data is therefore not in the custody or under the control of the University of Victoria. You may wish to review the privacy statement on (insert website, such as https://academicjobsonline.org). If you do not wish to use this service, please email XXXX@uvic.ca for application instructions.*

Approval by the Vice-President Academic and Provost

All advertisements for faculty member and librarian positions must be approved by the Vice-President Academic and Provost prior to advertising the position in any way. Advertisements in print, sent by e-mail, and posted on the web must use the wording as approved.

If the position to be advertised is limited or preferential, the unit should refer to Policy HR6110 and the VPAC website and is advised to consult the adviser to the provost on equity and diversity for direction on appropriate wording.

The Collective Agreement (Section 16.22) requires the following advertising as a minimum:

The position must be posted on a University’s Opportunities web site. Please forward an electronic version to the VPAC Office at cooracad@uvic.ca for posting.
The position must be advertised with at least two of the following media:

- University Affairs
- CAUT Bulletin
- A professional journal specific to the discipline or profession that advertises academic employment opportunities
- A newspaper with circulation in a geographic area(s) where potential qualified candidates likely reside, and
- Relevant computer LISTSERVs or external web sites.

Ads must be **posted for a minimum of six weeks** with the majority of venues being Canadian publications and websites (other than UVic websites), that are demonstrably effective in reaching qualified Canadian candidates. **Copies of all ads as they appeared in publication and proof of the dates they were run must be retained (screenshots of ads posted on websites must include the URL) and submitted to the VPAC Office with the Advertising Report once recruitment is completed.**

It is highly recommended that the unit advertise as broadly as possible, particularly in locations that would increase the likelihood that a diverse pool of applicants would be developed such as LISTSERVs, journals, groups or other sources that focus on women and other designated groups.

Although most candidates will become aware of the position through disciplinary contacts, their interest in applying to the University of Victoria can be heightened by the presence of ads in a variety of sources. It is recommended that the advertisement for the position be placed on the SWAAC (Senior Women Academic Administrators of Canada) LISTSERV and website (see http://www.swaac.ca for information).

Advertising costs are negotiated between the unit and the Dean or University Librarian.

## Providing Information to Applicants

The unit is responsible for providing information to candidates regarding the unit, the faculty/library and the university as a whole. This process can take two forms: preliminary information provided to all applicants, and more detailed information provided to applicants selected for interview. The information provided may be in the form of printed documents or, when appropriate, web page addresses. Applicants at each stage of the process should receive the same information, including those candidates already familiar with UVic.

Shortlisted candidates should be given faculty member or librarian recruitment kits by the unit. These are available to the unit by sending an email to the VPAC Office at vpacgen@uvic.ca.

## Receipt of Letters of Application

In most cases units can expect numerous applications for advertised positions. These applications necessitate the following steps in response:

- A form letter or email from the unit leader should promptly acknowledge receipt of the application (see Appendix 1 for content of the acknowledgement letter).
The University is required to report on the number of applicants who are Canadian citizens/Permanent Residents and those who are not. As such, the following statement should be included in the acknowledgement letter: “As stated in the advertisement, applicants that are Canadian citizens or permanent residents are given priority. Please advise if you are a Canadian citizen/Permanent Resident.”

Some online application systems allow for this question to be asked during the application process. In these cases, the question must be phrased so the answer will either be ‘yes’ or ‘no’. For example: “Are you a Canadian citizen or permanent resident?”

- A record of all applications should be established to indicate:
  - when received; and
  - when acknowledged.

- This same running record should also indicate:
  - receipt of referees’ letters (if required by the position posting) and;
  - other required documents specific to the position

Candidates whose applications are missing required documents should be informed before the application deadline.

**Criteria and Procedures for Ranking Applicants**

Before ranking applicants, the appointments committee should review the following information:

- Confidentiality Agreement for Appointment Committee Members (Appendix 2)
- Access, Records Management and Privacy Guidelines (Appendix 3)
- Foreign Applicants (Appendix 4)
- Guidelines for Preferential and Limited Hiring (Policy HR6110)

In addition, Section 61 of the *Collective Agreement* (Conflict of Interest and Reasonable Apprehension of Bias) should be reviewed.

**NOTE:** The detailed criteria must be established before applications are vetted to ensure the integrity, transparency and effectiveness of the hiring process.

The ranking of candidates in relation to the criteria normally takes place in two stages: the development of a long short-list, and the development of a short-list for interviews. Before the development of short-lists, the committee should agree on a method of ranking candidates, which should be consistently applied to all candidates within a given search. It is helpful to keep the method of ranking on file for use by future committees. The number of people to be interviewed should be negotiated with the Dean or University Librarian.

While ranking the candidates, it is important that detailed notes are kept as to why any Canadian applicants who met the advertised requirements are not considered suitable for the position. Notes must also be kept for applicants who did not meet the advertised criteria, but they can be brief (i.e. no PhD). In the event that a non-Canadian is the preferred candidate, these notes should be detailed on the Canadian Applicants spreadsheet found on the VPAC website.
NOTE: Many employers conduct social media background checks (Facebook, blogs, Twitter, etc.) on future or prospective employees, often without the knowledge of the individuals they are checking. While these types of background checks may be enticing because of their speed and ease, one needs to understand the risks of conducting these checks. As these background checks involve the University collecting personal information indirectly about an individual, its collection and use is governed by the Freedom of Information and Protection of Privacy Act.

Under the provisions of the Act, the University is required to take steps to ensure that the personal information it collects is accurate and is necessary for, and directly related to, the hiring process. In addition, any information gathered indirectly will usually require the individual’s consent. For these reasons, the risks of collecting personal information from social media must be considered carefully. Once collected, information can be difficult to disregard.

