



OFFICIAL COLLEGE POLICY

STAFFING POLICY (7160-38)

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Division or Sector: Human Resources

Responsibility: Director of Human Resources

Approved by the Vanier College Board of Directors April 29, 2014.

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1. Purpose

The purpose of this policy is to ensure all recruitment, selection and hiring of internal and external candidates for the College is done in a timely, transparent and consistent manner, in compliance with its legal and ethical obligations.

This policy supports Managers, Selection Committees and the Human Resources Department in providing the College with competent, committed and motivated employees, collaborating to fulfill the College's mission.

Notwithstanding the wording of the policy, the College recognizes that the rules, rights and obligations provided for by the policy, must be enforced in compliance with all laws and regulations, in addition to the College's collective agreements.

2. Scope

This policy applies to the recruitment, selection and hiring of all Vanier full-time, part-time, regular or temporary employees, of all categories of employment (Teachers, Professionals, Support personnel and Managers).

This policy does not apply to the selection of contractors, students, consultants or agency personnel.

3. Definitions

Breach of Confidentiality: Unauthorized release of confidential information.

College: Cégep Vanier College

Competency: A set of related abilities, commitments, knowledge, and skills that enable a person to act effectively in a job or situation.

Confidentiality: Obligation to ensure sensitive information as defined by applicable laws is protected and accessible only to those with proper authorization. Confidentiality imposes boundaries related to the disclosure of personal information and data without the consent of the individual concerned by said information.

Conflict of Interest: A conflict of interest exists in any situation, either real, potential or perceived that, by objective standards, is of a nature to compromise, or likely to compromise, the independence and impartiality inherent in the duties of an individual, or in a situation where an individual seeks to use the nature of his office to receive an undue advantage for him/herself or for a third party (Vanier College By-Law #5).

A conflict of interest also exists where a disadvantage to a given individual results or could result from such a situation.

Manager: College official with the authority to represent the College in hiring decisions.

College Employee: An individual who works for the College part-time or full-time under a contract of employment, whether oral or written, expressed or implied, and has recognized rights and responsibilities.

Friend or Acquaintance: Person already known by an employee.

Nepotism: Practice of hiring relatives and friends in one's organization where other candidates are better qualified.

Personal (private) Information: Recorded information about an identifiable individual and includes, but is not limited to: race, nationality, religion, age, sex, marital status, education, employment history, financial information, identifying numbers, address, telephone number, and opinions. This list is not exhaustive. If there is a reasonable expectation that an individual can be identified from the information disclosed (either alone or when combined with other information), such information qualifies as personal information.

Relative: the child, parent, grandparent, sibling, cousin, niece or nephew, uncle or aunt of an employee or his spouse or common-law partner. This includes any "in-law" or "step" relationship (sister-in-law, step-daughter or step-son, etc.)

Selection Committee Member: A College employee included in the committee mandated to screen applicants, host pre-selection and selection meetings and/or interviews and recommend a candidate for hire to the Manager of the hiring unit (Faculty or Department).

Types of contracts:

Regular: Full-time or part-time employee of the College, hired in a permanent position

Temporary: Employee hired to replace a temporarily vacant position (substitute), to handle a temporary increase in workload or an unforeseen event (temporary supernumerary or occasional) or to carry out a specific project for a limited amount of time (specific project).

4. Applicable laws and regulations

This policy is meant to be enforced in compliance with all laws and regulations, in addition to the College's collective agreements. Those laws and regulations include but are not restricted to:

- The Civil Code of Quebec (*Code civil du Québec*)
- The Quebec Charter of Rights and Freedom (*Charte québécoise des droits et libertés de la personne*)
- The Canadian Charter of Rights and Freedom (*Charte Canadienne des droits et libertés*)
- The Quebec Labour Standards (*Normes du travail*)
- The Quebec Labour Code (*Code du travail*)
- The Equal Access to Employment in Public Bodies Act (*Loi sur l'accès à l'égalité en emploi dans des organismes publics*)
- The Act Respecting Access to Documents Held by Public Bodies and the Protection of Personal Information (*Loi sur l'accès aux documents des organismes publics et sur la protection des renseignements personnels*)

5. Policy

The College engages in strategic recruitment in order to attract and retain the application of the most competent, committed and motivated person to meet the requirements (qualifications and competencies) of the job in order to fulfill its mission.

The College favors the development and promotion of its staff members and is committed to providing them opportunities to grow for as long as they are a part of its community.

A. Before recruiting: needs analysis

- All recruitment processes must reflect the College's annual "Plan d'effectifs".
- Decision to create or fill a position has to follow a thorough analysis of the situation by the hiring Manager, including but not restricted to:
 - The needs of the hiring department
 - The workflow or work organization within both the department and the College as a whole
 - The job classification and job description of the position to be filled (to be approved by the Human Resources Department)
 - The alternatives to filling or creating the position, including:
 - Optimization of workflow or use of technology
 - Redistribution of tasks, roles and responsibilities within the department

- Filling the position on a part-time basis if a full-time position is no longer essential
- Decisions must comply with the terms of the applicable collective agreement and all applicable laws and regulations.

B. Recruitment

- Managers must submit their request to post a position internally and/or externally to the Human Resources Department. Human Resources then makes its recommendation to the Management Executive Committee (MEC) for a final decision. Once approval is received, the Human Resources Department will post the position both internally and externally, according to best practices and in compliance with collective agreement clauses.
- All personnel involved in the recruitment and selection process must promote and protect Vanier College's reputation as an employer. The development and promotion of the College is a shared responsibility between Communications and Corporate Affairs, Human Resources, and the Vanier community as a whole.
- Applicants must be treated with respect at all times in order to reflect the College's values and ensure their opinion of Vanier College remains positive. This includes thanking and providing follow-up information to applicants that were not selected for a given position.

