



VANCOUVER ISLAND
UNIVERSITY

PROCEDURAL GUIDE

FOR

**FACULTY
SELECTION
COMMITTEES**

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1.0 Introduction

This procedural guide is designed to assist those involved in the selection process for regular faculty. Many of the principles and procedures outlined will also apply to the selection of temporary and part time (VIUFA), as well as term and auxiliary (BCGEU) faculty. All Selection Committee members are expected to be conversant with the contents of this guide, and to comply with the principles and procedures outlined.

The guide is not intended to provide specific details on all aspects of the selection process. Rather, it is intended to outline both the essential principles and procedures to follow in the process. This will include references to related issues, such as any relevant legislation, the corresponding collective agreement where applicable, and the Selection Committee members' professional judgments made in recommending candidates. Differences in collective agreement provisions will be identified by noting VIUFA or BCGEU in this document.

Specific questions or issues not addressed in this document should be directed to the appropriate Dean, Director, Regional Campus Principal, or the Manager, Human Resources.

2.0 Selection Process Flow Chart

Attached is a flow chart identifying the steps within the process. (Appendix A).

3.0 Authorization to Commence the Selection Process

Recruitment for any regular faculty position requires the prior approval of the President. (See Attachment #1)

The appropriate Dean, Director or Regional Campus Principal may authorize the commencement of the process for other than regular positions.

4.0 Composition of the Selection Committee

The Dean, Director, Regional Campus Principal or designate, in consultation with the faculty in the department, is responsible for determining the composition of the Selection Committee and ensuring consistency with relevant collective agreement provisions. The size and scope of the Selection Committee will vary depending on the status (temporary or regular) of the position. A Selection Committee responsible for the recruitment of a regular position will normally consist of a minimum of three (3) members, including the Dean, Director or Regional Campus Principal. A decision must be made by the Dean, Director or Regional Campus Principal, in consultation with the faculty in the department, as to whether there will be any non-voting members of the Committee.

N.B. The role of non-voting members and members external to the department should be discussed by the Committee as a whole (e.g. whether such members will be actively involved in writing the advertising or determining the long/short list of candidates) at the outset of the selection process.

a) BCGEU

- For regular positions the Selection Committee will normally consist of the Dean, Director or Regional Campus Principal, departmental Coordinator(s) or Chair(s), faculty and may include representative(s) external to the department and/or external to the University as deemed appropriate by the administrator responsible for the process.
- For term positions, the constitution of the Committee will be determined by the Dean, Director or Regional Campus Principal.

b) VIUFA

- For regular positions the Selection Committee shall include the Dean, Director or Regional Campus Principal, Coordinator(s) or Chair(s), at least one (1) faculty member from the department and at least one (1) representative from outside the division (Article 6.4.1). Additional representation external to the University may be included where deemed appropriate by the Dean in consultation with the department. The provisions of Art.6.4.1 may be waived with the mutual agreement of the appropriate senior administrator(s), the appropriate Vice-President and the appropriate department(s) or service group(s).
- For temporary positions, the guidelines governing the hiring of regular faculty may be waived, in compliance with related policies and procedures (e.g. Human Rights, etc.), with the mutual agreement of the appropriate Dean, Director or Regional Campus Principal, and the appropriate Coordinator or Chair.
- For temporary part-time positions, the Coordinator or Chair independently, or with regular faculty members from within the department, if available, may constitute the Selection Committee.

5.0 Role of the Chair of the Selection Committee

The Dean, Director, Regional Campus Principal, or designate will chair the Selection Committee and is a non-voting member except in the event of a tie. The Chair, in consultation with the Selection Committee, will establish the criteria (Appendix B) for the selection. These criteria will include factors such as credentials from an appropriately accredited institution, experience, communication skills, and potential contribution to the department and University community. The specific criteria determined (Appendix B) form the basis for discussions throughout the process, including any recommendations.

The Chair, in consultation with the Selection Committee and the Dean, Director or Regional Campus Principal, will draft the proposed advertisement, obtain the competition file from the Human Resources Department and maintain the file until the competition is finalized, at which time the file will be returned to Human Resources.

The Chair must ensure a written record is kept during the process to reflect details as follows:

- the dates the Selection Committee met;
- the criteria selected;
- long/short list names;
- interview questions;
- dates, times and duration of meetings;
- all Selection Committee decisions; and
- hiring recommendations.

Notes kept by selection members must be identified and submitted to Human Resources for retention. Pagination of the notes and initials on each page by the note-taker will assist with any future utilization.

6.0 Relevant Contract Language, Legislation and Policy

a) Contract Language

The Selection Committee must act in accordance with the provisions of the relevant Collective Agreement. The Selection Committee Chair should identify specified contractual provisions at the first Committee meeting.

The Selection Committee must be cognizant of the provisions of the following legislation:

b) Human Rights Code

Consistent with the Human Rights Code of British Columbia, Selection Committee members are responsible for ensuring discrimination does not occur based on:

- | | |
|--|--|
| ◇ race | ◇ ancestry |
| ◇ colour | ◇ place of origin |
| ◇ age | ◇ family status |
| ◇ marital status | ◇ sexual orientation |
| ◇ sex (including pregnancy or sexual harassment) | ◇ prior unrelated criminal record |
| ◇ political belief | ◇ mental or physical disability |
| ◇ religion | (the Human Resources Department should be contacted for advice and guidance concerning the duty to accommodate). |

The purpose of both the Act and Vancouver Island University's Human Rights Policy (identified in Section 7.0) is to ensure that applicants are judged on merit, rather than classed into groups of people about whom decision-makers may hold negative perceptions and/or judgments. (See Appendix D for further details).

Questioning a candidate about any of the factors identified above may create the perception that the issue may be relevant to decision-making. Therefore, it is important to ensure that interview and reference-check questions, formal or informal, do not seek information related to the above list, unless those factors are bona fide occupational requirements.

c) Labour Relations Code

Selection Committee members have a duty to participate in the process without intentional and unintentional discrimination or harassment, as reflected above. This requires each member to assess carefully his/her actions throughout the process to ensure that the above-mentioned factors do not influence the Selection Committee's decisions.

It is important for Selection Committee members to be aware that a failure to adhere to these rules can create significant liability for the department, the institution and possibly themselves.

d) Freedom of Information and Protection of Privacy Act

Based on the principles in the Act, Selection Committee members should be aware that under the Act, candidates may request and receive access to any information which was taken regarding them during the interview process, including members' individual notes. Therefore, it is very important to recognize that the documentation may be available to the candidate at a later date.

This is not merely a theoretical possibility. Since the introduction of this Act, the University has received formal requests for access to records from candidates to whom we were obliged to supply copies of information including the individual Selection Committee members' notes.

7.0 Related Policies and Important Issues

The following policies, like the legislation identified earlier, are to be adhered to during the process. They include:

a) Confidentiality

It is important to maintain a high level of confidentiality during the selection process. The content of Selection Committee discussions may not be discussed with individuals outside of the Selection Committee, with the exception of the responsible Dean, Director or Regional Campus Principal, Manager of Human Resources, members of the Executive, or referees whose names have been provided by the candidate. For candidates participating in a presentation, the candidate's name, credentials, experience and employment status will be released to promote attendance at the presentation.

If confidentiality has been breached or is believed to have been breached, the Chair of the Selection Committee will contact the Vice-President to determine the appropriate course of

action. The University would view such a breach as serious professional misconduct which would not be tolerated.

b) Vancouver Island University Human Rights Policy

Our policy, similar to the Code, is intended to safeguard employees and students against discrimination and harassment.

c) Vancouver Island University Employment Equity Policy

The policy, in part, states:

"Vancouver Island University is committed to employment equity, to providing a fair and equitable work place, to offering all individuals full opportunity to develop their potential, to ensuring that equal opportunity is afforded to all who seek employment at the University and to building a workforce that is representative of the pool of potential candidates with appropriate qualifications.

Our employment equity initiative will not involve the hiring of unqualified workers, lowering standards or undermining the merit principle for academic appointments. Employment equity involves raising the overall quality of the workforce by increasing outreach activities and enlarging our applicant pool in order to make full use of available skills, talents and abilities. It also involves introducing initiatives that will help correct current employment imbalances. This includes the identification and removal of barriers to the selection, hiring, promotion and training of members of the four designated groups which Vancouver Island University supports and which are listed in the Federal Employment Equity Act: "women, members of visible minorities, Aboriginal people and persons with disabilities".

The Chair will distribute the Vancouver Island University Employment Equity Policy to all committee members.

d) Conflict of Interest - Definition

A conflict of interest exists when:

- (i) a person has a duty to decide fairly or vote on an issue; and
- (ii) there is a reasonable presumption that the person stands to be benefited or harmed from a certain resolution of the issue.

Incidents of potential conflict include but are not limited to situations where:

- there is a family relationship;
- close, personal friendship/relationship (e.g. landlord)
- a member of the Selection Committee is named as a referee for a candidate, except in cases where s/he does not intend to act as a referee;

- a member of a Selection Committee has less seniority (regular, temporary or combined) than a candidate would have if selected;
- there is a business relationship between a candidate and a Selection Committee member.

e) Self-Disclosure for Members of a Selection Committee

Each member of the Selection Committee is required to disclose any association, past or present, they may have with a candidate which may be viewed by an independent observer as creating a potential conflict of interest. If a committee member has a concern about a possible conflict of interest by another member, he/she should bring it to the committee's attention.

If potential conflict of interest is disclosed, the Selection Committee must then determine if a real conflict exists. A person with a conflict of interest is not eligible to participate on the Committee. The Chair will prepare a statement regarding conflict of interest, to become part of the file on the selection process, indicating either that no conflict was discovered, or that there was a conflict and it was resolved.

8.0 Advertising (Internal and External)

Postings (Internal)

The internal posting will minimally consist of a brief outline of the position, responsibilities, educational qualifications, professional and/or teaching experience required, and an indication of Vancouver Island University's commitment to standards of excellence. Expectations regarding contribution to the department and the University should be noted. All postings will include the following: "All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority".

Candidates will be requested at a minimum to supply:

- curriculum vitae or résumé;
- the names of three (3) referees, one of whom supervised the candidate (in a related function).

The completed draft should be electronically transferred to the Human Resources Department to ensure adequate time for lay-out of the final copy for publication. An electronic version is posted under "Employment Opportunities" on the Human Resources web page.

Internal postings are normally five (5) working days in duration. Longer posting periods are required when external advertising is required.

The VIUFA and BCGEU Agreement requires posting by the Human Resources Department on the Post-Secondary Employers' Association Registry for all faculty vacancies three (3) months or longer and fifty percent (50%) or greater.

Advertising (External)

The Selection Committee Chair, with the concurrence of the Dean, Director or Regional Campus Principal may request external advertising, if required. In addition to insertion in newspapers, advertising may be placed in such publications as *University Affairs*, *CAUT Bulletin*, or other professional and trade journals. Factors such as the specialized field, regional access to applicants, and advertising cost will determine the extent of external advertising. External advertising deadlines vary by publication.

The Communications and Public Relations Office is responsible for the format and placement of all University advertising originating from the Nanaimo campus. The Executive Director of Communications and Public Relations, as budget holder, is responsible for advertising for employee recruitment at all campuses.

The Campus Principals are responsible for budget and placement of all program advertising in their respective communities, conforming to University advertising format, logo, etc.

The placement of all other advertising is the responsibility of the Communications and Public Relations Office while budgeting is the responsibility of the initiating department.

9.0 Applications

All competition-specific applications are to be forwarded directly to the Human Resources Department, which is responsible for maintaining the competition files. Applications will remain part of this competition file to ensure the file is complete in the event of a later challenge. Vancouver Island University accepts curriculum vitae directed to specific current postings only. Unsolicited and general interest curriculum vitae are not accepted for consideration unless the individual is contacted to advise that their resume has been forwarded to the Departmental Chair or to the selection committee.

10.0 Late Applications for Competitions

Only applications received by the Human Resources Department by the deadline date will be reviewed by the Selection Committee. Late applications for VIUFA will be considered only by majority vote of the Selection Committee. In BCGEU late applicants will be considered only after all BCGEU employees have been considered with respect to Article 31.2 & 31.3.

11.0 Review of the Competition File

At the time of submitting the posting, the Selection Committee Chair may review previously closed competition files if available in Human Resources. The Dean, Director or Regional Campus Principal, Department Chair and the Selection Committee Chair will determine whether any of the qualified applicants should be contacted and advised of the vacancy.

(Appendix C). The Chair of the Selection Committee will be given applications and curricula vitae/résumés.

Candidates not currently eligible to work in Canada may be reviewed at the same time as all other candidates. However, an offer of employment cannot be extended until all Canadian and permanent resident candidates have been declared “unqualified” or have declined an offer of employment. Details of the “unqualified” assessment for each Canadian or permanent resident candidate must be put in writing and form part of the file subject to further review and assessment by Human Resources Development Canada officials. Procedures governing the hiring of candidates not eligible to work in Canada are outlined in Appendix C.

12.0 Long/Short-Listing of Candidates

The Chair will convene the Selection Committee and is responsible for seeking a consensus or majority agreement on the joint long and/or short-list of the candidates.

The suggested criteria in Appendix B may be used to develop a list of specific criteria that the Selection Committee members should use to rank the applicants. The detailed criteria should be consistent with the posting.

The Chair will ensure that notes are taken at this meeting, keep a list of those present and document the rationale for the agreed candidate list.

- Normally, a long-list will include five (5) or more candidates.
- A telephone call may be requested if any clarification is required of the curriculum vitae or résumé.
- A minimum of three (3) letters of reference will be requested (fax to Human Resources 250-740-6469). The reference letters may assist in establishing a short-list.

When preparing a long/short list, the Selection Committee should note:

- a) Article 6.4.1.5 (a) of the VIUFA Collective Agreement states, “A temporary faculty member will be granted an interview for a regular position being filled through the recruitment process set out in Article 6.4.1 subject to the following conditions:
 - (i) The faculty member’s last evaluation was satisfactory.
 - (ii) The faculty member meets the minimum qualifications established for the position.”
- b) The Common Agreement requires all qualified applicants from other B.C. institutions to a maximum of five (5) be short-listed and interviewed if they have received layoff notice and meet the required qualifications.
- c) Travel expenses for interviews eligible for reimbursement are detailed in Policy 43.02.

- d) Out-of-province travel expenses for recruitment require the prior approval of a Vice-President.

13.0 Short-Listed Candidates Forwarded to the Appropriate Executive Member

Once the Selection Committee has agreed on a short-list, the Chair will forward the short-list for approval, including résumés/curricula vitae, to the appropriate member of the Executive (e.g. the President or Vice-President). (Appendix E).

A copy of the short-list must also be forwarded to Human Resources for entry into the HR recruitment system.

14.0 Arranging the Interview Schedule and Itinerary

The Chair or designate, in consultation with the Selection Committee, will ensure arrangements are made for the interview schedule and itinerary of each candidate. The itinerary should include time of interview(s), other required meeting times with the department, members of the Executive and others, as well as a possible lecture or presentation.

At the time the candidate is contacted, the Chair will confirm that the individual is currently eligible to work in Canada. If not, the candidate will be advised the Selection Committee would not be in a position to extend an offer of employment until qualified Canadians had been deemed unsuitable or had declined an employment offer.

14.1 Recommended Process for Short-Listed Applicants

In an effort to make out of town applicants feel welcome and to provide an atmosphere for discussion, this is the recommended process.

- Candidates who are not short-listed will be sent a brief form letter thanking them for their application.
- External candidates will be taken out to lunch, or to dinner if this is more convenient. The Dean will normally act as host; if the Dean is not available a designate should be appointed. The Chair and as many other of the committee who are free should attend.
- Internal candidates who are already well known do not need to be entertained. However, the committee should make this decision in each individual case.
- External candidates should be given a tour of the campus, preferably by the Chair.
- Candidates will not normally be asked to give a formal presentation. If any presentation is required, it should be given to an audience including students and members of the committee.
- In the case of regular appointments, the Dean will contact both the successful and the unsuccessful candidates by phone. In the case of non-regular appointments, either the Dean or the Chair of the Selection Committee will contact candidates at the conclusion of the process

15.0 Selection Process

Prior to the interview, the Selection Committee must establish the interview questions. These questions, prepared in writing, are to be based on the criteria used to develop the short list. The Selection Committee should be particularly careful not to make assumptions about the qualifications of internal applicants. It is important to ask internal applicants about their qualifications relative to the position. These questions and the notes taken by each Selection Committee member form part of the official record which is submitted to Human Resources upon completion of the competition. Reference documents, which may be of assistance to the Selection Committee are available (Appendix H).

Formal interviews conducted by the Selection Committee are required. The Selection Committee should seek to maintain a consistent process throughout. No candidate should be singled out for special treatment, such as waiving an interview or being asked a different set of interview questions. Treating candidates equally does not mean treating them identically however. For example, it may be necessary to ask additional questions beyond those set questions to probe areas of specific concern or to clarify specific information provided by a particular candidate.

Sufficient time should be allocated in the interview to allow the candidate to ask the Selection Committee any questions. The short-listed applicants should be asked to complete the Recruitment Signature form (Appendix F).

One element that is frequently used is the requirement of each interviewee to present a lecture or presentation to the Selection Committee or to a larger audience. The specific topic of the lecture, if set by the Selection Committee, will be the same for all candidates. In other cases, it may be desirable to have the candidate present the results of his/her own research or other scholarly activity. Candidates for an instructional position will be advised that his/her presentation should be relevant to the instructional assignment and prepared for an undergraduate audience.

16.0 Introduction to the Vice-President or Designate

Whenever possible, the short-listed candidates for regular positions will be introduced to the Vice-President or designate. The Vice-President or designate may provide feedback to the Selection Committee.

17.0 Reference Checks

Following the interviews, the Selection Committee should discuss what additional information or confirmation of information is required from reference checks. The Selection Committee should discuss the general types of questions to be asked. These questions may vary depending on the information provided by the candidate and additional information required to make an informed decision. Once these points are identified, the Chair or designate should contact the appropriate referees. Human Resources will provide a list of questions to be asked of referees.

It should be noted that under the provisions of the Freedom of Information and Protection of Privacy Act, the applicant has a right to access or request correction of any information provided by the referee. Therefore, the first question which should be asked of the referee should be, “Are you providing this information with the understanding that you are doing so in explicit confidence? If so, please be aware that, under the Freedom of Information/Protection of Privacy Act, there may be circumstances where your reference information may be released to the employee, either in summary form or in its entirety by order of the Information & Privacy Commissioner.

Unless the referee requests confidentiality, access for the applicant will be routinely given by Vancouver Island University. If the referee requests confidentiality, a summary of the referee’s response will be provided removing all identifying information.

A minimum of two reference checks are required for the preferred candidate. Notes from the reference checks are to be taken and retained for the file.

18.0 Recommendation of Selection Committee

Once the selection process, including the reference checks, has been completed, the Selection Committee will convene to discuss the candidates and form a recommendation. Discussions of the candidates, based on the established criteria, should result in a recommendation to hire the successful candidate. Any determination that a successful candidate has not met one or more of the required qualifications should be noted and an explanation provided. Notes are to be taken at this meeting. If the decision is not unanimous, the dissenting Selection Committee members are to be identified and the reasons for their dissent are to be provided.

A memo identifying the successful candidate, along with the candidate’s curriculum vitae/résumé, is to be forwarded for review to the appropriate member of the Executive and the Dean, Director or Regional Campus Principal, if he/she is not part of the Selection Committee. (Appendix G). If the Dean, Director or Regional Campus Principal is not part of the Selection Committee and, on review, does not concur with the Selection Committee’s recommendation, he/she will meet with the Selection Committee to discuss the concerns. If, following this meeting, the Dean, Director or Regional Campus Principal still does not concur, then he/she will forward his/her concerns, in writing, to the appropriate Executive member.

19.0 Verification of Academic Credentials

Academic credentials must be obtained from and issued by an appropriately accredited institution and must be verified by the Dean, Director or Regional Campus Principal before an employment offer is extended. Where the original official transcripts are not provided at the interview, the written job offer will be made subject to such information being submitted.

20.0 Regular Position Offer

It is important that the members of the Selection Committee do not discuss the details of the recommendation until such time as the President has extended an offer and the successful candidate has accepted the offer. The Dean, Director or Regional Campus Principal will make verbal contact with the recommended candidate(s) to notify them that a written offer is forthcoming and to determine the method of delivery for this offer (e.g. post office mail, courier).

The written offer of regular employment, prepared by the Human Resources Department, usually contains specific salary information. If original official academic transcripts and/or other supporting documentation have not been provided, the written offer will be made subject to such information being received and verified.

21.0 Temporary Position Offer

For temporary full-time (VIUFA), and term (BCGEU) appointments, the Chair of the Selection Committee will forward written recommendation to the Dean, Director or Regional Campus Principal for review.

Written offers for full-time and part-time (VIUFA) and term (BCGEU) employment are prepared by the Dean, Director or Regional Campus Principal. The Human Resources Department determines placement on scale in accordance with the relevant collective agreement, if salary placement is required.

For temporary part-time VIUFA and auxiliary BCGEU appointments, the Dean, Director or Regional Campus Principal, in consultation with the Department Chair, has the authority to make an offer. The written offer will be prepared by the Dean, Director or Regional Campus Principal.

22.0 Return of Competition File

All the competition notes including curricula vitae/résumés, criteria, interview notes, reference checks and other related materials are to be returned by the Selection Committee Chair to the Human Resources Department.

N.B. If artwork or multi-media materials are submitted, these materials will be returned at the finalization of the competition to Human Resources to be returned to the applicant if requested.

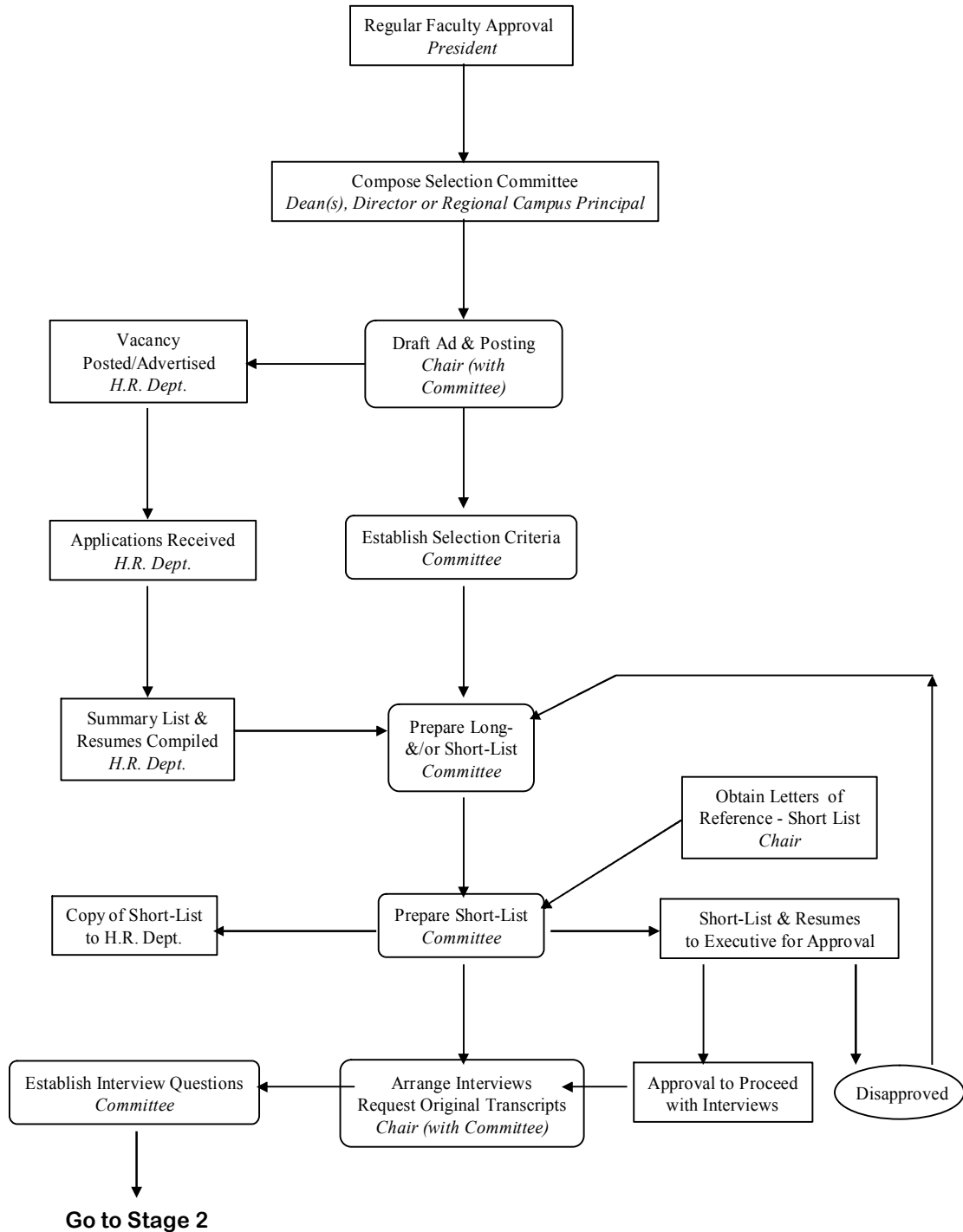
23.0 Unsuccessful Candidate(s)

All unsuccessful short-listed candidates who were interviewed will be personally contacted, preferably by telephone, by the Selection Committee Chair (or designate) after the successful candidate has accepted the offer.

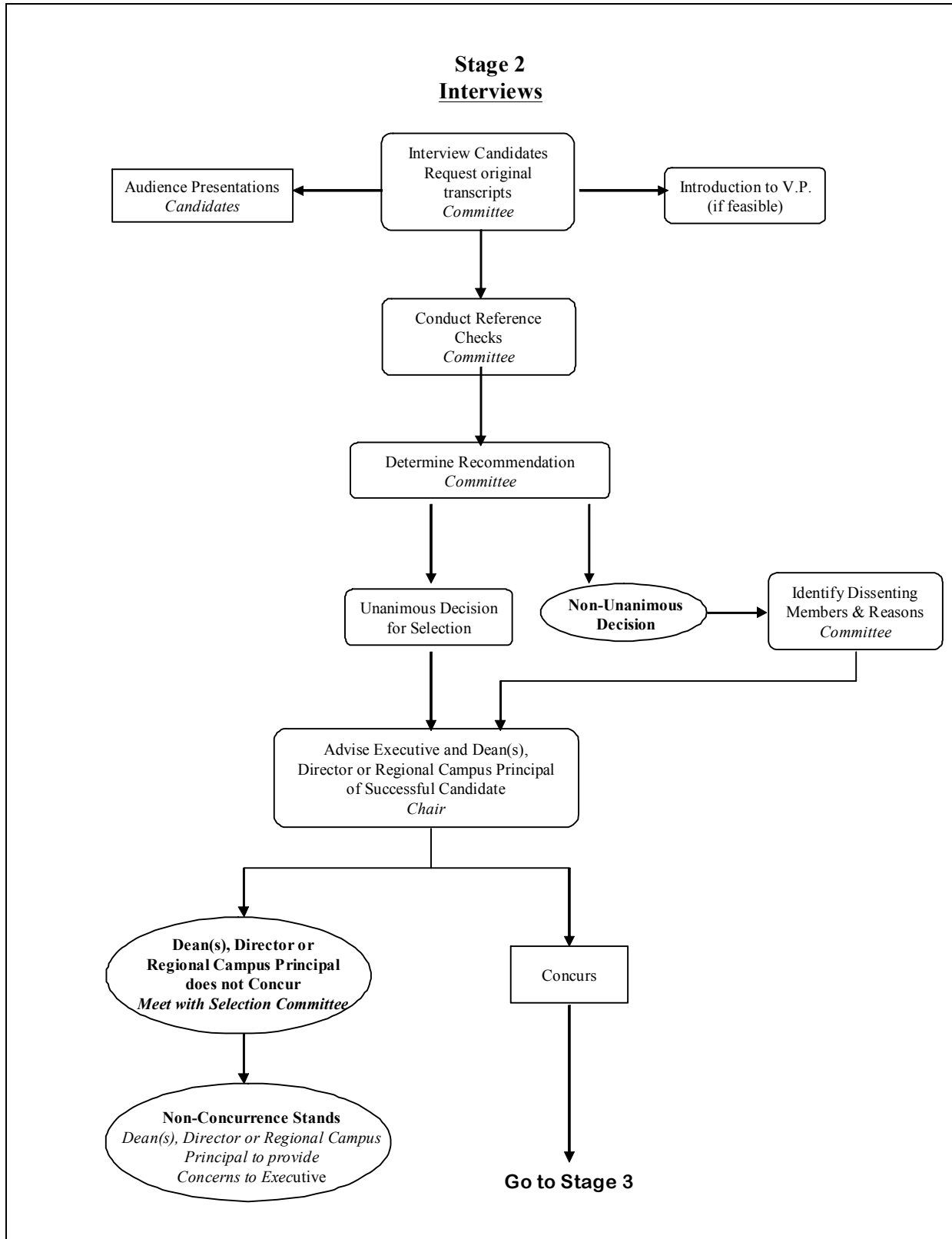
APPENDIX

A – Selection Process Flow Chart

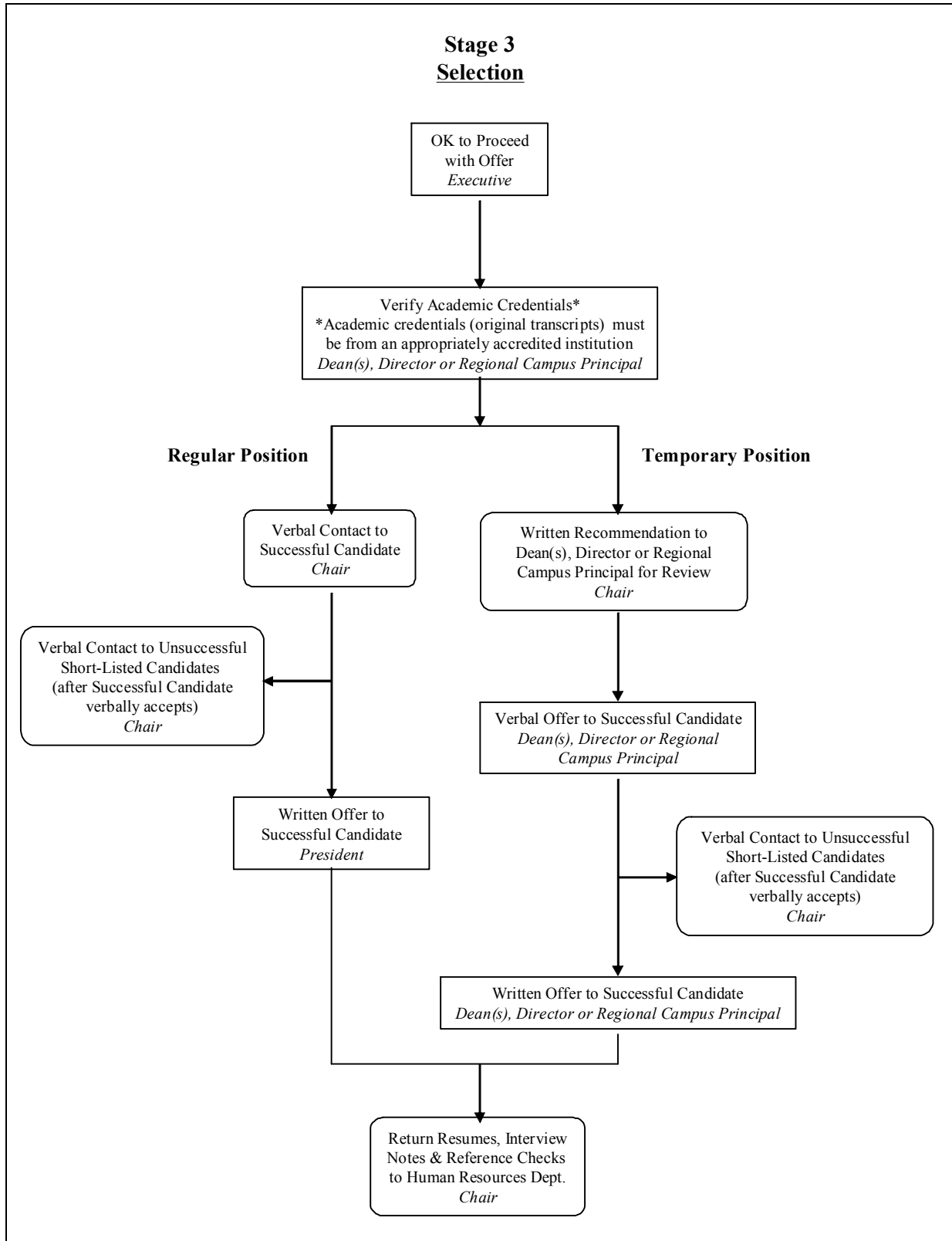
Stage 1
Committee Preparation



Selection Process Flow Chart



Selection Process Flow Chart



APPENDIX B

B – General Criteria for Selection Committee Consideration

The following is a list of basic criteria and the methods of assessment which may be used to determine the suitability of a candidate. The specific criteria will be determined by the nature of the position being filled (e.g. instructional or non-instructional).

This list is not comprehensive and is not intended to limit the flexibility of the Selection Committee to include other or more specific criteria relevant to the particular position. However, the criteria selected should be clearly identified in writing.

1. Academic and Professional Qualifications

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - academic qualifications* - degrees* and awards - professional qualifications (licences and certificates)* <p>* Academic credentials must be original transcripts from an appropriately accredited institution</p>	<ul style="list-style-type: none"> - relevant to the position - consistent with criteria set by the Selection Committee 	<ul style="list-style-type: none"> - curriculum vitae/résumé - original transcripts - interview - references

2. Experience

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - academic and professional non-teaching experience 	<ul style="list-style-type: none"> - relevant to the position - currency 	<ul style="list-style-type: none"> - curriculum vitae/résumé - credentials - interview - references

3. Potential or Demonstrated Teaching Experience/Instructional Skills

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - teaching experience - instructional skills 	<ul style="list-style-type: none"> - relevance of teaching experience consistent with qualifications identified by the Selection Committee - demonstrated ability to teach effectively and to accommodate the needs of different learners - demonstrated facility with different pedagogical techniques 	<ul style="list-style-type: none"> - previous teaching evaluations - interview - references - demonstration or lecture/presentation

4. Communication Skills with Students

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - listening - writing - speaking 	<ul style="list-style-type: none"> - demonstrated ability to express self clearly and effectively - demonstrated listening skills - demonstrated ability to handle conflict with students 	<ul style="list-style-type: none"> - sample of written work - previous teaching evaluations - demonstration or lecture/presentation - interview - references

5. Computer Literacy

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - computer literacy 	<ul style="list-style-type: none"> - ability to use relevant software 	<ul style="list-style-type: none"> - curriculum vitae/résumé - interview - test or demo

6. Educational/Instructional

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - sensitivity, thoughtfulness, consideration of educational issues including student evaluations, student motivation and the learning environment 	<ul style="list-style-type: none"> - demonstrates knowledge and understanding - meeting students educational needs 	<ul style="list-style-type: none"> - written statements - previous teaching evaluations - presentation - interview - references - committee work - liaison with high schools - advising - volunteer

7. