

FIRST NATIONS UNIVERSITY OF CANADA

Recruitment Procedures



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1. INTRODUCTION

The First Nations University of Canada is committed to quality teaching, research, and service grounded in the knowledge of First Nations teachings. To fulfill its commitments, the University must recruit and retain exceptional staff to provide high-quality programs and services to clients, communities and stakeholders. In recognition of our unique culture the University is allowed under *The Saskatchewan Human Rights Act* to undertake preferential hiring of First Nations faculty and staff.

2. HIRING OPTIONS – SOLUTIONS AND OPPORTUNITIES THROUGH HIRING

When hiring administrative and support staff there are a number of position types from which to choose. Before initiating the recruitment process, consider the following staffing options that are available:

Full-time or part-time, permanent, term, casual or student worker.

Support (such as clerical, technical and trades) positions are within scope of CUPE 1975-01; Administrative and Professional positions are within scope of the Administrative and Professional Association (APT); Faculty positions are within the scope of the Academic Agreement, and Out of Scope (OOS) Managerial and Administrative positions are within the scope of the Federation of Saskatchewan Indian Nations Human Resources Management Regulations (FSIN HR Management Regs).

Refer to CUPE 1975-01 Article 7, APT Article 9, Faculty Agreement Articles 14, 15, 16 and 17, FSIN HR Management Regs section 33 and 35 for definitions of types of employees, FNUniv policies Recruitment of Academic Staff, Administrative and Support Staff Recruitment Policy and Recruitment of Vice Presidents Policy.

2.2 Hiring Casual/Short-Term Staff

A position may be filled on a short-term basis until the most appropriate staffing and selection options and strategies can be determined.

2.2.1 Positions within scope of CUPE 1975-01

Recruitment into declared vacancies within scope of the CUPE 1975-01 bargaining unit is governed by Article 9 of the CUPE 1975-01 Collective Agreement.

2.2.2 Positions within scope of APT

Recruitment into declared vacancies within scope of APT is governed by Article 9 of the APT Collective Agreement.

2.2.3 Positions within scope of the Faculty Agreement

Recruitment of faculty positions is governed by Articles 14, 15, 15 and 17 of the Faculty Collective Agreement.

2.2.4 Positions within OOS Managerial and Administrative

Recruitment into declared vacancies within OOS Managerial and Administrative is governed by the Recruitment and Selection section of the FSIN HR Management Regulations.

3. FORECAST YOUR STAFFING REQUIREMENTS

3.1 Internal Factors

The First Nations University of Canada faces some specific and immediate challenges that will also influence staffing forecasts. Post-Secondary institutions are being called upon to look at their operating costs for major opportunities for permanent cost reductions. As the majority of the University's budget is spent on direct people costs, cost reductions lie in reconfiguration of the administrative and academic workforce. Creating or filling a position that does not fit the business strategy or plan is a common hiring mistake.

If you want to restructure, renew or reengineer your department or unit:

Consider the impact on the goals and priorities that have been established for the department. Human Resources can assist in staffing strategies and long range planning needs.

Additional departmental considerations to help forecast hiring needs are:

- Pending resignations, retirements, leaves of absence, potential long term sick leave replacements;
- Potential of work redistribution.

Therefore, the current organizational change, strategic plans and resulting restructuring, program changes, or other change factors are all major considerations in identifying staffing needs.

3.2 Assessing and Determining the Need

The initial state of the recruitment process is anticipating when and where vacancies will arise within the department. However, often a vacancy will arise with little notice – when a current employee announces their resignation. The department should have a clear understanding of its present state and future prospects. This plan will allow the

department to maintain, strengthen or develop its position when recruitment opportunities arise.

Human Resources is available to assist in developing the strategy for recruitment and selection, ensuring the hiring of staff meets the business needs of the department.

In many cases, term appointments cannot be anticipated far in advance and the period in which to find a suitable candidate may be short.

3.3 Obtaining Authorization to Recruit

When there is a vacancy, the Hiring Supervisor will fill out a Staffing Request Form (Appendix B) and forward the information to Human Resources where the competition process will begin.