C. Selection

- All new employees of the College, whether regular or temporary, must have taken part in a selection process¹, which includes passing required tests with a satisfactory grade.
- Selection **must** be based on job-related qualifications and required competencies:
 - Education
 - Related experience
 - Knowledge
 - Skills and abilities as identified in the job description
 - Quality of references
 - Job fit
 - Hiring priority and seniority

¹ Please consult the Guide to Selection and Hiring Process for details on the steps included in a selection process. Vanier College. Staffing Policy (7160-38). 2015.

- Selection must be done in accordance with the applicable collective agreement
- The decision to hire or not to hire a given candidate during the selection process cannot be based on the following criteria:
 - race
 - colour
 - sex
 - pregnancy
 - sexual orientation
 - civil or familial status
 - age except as provided by law
 - religion
 - political convictions
 - language
 - ethnic or national origin
 - social condition
 - disability or the use of any means to palliate a disability
- *Bona fide* occupational requirements and related selection criteria, including required level of fluency in English and French, must be determined by the hiring department and the Human Resources Department before the position is posted.
- No contact with previous employers or colleagues of a candidate can be initiated by a College employee without formal authorization from a Human Resources Manager. Failure to do so will be considered a breach in confidentiality.

D. Employment equity

- Every Vanier Community member involved in the recruitment, selection and hiring process must follow Vanier College's Employment Equity Policy regarding the employment of the following groups:
 - Aboriginal peoples
 - Ethnic minorities
 - Persons with disabilities
 - Visible minorities
 - Women

- The provisions of the Employment Equity Policy must be implemented consistently within the College.

E. Employment of relatives, friends and acquaintances

- Vanier College welcomes the applications of employee relatives, friends and acquaintances.
- However, applications considered for openings under the direct or indirect supervision of a relative or friend, or within the same department, will be submitted to specific safeguarding measures set by the Director, Human Resources or his delegate.
- Respect of those measures will be considered a condition for the hiring and continued employment of the candidate. These measures can include, but are not restricted to, identifying a non-related Manager to be in charge of:
 - Hiring, promotion or evaluation decisions regarding the new employee;
 - Approving expenses and advantages related to the new employee's position;
 - Evaluating performance and receiving complaints regarding the new employee's work
- No preferential treatment will be allowed in the evaluation of the candidacy of the relative, friend or acquaintance of a Vanier College employee. Their application must be reviewed using the same criteria as other applicants with no internal contacts.
- A member of a Selection Committee must declare to the committee any knowledge that a relative is a candidate for the position they are to review. The Selection Committee will then evaluate the risks of conflict of interest and ensure the member is either unbiased or replaced before proceeding.
- All employees working with a spouse, relative, friend or acquaintance are expected to continue acting in a professional manner at all times and take every measure required to ensure their personal relationships do not affect their work or the work of others. Failure to do so may result in administrative or disciplinary action.
- Managers are expected to ensure the workplace is not affected negatively by relationships between employees and to take any measure required to maintain workplace transparency and equity within their unit.

F. Confidentiality

- Every Vanier employee must respect the privacy and confidentiality of personal information.
- Employees involved in the staffing process for a position, including members of Selection Committees, are expected to :
 - Discuss applicants' personal information only while relevant to the selection process, and only with members of this position's Selection Committee.
 - Never discuss applicants with a third party (colleague, acquaintances that may or may not know a candidate, etc.)
 - Refrain from discussing information collected during the staffing process at all times.
- A breach in confidentiality is a serious matter. Such a breach will lead to administrative or disciplinary measures, and may lead to termination of employment.

G. Integration

- The goals of the integration process of a new College employee are to clarify the College's mission, values and culture as well as to foster a sense of belonging to the Vanier community.
- The responsibility for the integration of a new employee is shared between the hiring unit's Manager(s), the new employee, the Human Resources Department, and the Vanier Community as a whole.
- Initiatives aimed at helping a new colleague get acquainted with the College and its culture are strongly encouraged.

6. Procedure

Unless provided otherwise in the applicable collective agreement, the standard steps to follow when filling a position are as follows:

1. Identify a need for a replacement, new position or specific project
2. Evaluate the need and consider alternatives to filling position or specific project

3. Update or write Job Description
4. If required, consult the Bureau de Placement
5. Develop a recruitment strategy
6. Choose Selection Committee members
7. Determine required testing and interview questions
8. Post position and implement recruitment strategy
9. Review applications
10. Conduct tests and interviews
11. Contact references
12. Recommend a candidate for hiring by the College
13. Finalize hiring process (offer of employment, collection of social information, etc.)
14. Prepare integration of new employee.

7. Responsibility

Human Resources Director: The Human Resources Director is responsible for the application of the contents of the Policy.

Human Resources Department: The Human Resources Department is responsible for:

- Overseeing the consistent application of this policy
- Advising the College and/or any member faced with a situation that is considered problematic
- Providing assistance to those who manage and/or supervise employees
- Enforcing compliance to rules, laws and regulations, including collective agreements
- Developing policies, procedures and resources required for the implementation of this policy

Managerial staff: All managerial staff is responsible, within their faculty, department or service, for the implementation and enforcement of this policy and all related policies and procedures.