**Short-listing of Candidates and Formal Procedures for Informing Unsuccessful Candidates**

The unit prepares a short-list of candidates and requests approval to interview by submitting the candidates’ application packages, including all correspondence; reference letters (if required); curriculum vitae and any other supporting materials; and the list of criteria that was used in the selection to the Dean or University Librarian.

The unit is responsible for notifying all unsuccessful applicants (see Appendix 1c for a model letter to unsuccessful candidates). This can be done when the short-list is established or after the position is filled, whichever the unit deems appropriate.

**Interview Questions**

The purpose of the interview questions is to discern the extent to which the candidates meet the criteria necessary for successful performance in the position. Interviews with a structured format provide the same type of information on all the candidates and are less susceptible to the personal biases of the interviewer(s).

Some considerations:

- Questions should be matched to the position criteria and are subject to demonstrations of validity.
- All candidates should have the opportunity to answer all of the questions.
- Develop some probes or follow up questions to elicit sufficient information to make an evaluation.
- Questions that are not answered to your satisfaction should be rephrased; probe firmly but with discretion and sensitivity.
- Know the range of answers expected as well as the ideal answer; this gives a better parameter for scoring.
- Be aware that the order of the questions asked and the speaker who asks them can affect the candidate’s response.
- Use of a standard form with the questions, the criteria sought, and space for the evaluation of the candidate’s answers provides a useful tool for comparing candidates and for documenting the process.
Behaviour-based questions that ask the candidates to show they have the knowledge and skills required and describe how well they have been used are, generally, most predictive of future behaviour and success.

For example: “Please describe the evaluation system you used in the most recent course you taught.” or “Tell us about a situation where you took a lead role in support of equity and/or academic cultural diversity in teaching, research and curriculum.”

Speculative questions have value in finding out how candidates would apply their skills in a particular situation and in understanding their knowledge, philosophy or vision and relationship with others.

For example: “What would you do if a student ran out crying from your class following a discussion on the Chinese leper colony on Little D’Arcy Island?”

When speaking to referees, ask the same type of questions the candidates were asked to confirm the demonstration of skills and abilities.

Questions to avoid

Avoid questions that require a candidate to furnish any information concerning race, religious beliefs, colour, sex or sexual orientation, disability, age, national or ethnic origin, marital status, family status, source of income, or conviction for which a pardon has been granted (unless it is based on a bona fide occupational requirement).

Site Visit and Assessment Techniques

The site visit provides an opportunity to showcase the University of Victoria to all the candidates and to create a welcoming and inclusive experience for each of them as well as for the Search Committee and the unit as a whole. The visit has three main purposes: to enable the candidate to understand fully the nature of the position, to enable the appointments committee to assess the candidate in relation to the criteria and to introduce the candidate to the benefits of a career at UVic and life in Victoria.

Candidates normally meet with faculty members or librarians, staff, and student members of the unit, both formally and informally, and with the relevant Dean or University Librarian. The committee and the unit must ensure that, to the fullest extent possible, all short-listed candidates are offered the same experiences during the site visit. This includes any internal and local candidates.

Candidates normally conduct at least one exercise - such as teaching a class, delivering a lecture, or making a seminar presentation - that enables the evaluation of teaching skill and potential. It is reasonable to ask a candidate to do more than one. A list of the evaluation criteria made available for comment to those who attend any exercise or presentation can provide useful feedback to the committee.

Students who meet with candidates should be carefully prepared for the task and should be given a formal procedure to express their views to the committee. It is recommended that a list of criteria be given to students as a basis for evaluation.

Since the formal interview with the ARPT or appointments committee is usually the most important event in a site visit, it should be conducted with special care. Before the interview, the committee should review
section 52.00 of the Procedures for the Management of Personal Information for handling the records created during the formal interview (see Appendix 3).

The committee will have established a written list of questions arising from the criteria as described in above. The committee should be reminded that questions are to be job-related and that the BC Human Rights Code prohibits questions that relate to such factors as race, colour, age, gender, marital or family status. In the interest of fairness, the same questions should be asked of each candidate and each committee member should attend all interviews. Each candidate should be evaluated against the criteria after each interview. Minutes kept by the committee secretary of the candidate’s interview should be maintained as part of the selection record (see Appendix 3).

The candidates are to be scored on the basis of how well they measure against the position-related criteria tested in each of the evaluation formats. Openly and thoroughly review all the documented evaluation input and scores collected to determine the best match of person to position. Discuss the strengths and weaknesses of each candidate. Summarize the results on one page to facilitate the final selection decision.

Before the final decision is made, ensure that references have been checked and educational qualifications verified. Letters of support by external referees may be written either on email or hard copy. It is recommended that email letters of support be printed, filed, then deleted.

Fairness must govern all recruitment activities. The unit leader must inform all unit members involved in the recruitment process about the issues of apprehension of bias and conflict of interest (Section 61 of the Collective Agreement) prior to evaluation of candidates for a position. A unit member must disclose any apprehension of bias or conflict of interest. A unit member with a conflict of interest or for whom a reasonable apprehension of bias exists will normally be required to withdraw from the committee.

Procedural fairness requires that unit members involved in selecting the successful candidate must participate in activities that involve the assessment of candidates either directly or indirectly. It is imperative that members of the appointments committee attend all meetings where candidates are discussed or evaluated by the committee. The members should also attend public presentations. Social functions are not obligatory, although it is strongly recommended that members meet candidates informally.

A unit member absent from part of the formal evaluation of any short-listed candidate should not participate in the final selection process for the position.

**It is imperative that the deliberations of committees be confidential.**

Questions about procedural fairness in interviews should be addressed to the Dean or University Librarian and, if necessary, to the Associate Vice-President Faculty Relations and Academic Administration.

Either before or during the site visit, each candidate should receive a copy of the Undergraduate and Graduate University Calendars (or the relevant web links), the Collective Agreement, the recruitment kit (which includes information on housing, benefits, etc.), the relocation grant policy, and any other relevant documents, such as those that provide specific information about the recruiting unit.
The Hospitality of Site Visits

The site visit is one of the most important components of the search process. Every moment of the candidate’s time contributes to the candidate’s impression of what life might be like as a member at the University of Victoria. The committee should give some thought in advance to their strategy for conducting campus visits in order to best meet the requirements of the search process and the needs of prospective member. Ideally, all candidates will leave the university with a positive impression, regardless of whether they eventually join the unit.

Prior to the candidate’s visit, a detailed letter or email from the unit leader should set out the schedule of events, with a clear explanation of what is expected of the candidate. Supplementary telephone calls or email messages can be very helpful in clarifying and augmenting details for a candidate.

A specific member within the unit should be assigned to host a given candidate while they are on campus. That member takes responsibility for ensuring, in collaboration with unit staff, that all arrangements are made for the visit, including those involving other members of the unit. Each person who will be meeting with the candidate privately should receive a copy of the full itinerary. It is recommended that candidates be accompanied throughout their visits on campus, although some candidates may desire unaccompanied free time. Where at all possible, candidates should be accompanied into the city if they are travelling by plane or ferry. The candidates should be provided with contact information in case of an emergency, a last minute need for clarification or change in plans.

An academic unit interviewing a candidate from a group under-represented in the unit may find it useful to arrange an opportunity for the candidate to meet other members with similar backgrounds and interests at UVic (e.g. those of similar faith, ethno-racial or ethno-cultural backgrounds, other lesbian, gay or transgendered faculty, etc.).

Other necessary arrangements are:

- Air travel arrangements should be made by the recruiting unit, through UniGlobe Travel, using the Non-Employee Travel Request form: http://www.uvic.ca/purchasing/assets/docs/non-emp-travel.pdf

- Reservations for accommodations funded by the Dean or University Librarian with explicit details provided to the candidate.

- Transportation arrangements while the candidate is in Victoria, including transportation to and from the airport, and to and from the University.

- A schedule, including meals and persons involved.

- Special considerations, such as an overview of local housing or information related to a candidate’s partner, spouse or children.
Appointment and Acceptance Procedures

Approval by the Dean or University Librarian and Vice-President Academic and Provost

Before contacting the preferred candidate, an appointment recommendation must be made to the Dean or University Librarian who will subsequently discuss the recommendation with the Vice-President Academic and Provost. In communicating this recommendation, the committee should prepare and forward a summary recommendation and the candidate’s CV and other required documentation, such as letters or reference. If the preferred candidate is not a Canadian citizen or Permanent Resident, the Canadian Applicants spreadsheet must be completed and submitted as well. This package, along with the completed Advertising Report, should then be forwarded to the Dean or University Librarian, who will complete the Request to Extend Offer form and make their recommendation to the Provost. The entire package should then be sent to the Office of the Vice-President Academic and Provost (c/o Irene – cooracad@uvic.ca).

The Vice-President Academic and Provost must approve the terms and conditions of an offer before it can be discussed with the selected candidate. Terms and conditions as laid out in university policy and procedures need no prior approval. Salary range and any special conditions or accommodations must be approved in advance by the Vice-President Academic and Provost.

Informal Negotiations and Verbal Offer

The Dean or University Librarian, in consultation with the unit head where applicable, is responsible for negotiating the terms of the offer with the candidate. However, the candidate must understand that the terms are not binding until the appointment receives formal university approval by the Vice-President Academic and Provost.

Letter of Offer

The letter of offer must be approved by the Vice-President Academic and Provost prior to being sent. The letter of offer should clearly enumerate all terms and conditions of the offer. A signed, hard-copy letter must be used for the letter of offer for a position, please do not use email. Sample letters of offer are available from the Office of the Vice-President Academic and Provost. The letter should identify a reasonable period of time within which the candidate is to indicate acceptance or rejection of the offer.

Candidate's Formal Written Acceptance of Terms of Offer

The candidate should provide written acceptance of the terms of offer by returning a copy of the letter of offer signed and dated by the candidate.

Formal Recommendation

Once the candidate has accepted the offer, the unit should submit a Recommendation for Appointment – Faculty/Librarian to the Vice-President Academic and Provost. This form can be found on the Payroll website at http://www.uvic.ca/vpfo/accounting/forms/recommendation-appointments.php
Vice-President Academic and Provost’s final appointment approval

Once the appointment is approved, the candidate will receive a letter from the Vice-President Academic and Provost confirming their appointment.

NOTE: If the new hire is a non-Canadian, all records relating to the recruitment – including CVs from all applicants; committee notes and recommendations – must be retained for seven years, as the university may be audited for compliance by the Federal Government.

Orientation of Newly Hired Faculty Members and Librarians

Newly hired colleagues can be helped considerably by orientation at both the unit and university levels. Orientation effectively begins as soon as the new colleague is hired.

For faculty members, following the assignment of courses, the new colleague will require advice in ordering textbooks and perhaps in establishing course syllabi. In units where allocation of workspace and equipment is involved, the unit leader should ensure that a contact person(s) is designated to address specific needs. In many cases, these negotiations must be conducted at a distance before the new colleague arrives.

The university requires that the unit appoint a mentor for the new faculty member or librarian. The mentor can be especially helpful in ensuring that the new faculty member or librarian has knowledge of available infrastructure, administrative support, and other services.

In August, the Office of the Vice-President Academic and Provost provides an orientation and workshops for new faculty members and librarians, in collaboration with the Office of Research Services, the Faculty of Graduate Studies and the Learning and Teaching Centre. The orientation sessions are mandatory for all new faculty members/librarians and they should be strongly urged to attend these events and make use of the supports provided. These can contribute significantly to the successful adjustment of a new faculty member or librarian and provide a positive start to their career at the University of Victoria.
Appendix 1: Templates for Letters and Precedents

Acknowledgement Letter

Upon receiving an application in answer to the advertisement, the Chair of the ARPT or appointments committee should promptly acknowledge receipt by letter or email. The acknowledgement should contain the following:

- the thanks of the unit for submitting an application;
- a brief description of the process the committee will be following with approximate time frames for the process;
- a list of any matters that still must be received by the committee, such as letters from referees or documents being sent directly to the committee;
- an indication of when and under what circumstances the candidate can next expect to hear from the committee (e.g., when the short-listing process has been completed);
- an acknowledgement of any special circumstances surrounding the application, such as any special requests for confidentiality;
- if the applicant has not already voluntarily indicated information regarding their citizenship, the following statement can be included: “As stated in the advertisement, applicants that are Canadian citizens or permanent residents are given priority. Please advise if you are a Canadian citizen/Permanent Resident.”

Letters of Offer

Sample letters of offer to faculty and librarians are available from the Office of the Vice-President Academic and Provost.

Please do not use email for Letters of Offer. A signed, hard-copy letter must be used for the letter of offer of a position and for the acceptance letter.

Sample letter to unsuccessful applicants

Dear Applicant:

The appointments committee has considered the many applications for the advertised position and has completed a short list of candidates to be interviewed. The committee regrets that it cannot interview all the talented candidates for the position, and I am writing to say that we will be unable to consider your application any further.

On behalf of the committee, I would like to thank you for the interest shown in the University of Victoria and for taking the time to apply for this position. We would like to wish you all good fortune in your search for an academic or professional position.

Yours sincerely,
Chair/Director
Appendix 2: Confidentiality Agreement for Appointment Committee Members

Background

As a member of an Appointment Committee for the University of Victoria, confidential information about candidate(s) in a search is being released to you to be used in the search and appointment process.

The University of Victoria wishes to protect the identity of candidates and related confidential search information (collectively the “Search Information”). It has made a firm commitment to candidates that the search is being conducted in total confidence; that their identities will not become known, now and for all time in the future. The only exceptions to this will be when/if the Vice-President Academic and Provost makes an announcement on behalf of the University as to the identities of the finalist candidates who will be on-site for interviews.

The University of Victoria and all of its employees or representatives are prohibited from conducting reference checks without the express permission of a candidate. This means that members of the Committee are not permitted to make their own inquiries about candidates.

Only the Chair (or designate) is authorized to speak on behalf of the Committee. Committee members shall not disclose opinions or individual comments voiced at Committee meetings and are expected to respond to questions on the Committee’s progress only as directed by the Chair.

Please see Appendix 3 for important related information regarding the BC Freedom of Information and Protection of Privacy Act and protocols for maintaining records.
AGREEMENT

As a member of an Appointment Committee, I understand that I, ____________________________________________, hold a responsible position of trust and confidence. I hereby agree: (i) to hold in complete confidence any search information regarding the candidates for the following position: ______________________________________________________ both during and after the search; (ii) that I will use the search information solely for the purpose of fulfilling my role on the Committee; (iii) that the committee meetings are strictly confidential and that I shall not disclose the content of the committee meetings to any person; and (iv) I will not make any inquiries of anyone concerning any or all of the candidates both during and after the search.

I further agree that within two days following receipt of a request for return of search information, I will take all reasonable measures to collect and return all tangible embodiments of the search information to ____________________________________________, without retaining copies (tangible or electronic), and will immediately take all reasonable measures to deliver all notes, summaries, or analyses based upon or arising out of the Search Information.

I understand that the finalist candidates, at the appropriate time, will be officially announced by ____________________________________________. All other candidates competing for the position will remain anonymous.

This obligation does not apply to information known to me prior to the execution of this agreement and information which is in the public domain.

I acknowledge that disclosure could harm the career of a candidate, could harm the reputation and credibility of the University of Victoria, could result in personal liability, and place the University of Victoria in a position of liability.

Read, understood, and agreed by:

Signature: ___________________________ Date: ___________________________

Witness: ______________________________ Date: ______________________________
Appendix 3: Access, Records Management and Privacy Guidelines for Appointment Committees

Introduction

As a member of a search committee, you will be provided with a variety of records, including letters of application, C.V.s, and reference reports. In the course of participating in the search process, you may annotate these records or create new records regarding various candidates, including ranking forms, comment sheets, and score cards.

The search committee will keep a confidential summary record of its decisions and actions. Deliberations of the Committee concerning candidates are not to be recorded.

UVic is subject to the Freedom of Information and Protection of Privacy Act (FIPPA). Under section 31 of the FIPPA, if UVic uses an individual's personal information to make a decision that directly affects the individual, UVic must retain that personal information for at least one year from the date of the decision so that the affected individual has a reasonable opportunity to obtain access to that personal information.

With the foregoing retention obligations in mind, this Fact Sheet has been developed in order to provide the members of senior administrative search committees with guidance regarding the creation, use, and retention of records.

Creation of Records

Individual members of the search committees should keep in mind that the committee must evaluate candidates in an unbiased and principled manner, relying upon fair and defensible selection criteria, including when creating records that will be used by the committee in its decision-making process.

Retention of Application Materials (Including Reference Letters)

Where the Committee receives candidate materials in support of an application and where those materials are used by the Committee to make a decision regarding the application, copies of the application materials received by the Committee must be retained for at least one year after the decision has been made. Unless there is an operational need to retain the records for longer than one year, the records are to be disposed of in a secure manner as soon as possible after the one-year period has expired. Retaining personal information longer than necessary greatly increases the risk of an inadvertent disclosure of personal information contrary to the FIPPA. Failure to properly dispose of personal information also puts personal privacy at risk contrary to the FIPPA.

NOTE: If the successful applicant for the position was a non-Canadian, all materials must be retained for 7 years.

Cross-cut shredding is an accepted form of secure disposition. Individual members of the selection committee should return their copies of the application materials to the secretary immediately after the decision has been made for secure disposition.
Retention of Personal Notes and Annotations

The individual members of search committees are usually expected to review application materials in advance of the meeting at which the search committee will make its assessment. In the course of preparing for such meetings, individual members of the search committees may make notes or annotate the application materials for their own personal reference in order to remind themselves of points that they wish to raise for discussion at the meeting. Provided that those notes are used only for personal reference and are not distributed to any other members of the selection committee, those records are not considered to be used by UVic to make a decision (since the decision is made by the search committee collectively and not by individual members). Therefore, they are not required to be retained for a minimum of one year under the FIPPA. In order to protect the personal privacy of candidates, those notes and annotations must be securely disposed of as soon as possible by the committee members.

Retention of Other Records Generated by Selection Committee Members

Some materials generated by the members of search committees are not used purely for personal reference. For example, individual committee members may be asked to complete a score sheet or ranking form which will be collected by the committee secretary and tabulated to generate an overall ranking or score upon which the committee will base its decision.

The committee secretary may take notes of the discussions at committee meetings. These notes form the basis for the summary record. Therefore, notes are considered transitory and will be securely destroyed upon approval of the summary record. Any records that are relied upon by the selection committee to make its decision must be retained by the committee secretary for at least one year and, usually after that year has expired, must be disposed of in a secure manner. There may be certain records that, for the purposes of supporting future searches or to improve future search procedures, may be selectively kept for longer than one year. After consultation with Archives, some committee records may be transferred to Archives after the next search is initiated.

Access to Records

Under the FIPPA, any person may request that UVic disclose records, regardless of whether those records were relied upon to make a decision. UVic’s obligation to respond to such a request is limited to those records that are in its custody or under its control at the time the request is made. If records have been disposed of (as set out above) prior to a request having been made, then UVic no longer has any obligation (or ability) to disclose those records.

If UVic still has custody or control of records that are responsive to the request, then those records will be reviewed by UVic’s Access Officer, who will review the extent to which those records should be disclosed. In making this assessment, the Access Officer must adhere to the requirements of the FIPPA. In most cases where an applicant is requesting records containing information about himself/herself, the FIPPA requires UVic to disclose those records to the applicant. However, there are limited exceptions in the FIPPA that may permit or even require UVic to redact information in those records such as:

- information that reveals advice or recommendations provided by committee members;
- information that reveals the content of a personal recommendation, evaluation or character reference or a personnel evaluation where the applicant knows or could ascertain the identity of the individual providing this recommendation, evaluation or reference; and
- information that cannot be disclosed without unreasonably invading the personal privacy of other individuals.
The identities of those who are serving on search committees are a matter of public record.

**Summary**

In summary, you as a committee member have access to search materials for the purpose of recommending a candidate. Your access to these materials is for the duration of the search. You are expected to either return the materials to the committee secretary or securely dispose of the materials as called for above. You should not retain these materials.
Appendix 4: Limitations on Recruiting and Hiring Non-Canadian Applicants

Under government regulations, a foreign academic may be offered a position only if none of the Canadian applicants met the advertised criteria. (A Canadian applicant is defined as either a citizen or a "permanent resident"). If a non-Canadian is the preferred candidate, the University must be able to provide an explanation as to why each of the Canadian applicants were not considered suitable for the position. The explanations do not need to be lengthy, but do need to indicate why the applicant did not meet the advertised criteria, or – if they did meet the advertised requirements – why they were not considered suitable for the position.

The search procedure is mandated as follows:

- The position must be advertised broadly within Canada, with the majority of the postings being placed with Canadian publications/websites/organizations.

- Applications from non-Canadians may be reviewed simultaneously with those from Canadians.

- Only when it is ascertained that none of the shortlisted Canadian applicants are qualified for the position can a non-Canadian be offered the position.

- The spreadsheet “Canadian Applicants” spreadsheet must be completed and submitted along with the Request to Extend Offer form, if the candidate is not a Canadian citizen or permanent resident.

- If the new hire is a non-Canadian, all records relating to the recruitment – including CVs from all applicants; committee notes and recommendations – must be retained for seven years, as the university may be audited for compliance by the Federal Government.

The University provides immigration assistance to non-Canadians who have been appointed into a regular academic appointment. Please keep in mind that the immigration process can take some time and that the foreign academic’s start date will need to be flexible. It is therefore essential for individual units to contact Irene Statham (cooracad@uvic.ca) as early in the recruitment process as possible if foreign academics are being considered for the position.
Appendix 5: Confirming the Identity of Candidates in Limited and Preferential Hiring

As a first step in reviewing the files, committees will need to ensure that applicants meet the criteria for consideration in the limited or preferential groups. To facilitate this initial screening, candidates should be asked to self-identify as a member of the targeted group. Self-identification is the primary and preferred means of determining whether an individual is a member of an equity group. Whether further steps are necessary to determine whether a candidate is a member of a designated group will be a matter of judgment for the committee, within the following parameters.

The task of committees is to balance several values. We are obliged to exercise some due diligence to ensure that we are operating within the permissions from the Human Rights Commission and to be satisfied that candidates, first, are members of the specified designated group and, second, have the qualifications and characteristics that are called for in the job description. It follows that where there is uncertainty, committees may legitimately ask for some evidence from candidates that they are in fact a member of a designated group.

On the other hand, the very purpose of limited and preferential hiring is to enhance the diversity and inclusiveness of the UVic community; and it is also critical to respect an individual’s understanding of her or his own identity. This implies that we should strive for inclusiveness in relation to designated groups.

Balancing these values leads to a policy of minimal scrutiny. We should take a broad approach to the way in which we define inclusion within designated groups, and to the evidence that is appropriate to show inclusion in them. Where prudent the committee may ask for some verification of the candidate’s inclusion in the targeted group. But once it is established that a person is a member of a designated group it is not permissible to further discriminate amongst candidates within that group except on the basis of job qualifications (as opposed to identity).

In the case of persons with disabilities, a candidate might provide some medical verification of the existence of the disability. Generally, a disability results from a physical or mental impairment arising from

---

1 All such inquiries should be made solely through the Chair of the Committee. It is appropriate to communicate with the candidate using language such as the following:

“You have self-identified in your application for this position as an Indigenous person. The committee requests that you provide it with information on your connection to an Indigenous group. Where documentary evidence exists, we would appreciate receiving copies of the relevant documents and you may include any other relevant information that shows your ancestral connection to an Indigenous group. We make this request with respect for your privacy and your own understanding of your identity, and are merely seeking to ensure that we are in compliance with the relevant laws and policies in relation to this appointment.”

Or

“You have self-identified in your application for this position as a person with a disability. The committee requests that you provide it with an indication of the nature of your disability. Your privacy will be respected by the committee and this information will not be discussed with anyone else without your express consent.” [If necessary, as in the case of a disability that is not visible, the committee may also ask to have medical verification of the disability.]

2 The law also has no definitive definition of what constitutes a disability. However, the Federal Employment Equity Act defines persons with disabilities as being “persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who

a) consider themselves to be disadvantaged in employment by reason of that impairment or;

b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.

and includes persons whose functional limitations have been accommodated in their current job or workplace.”
an anatomical, physiological, neurological or psychiatric condition. Not all disabilities are visible; the fact that a disability is not visible does not disqualify a candidate from consideration.

In the case of Indigenous Peoples, candidates may provide information as to their status under the Indian Act, their affiliation and/or current connection with an Indian, Inuit or Métis community, or perhaps a description of their family history that supports their ancestral connection to an Indigenous group. Any inquiries should be made with the greatest respect, and making it clear that the committee is not challenging persons’ understandings of their own identity, but merely ensuring that the appointment is made in compliance with university policies.

In the case of members of visible minorities, self-identification is sufficient and the individual should not be asked for further information.

**Additional Criteria Related to Identity**

Committees may not apply criteria other than membership in a targeted group to decide a candidate’s eligibility for being included in the pool of applicants on a preferential or limited search. For example, a person’s place of origin, political or religious beliefs are prohibited grounds of discrimination and do not form part of the definition of any targeted group. It is impermissible to discriminate amongst members of a group.

It may be that a particular position requires skills and experience that may or may not be connected to the candidate’s identity as a member of a designated group - for example, experience working with Indigenous families and children, connections with local Indigenous communities, knowledge of local traditions and customs, etc. These qualifications are not part of the definition of the targeted group but, if they are relevant competencies for the position, they may be identified as part of the position description as relevant occupational qualifications. For example, requirements for special connections to various Indian, Inuit or Métis groups or a history of involvement in supporting persons with disabilities may be stipulated in the position description where they are bona fide requirements for the appointment.

---

3 The law is not clear as to what type of evidence is acceptable or as to how strong an ancestral connection must be before the person should be recognized as an Indigenous person. Where a person is a status Indian, or is eligible to register as a status Indian under the Indian Act, or is Inuit or Métis they are included in the definition. In the case of candidates who self-identify as Métis, the candidate may also be asked for some indications that she or he is accepted by a modern Métis community that has continuity with an historic Métis community.

4 However, for the guidance of committees, the term “visible minority” for employment equity purposes is generally listed as: Chinese, South Asian, Black, Arab/West Asian, Filipino, Southeast Asian, Latin American, Japanese, Korean. It also includes “Indigenous peoples” from outside North America.
Appendix 6: Dual Career Couple Assistance

 Guidelines for Deans, University Librarian, Chairs and Directors

The employment of a spouse/partner may be critical to the successful relocation of a faculty member or librarian. The University of Victoria recognizes this need and has developed a program to assist those regular faculty members or librarians and their families who are new to the Greater Victoria area. The eligibility criteria and procedures are outlined below. It should be noted that while this program provides valuable assistance, it does not guarantee that a position will be obtained. It is expected that the spouse/partner will be actively engaged in seeking employment and will retain responsibility for the job search process.

Eligibility

The spouse/partner of a regular faculty member or librarian new to the Greater Victoria Area is eligible to participate in the program. The spouse/partner must be legally entitled to work in Canada and be actively engaged in seeking employment. In addition, the spouse/partner must apply for assistance within one year of arrival in Victoria. An extension may be granted by the Vice-President Academic and Provost in exceptional circumstances (e.g. family issues, completion of a course of study, illness) including when spouse/partner employment has become an issue of faculty member or librarian retention.

Procedures

Please note that there are two sets of procedures outlined below, one for those spouses/partners seeking non-academic positions and one for those interested in academic positions.

Non-academic positions:

The head of the unit that has employed the faculty member or librarian (chair/director/dean/university librarian as appropriate) will forward a brief written request to the office of the Vice-President Academic and Provost (VPAC) for access to dual career couple assistance. Please specify the name, the employment status and the date of appointment of the faculty member or librarian and include a current resume, citizenship status and contact information for the spouse/partner. If the spouse/partner does not meet the criteria noted above but your unit feels that there is a strong case for an exception to be made, please outline this briefly within the written request.

A confidential meeting will be arranged by VPAC with the spouse/partner to discuss his/her needs and the service available.

Spouses/partners interested in campus employment will receive a brief informational interview, incorporating an overview of application procedures and an awareness of the hiring limitations inherent in a unionized environment. If UVic vacancies are identified as appropriate, VPAC will contact human resources and request that they notify the unit that a participant in the program has applied. This process will ensure that the applicant is differentiated from the many other external applicants but is not given an advantage over internal candidates.
Where warranted, VPAC may contact an external career consultant and arrange for access to their services. These resources may include career exploration and decision-making, review and revision of work search tools (cover letters, curricula vita, resumes, portfolios, etc.), work search strategies for the local labour market, employer research and contacts and interview coaching. Service is generally limited to a maximum of five sessions per spouse/partner. The cost is borne by the Office of the Vice-President Academic and Provost.

The employment assistance process is confidential. Beyond an indication that the spouse/partner has made use of the program, information will be shared with the head of the unit only with the permission of the spouse/partner and the faculty member or librarian.

**Academic position:**

UVic is committed to fostering an environment where prospective and newly appointed faculty and librarians feel comfortable revealing their need for spouse/partner employment assistance, without fear of a negative impact on their own careers. The head of the unit employing the faculty member or librarian (chair/director/dean/university librarian as appropriate) provides leadership in establishing this climate.

Spouse/partner employment may be a factor in faculty/librarian retention situations when a partner completes a PhD or postdoctoral fellowship, when a limited term or sessional appointment for a partner comes to an end, when a faculty member or librarian acquires a new partner or when faculty/librarian partners at different institutions decide that they would like to reside in the same city. Partners can be considered for spouse/partner employment assistance provided that the faculty member or librarian meets the criteria of the retention adjustments provisions of Section 63.28 of the *Collective Agreement*, demonstrating that (a) there is a high market demand for persons with the credentials and experience of the original faculty member or librarian; (b) they have a meritorious record of service demonstrated by annual evaluations and merit decisions; (c) that they play a key role in their unit; and (d) they are likely to be recruited by another university and will be difficult to replace.

In any case in which the unit head becomes aware that a spouse/partner employment issue is a factor in recruiting or retaining a regular faculty member or librarian:

The unit head should obtain the partner’s CV and details of the partner’s employment interests. This information should be relayed to the dean/university librarian.

If the partner’s field is within the dean’s faculty, the dean will contact the chair of the relevant department to discuss options. If the partner’s field falls within another faculty, the dean will contact the dean of the relevant faculty to discuss options. Deans will likely involve relevant chairs/directors in these discussions. Some of the options that might be considered are: postdoctoral fellowships, sessional appointments, limited term appointments, senior instructor appointments and tenure stream appointments. The appointment guidelines for each option, with the exception of postdoctoral fellowships and sessional appointments, are described in Section III below.

If either partner is a librarian, the university librarian will review the options. Some of the options that might be considered are limited term appointments or regular librarian appointments. The appointment guidelines for each option are described in Section III below.
In certain cases, the dean or university librarian may wish to consult with VPAC to discuss possibilities within the university or unique complications, such as perceived conflicts of interest. It is anticipated that the faculties/libraries involved will negotiate financial arrangements. All dual career couple assistance takes place in a context of competing demands for resources. There is no special fund allocated within the University for such situations. The funding of a spouse/partner appointment would be an appropriate use of a unit’s enrolment management funds. In exceptional situations where sufficient funds cannot be found, the dean(s)/university librarian may forward a request to the Vice-President Academic and Provost, outlining the circumstances involved, the funding being committed by each unit, and the necessity for assistance from VPAC.

Non-competitive appointments:

Where exceptional circumstances exist, it may be in the interest of the unit and of the university to waive the requirement of an open competition. The Vice-President Academic and Provost must be consulted before any discussion of this option is entered into.

Under the Collectivc Agreement, a direct appointment without competition is covered by Section 16.20. Under that provision, such an appointment can only occur when authorized by the Dean or the University Librarian, and the Vice-President Academic and Provost.

Non-competitive appointments may be made only where: (a) there is, in fact, a vacant position or a clear plan for the establishment of such a position (with resources); (b) there is a request from the unit through the dean or university librarian requesting the appointment and explaining the exceptional circumstances that justify the waiver of a competition; (c) the candidate goes through the usual appointment process (interview, presentation etc.), and is recommended by the ARPT/appointments advisory committee. There must be a high degree of consensus in the department before such an appointment will be made.

In the case of faculty/librarian partners, some or all of the following circumstances must be demonstrated: (1) the appointing department has an area of need, and the candidate suits the position very well; (2) that candidate is excellent, and clearly meets the unit’s standards for appointment (i.e. would be a strong, and possibly preferable, candidate were there to be an open competition); (3) the appointment might enable the unit to attract/retain an outstanding scholar or professional; (4) the appointment would enable the unit to recruit in a field or subfield where there have been previous recruitment challenges.

Types of Appointments and Search Requirements

Post-doctoral fellowship

The spouse/partner could be encouraged to apply for independent funding for a post-doctoral fellowship through the appropriate granting council. Alternatively, the dean or university librarian may investigate opportunities for a post-doctoral fellowship with an existing research group at UVic. Under exceptional circumstances, the VPAC may be able to contribute some matching funds. VPAC also has a top-up program for SSHRC post-doctoral fellowship holders that may be applicable in certain cases, subject to available funds. The top-up program is outlined in Section IV. For more information on postdoctoral fellows, contact the Office of Research Services at: http://www.uvic.ca/research/learnabout/home/infofor/postdocs/.
Sessional appointments

Sessional appointments can be made provided that the opportunity is posted in accordance with the terms of the CUPE 4163 agreement and that seniority and long service rights enshrined in the Collective Agreement are respected. For information on sessional appointments, contact Human Resources: http://www.uvic.ca/hr/index.php

Limited term appointments

A limited term appointment could be offered for up to one year without an open competition or for longer, provided that an open competition is conducted as per d) below. A limited term appointment is suitable only where it can be shown that there is an “added value” being given to the unit or to the university that could not be achieved through a sessional appointment. For more information on limited term appointments, see Section 17.18 to Section 17.22 of the Collective Agreement. Please note the maximum period for which an individual can hold a limited term appointment.

Tenure-track, tenured, assistant/associate teaching professor or librarian positions

Under exceptional circumstances, VPAC may approve a regular faculty or librarian appointment. Under the Collective Agreement, a direct appointment without competition is covered by Section 16.20. Under that provision, such an appointment can only occur when authorized by the Dean or University Librarian and by the Vice-President Academic and Provost.

A non-competitive appointments may be made only where: (a) there is, in fact, a vacant position or a clear plan for the establishment of such a position (with resources); (b) there is a request from the unit through the dean/university librarian requesting the appointment and explaining the exceptional circumstances that justify the waiver of a competition; (c) the candidate goes through the usual appointment process (interview, presentation, etc.) and is recommended by the ARPT/appointments advisory committee (and FAC where that is the faculty's usual procedure). There must be a high degree of consensus in the department before such an appointment will be made.

In the case of faculty/librarian spouses/partners, some or all of the following circumstances must be demonstrated: (1) the appointing unit has an area of need, and the candidate suits the position very well; (2) that candidate is excellent, and clearly meets the unit's standards for appointment (would be a strong, and possibly preferable, candidate were there to be an open competition); (3) the appointment might enable the unit to attract/retain an outstanding scholar or professional; (4) the appointment would enable the unit to recruit in a field or subfield where there have been previous recruitment challenges.

SSHRC Post-Doctoral Fellowship Top-up Program

The aim of this program is to attract outstanding post-docs to UVic, and to partially redress the differential amounts of research funding arising from the CRC and CFI programs.

A top-up for SSHRC post-doctoral fellows will be provided to encourage people holding such awards to come to UVic, through appointing those individuals as teachers. The added attraction for these individuals is that they will receive teaching experience as a limited term faculty member.
The arrangement will be that SSHRC post-doctoral fellows will be appointed as a 0.33 FTE limited term assistant professor for one year, subject to renewal based on satisfactory performance. If performance expectations are met, the top-up may be extended for the duration of the award. Under the guidelines of the SSHRC post-doctoral program, the individual can teach 3.0 units per year.

The arrangement will work as follows:

**Funding a SSHRC PDF**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Stipend:</td>
<td>$ 38,000</td>
</tr>
<tr>
<td>Top Up:</td>
<td></td>
</tr>
<tr>
<td>Department/Faculty commitment</td>
<td>$ 10,604</td>
</tr>
<tr>
<td>VPAC commitment</td>
<td>$ 10,604</td>
</tr>
</tbody>
</table>

VPAC’s commitment is premised upon the assumption that the PDF will teach 2 courses and that this in fact increases the teaching capacity of the academic unit (i.e. this is not simply a substitution for existing resources).

Departments wishing to take advantage of this program should notify VPAC, through their dean, prior to making any commitments (so we are able to keep track of potential costs). Of course, departments may make such commitments themselves without prior notice to or approval from VPAC. However, in the event that there are insufficient central funds, the department would be expected to find the necessary resources to honour the commitment.

The stipend paid to the PDF is in the nature of monthly salary, and is not based on a per-course rate. Thus, if the PDF receives the salary for several months but for some reason departs (or accepts an academic position thus terminating their fellowship) before commencing their teaching, they retain the stipend paid to that point. Conversely, where they teach their course and then depart, the university's commitment comes to an end at that time. However, if the monthly salary paid to that point is, in total, less than the appropriate salary for a sessional, we may pay the difference.

**Requests for PDF top-up funds will be equitably distributed across SSHRC-supported faculties.**
Appendix 7: Suggestions Relating to Legal Obligations

- Get the proper approval for a position before any further steps are taken.
- Make sure the advertisement complies with equity policy.
- Make sure the advertisement and the selection process conform to the requirements of Canada Immigration.
- Where appropriate, inform referees that their letters will be confidential, subject to the candidate's right to have a summary of referees' comments, written to protect the identity of the referee.
- Consider whether any member of the committee has a conflict of interest or may be biased in favour of or against any applicant. When in doubt, seek the advice of the Associate Vice-President Faculty Relations and Academic Administration.
- Keep all information regarding applicants strictly confidential to the committee.
- Keep full records of all documents and correspondence and retain these papers for one year following the search.
- Clarify all travel arrangements and obligations to pay or reimburse the candidate for expenses prior to a site visit.
- Be aware of human rights legislation and its impact on questions that may arise during a site visit. When in doubt, seek legal advice.
- Treat all applicants as similarly as possible, including those who are already familiar with the University of Victoria.
- Be aware that applicants with disabilities may require special accommodation.
- Get approval of the Dean or University Librarian and Vice-President Academic and Provost before negotiating with the selected candidate.
- Clearly stipulate that all negotiations are subject to the final approval of the Vice-President Academic and Provost.
- If in doubt about the legal consequences of any situation, consult the Associate Vice-President Faculty Relations and Academic Administration as early as possible.