4. ESTABLISHING THE SELECTION COMMITTEE

The selection committee shall consist of:

- 1) The Hiring Supervisor, Department Head or Director of the department
- 2) Human Resources representative
- 3) Another Department Head or Director from another department, if applicable
- 4) A representative from the University of Regina, if applicable

In most cases, there will be three (3) Committee Members, but Hiring Supervisor and Human Resources representative may complete the screening, interviews and selection themselves.

No employees can participate on a Selection Committee if they:

- 1) Are related to any of the applicants;
- 2) Have a close personal relationship with any of the applicants.

Selection Committee Members will have to sign a Selection Committee Conflict of Interest Form (Appendix C) declaring that they have no perceived conflicts or no personal relationships with any of the applicants.

5. POSTING THE POSITION

Human Resources will draft the job posting and send to Hiring Supervisor for approval. Once the job posting has been finalized, Human Resources will post the position.

5.1.1 Positions within scope of CUPE 1975-01

Recruitment into declared vacancies within scope of the CUPE 1975-01 bargaining unit is governed by Article 9 of the CUPE 1975-01 Collective Agreement and the Administrative and Support Staff Recruitment Policy.

All CUPE postings will be posted internal and external at the same time. A copy of all job postings will be forwarded to the Union.

5.1.2 Positions within scope of APT

Recruitment into declared vacancies within scope of APT is governed by Article 9 of the APT Collective Agreement and the Administrative and Support Staff Recruitment Policy.

All APT positions must be posted internally first for five (5) business days. If the 5th working day is a Friday, the posting period will be extended to include the following working day. A copy of all job postings will be forwarded to the Chair of the Association.

If there are qualified candidates who meet the qualifications as stated in the job posting and submits an application before the closing date, that candidate will be appointed. If there are more applicants who meet the criteria, it will be based on seniority.

If no APT is appointed, HR will send out letters to all unsuccessful APT members and the position can be posted externally.

5.1.3 Positions within scope of the Faculty Agreement

Recruitment of faculty positions is governed by Articles 14, 15, 15 and 17 of the Faculty Collective Agreement and the Recruitment of Academic Staff policy.

5.1.4 Positions within OOS Managerial and Administrative

Recruitment into declared vacancies within OOS Managerial and Administrative is governed by the Recruitment and Selection section of the FSIN HR Management Regulations, the Administrative and Support Staff Recruitment Policy and the Recruitment of Vice Presidents policy.

OOS positions are posted externally. There is no internal posting process.

5.2 External Postings:

If no internal applicants, Human Resources will also work with hiring manager on where they want the job posted externally. All positions will be posted automatically in the following locations:

- 1) FNUNiv Website
- 2) FSIN- to send to All First Nations and Tribal Councils
- 3) SaskJobs

Other potential advertising locations are:

- 4) Leaderpost
- 5) Star Phoenix
- 6) The Academic Top 10
- 7) CAUT
- 8) The Chronicle

Once the job has been posted, Human Resources will arrange meetings to screen the candidates and potential interview dates and times. Human Resources will also book the interview room at this time.

7. SCREENING, INTERVIEWING AND EVALUATING APPLICANTS

6.1 The Screening Process

The applicant pool will be screened with the goal of arriving at a short-list of excellent candidates, including, where possible, members of First Nations. When establishing the short-list, selection criteria and methods of assessment should be applied consistently for all candidates. Once the competition is closed the interview panel will meet and screen the candidates. They will:

- Review each application and decide how well each applicant meets the qualifications and criteria for the position.
- Human Resources will enter the candidates' information into a Screening Matrix that lists all applicants' education and experience.
- Based on the material submitted, narrow down the pool. If there is over six (6) candidates they want to proceed with, Human Resources will conduct telephone interviews and ask a series of questions to narrow the search to five (5) or less if necessary.
- Once the screening is finalized, Human Resources will send interview invites by email to all the candidates. This would occur 5-7 days prior to the interview date. If a

presentation is required from the candidates, human resources will send the information with the interview invite.

- For Faculty positions, Human Resources will have to arrange and organize travel arrangements with faculty interviews.

6.2 Interviewing Candidates

Once the screening has taken place Human Resources will prepare the interview guide and submit to the Selection Committee for recommendations. The Selection Committee will also determine if there will be any presentations, role plays or exams that will be conducted.

The interview is not only an opportunity for the Selection Committee to evaluate candidates, but also for candidates to be informed of the expectations for the position. It is just as important for the University to make a good impression on the candidate as it is for the candidate to make a positive impression on the Selection Committee.

Careful planning is required both to create the right first impression of the University and to obtain the information for appropriate comparison of candidates. While hard questions should be asked, it goes without saying that candidates should be treated with courtesy and made to feel welcome.

The number of candidates interviewed and the type of interview (in-person, by telephone, or teleconference) may vary with the type of appointment.

All members of the Selection Committee will be provided with a copy of the candidates' resumes, job posting for the position, job description, interview schedule and interview guides.

When interviewing a candidate, it is important to think not only about the questions to be asked, but also how the interview is conducted; for example:

- Ask questions that provide descriptive answers focusing on the candidate's past performance instead of 'yes' or 'no' responses. Questions should be consistent enough to ensure a fair evaluation between candidates yet flexible enough
- Listen carefully and take notes to enable later assessment of the match between the candidate's qualifications and the requirements of the position.
- Following the initial questions, the search committee members may ask "probing" questions to find out specific information: e.g. "What committee did you serve on?" "Who was the Chair?" "When did you serve?" These kinds of questions should generate a list names to contact as additional referees. Of course, the candidate must give his or her permission first.

- Provide the candidate with an opportunity to ask as well as answer questions.
- Also the interview panel will make notes throughout the interview process so that all important details are documented.

6.2.1 Interviewing for Faculty

Interviews for faculty positions are far more detailed and one interview can take one full day. They are typically scheduled as follows

- a) Tour of the university
- b) Presentation
- c) Interview
- d) Lunch with faculty
- e) Tour of the city
- f) Dinner with committee

Human Resources will make all arrangements for each candidate.

6.3 Evaluating the Candidates

As soon as possible after the last candidate for a position has been interviewed, the Selection Committee should meet to evaluate the candidates and make a decision on the appointment. Applicants must be judged on criteria related to the position and the pre-determined selection criteria.

Each interview guide has an evaluation sheet attached that lists all the competencies that were included in the interview guide. The Selection Committee will assess each candidate per question and mark. The interview panel will then discuss:

- Does the candidate look better on paper than in person? If so, what characteristics contributed to a negative impression?
- Were the expected weaknesses of the candidate confirmed by the interview? Were other weaknesses apparent?
- Were strengths confirmed? Were new strengths revealed? Did the candidate show genuine promise?
- Did the interview reveal any unexpected problems?

Once the Selection Committee has completed their marking of each candidate and discusses as a group each candidate's strengths and weaknesses, they will make a recommendation to hire.

Based on an assessment of the strengths and weaknesses of the candidates as measured against the criteria for the position, the committee should identify the best

candidate or candidates for the position preferably by consensus. The selection committee may also wish to consider determining whether other candidates will be considered if the first candidate declines the position.

During this time, the selection committee discusses what they agree on with the salary range and potential start for the candidate prior to an offer being made. Once this has been finalized, Human Resources will then proceed with checking references.

6.4 Reference Checks

Reference checks will be done by Human Resources and must be completed on all candidates and, where required, criminal record checks may be requested of candidates. Human Resources will conduct a minimum of two (2) reference checks for each position. References will only be conducted with the candidate's direct supervisors or managers and with the candidate's approval.

Once the reference checks are complete, Human Resources will notify the Selection Committee of the reference checks and proceed with an appointment.

7. MAKING A RECOMMENDATION FOR AN APPOINTMENT

APT positions require union approval prior to making a verbal offer.

Faculty positions adhere to the following recommendation process:

1. The Search Committee makes a recommendation for appointment to the Vice President, Academic.
2. Human Resources will complete reference checks on all candidates and report the results to the search committee and Vice President, Academic.
4. The Vice President, Academic will make a recommendation for appointment to the President.

Once everything has been finalized and approved, Human Resources will call the candidate and make a verbal offer.

8. DEVELOPING THE OFFER OF EMPLOYMENT

Human Resources will develop the offer of employment from information provided by the selection committee including his/her recommendation for salary. The duties of the appointee should be described in sufficient detail that the candidate will understand the University's expectations associated with the position.

9. COMPLETING THE SEARCH

Although it is not easy to convey a negative decision, it is important to complete the search process. Therefore, once a candidate has accepted the offer of employment, Human Resources will inform all other candidates of the decision in a timely manner by telephone with written follow up by email and/or letter.

10. RELATED INFORMATION

- *Saskatchewan Human Rights Code* and other related employment legislation
- URFA Faculty Collective Agreement
- APT Collective Agreement
- CUPE Collective Agreement
- FSIN HR Management Regulations
- FNUniv Administrative and Support Staff Recruitment Policy
- FNUniv Recruitment of Academic Staff Policy
- FNUniv Recruitment of Vice Presidents Policy
- FNUniv Employee Conflict of Interest Policy
- University of Regina, Senate By-laws, Section X: Federation

APPENDIX A: OUTLINE OF PROCEDURES

TASKS (IN ORDER)	PERSON(S) RESPONSIBLE
1. Identify vacancies	Department Head/Director
2. Grant authorization to recruit	Vice-President
3. Establish the selection committee	Vice President / Director / Department Head
4. Describe position, define criteria, and prepare interview tools (interview questions and checklists)	Selection committee
5. Draft advertisement for review	Selection committee
6. Approve advertisement and criteria	Vice President / Director / Department Head
7. Receive applications	Human Resources
8. Create short list	Selection committee
9. Arrange for interviews	Human Resources
10. Interview candidates	Selection committee
11. Evaluate and rank the candidates	Selection committee
12. Conduct reference checks	Human Resources
13. Forward recommendations and supporting documentation	Human Resources
14. Make the offer	Human Resources
15. Prepare letter of offer	Human Resources
16. Notify unsuccessful candidates by telephone and either by email or letter	Human Resources



APPENDIX B: STAFFING REQUEST FORM

STAFFING REQUEST FORM

Date of Request:	
Reason for position vacancy:	
Job Title:	Department:
Type and number of positions: <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Casual From: _____ To: _____ <input type="checkbox"/> Term From: _____ To: _____ <input type="checkbox"/> Summer Student <input type="checkbox"/> Co-op Student	
In Scope/Out of Scope: <input type="checkbox"/> Out of Scope <input type="checkbox"/> APT <input type="checkbox"/> CUPE <input type="checkbox"/> Faculty	
Is this a budgeted position? Yes <input type="checkbox"/> No <input type="checkbox"/> Post internal only: Yes <input type="checkbox"/> No <input type="checkbox"/> CUPE and APT is minimum 5 business days Advertise Externally? Yes <input type="checkbox"/> No <input type="checkbox"/> We currently advertise on Saskjobs, FNUniv Website, CAUT, FSIN, Tribal Councils, First Nations, Local employment Agencies. Is there anywhere else you would like to advertise? Please list:	
If posting external, how long would you like to post for? <input type="checkbox"/> 2 weeks <input type="checkbox"/> 3 weeks <input type="checkbox"/> 4 weeks <input type="checkbox"/> Other _____	
Proposed Start Date:	
Department Head Signature: _____ Date: _____ Vice-President Signature: _____ Date: _____	
To be completed by Human Resources:	
Opening Date:	Closing Date:
Pay Grade:	
Minimum Salary:	Maximum Salary:
Competition #:	
Note:	

APPENDIX C: SELECTION COMMITTEE CONFLICT OF INTEREST FORM



Selection Committee Conflict of Interest Form

I, ___(INSERT NAME)_____ as a member of the interview panel for the _(POSITION)_____ position on ___(DATE)_____, 2013 declare that I am not related or have any close personal relationships with any of the candidates that are being interviewed.

Signature: _____ Date: _____



I, ___(INSERT NAME)_____ as a member of the interview panel for the _(POSITION)_____ position on ___(DATE)_____, 2013 declare that I am not related or have any close personal relationships with any of the candidates that are being interviewed.

Signature: _____ Date: _____



I, ___(INSERT NAME)_____ as a member of the interview panel for the _(POSITION)_____ position on ___(DATE)_____, 2013 declare that I am not related or have any close personal relationships with any of the candidates that are being interviewed.

Signature: _____ Date: _____



I, ___(INSERT NAME)_____ as a member of the interview panel for the _(POSITION)_____ position on ___(DATE)_____, 2013 declare that I am not related or have any close personal relationships with any of the candidates that are being interviewed.

Signature: _____ Date: _____

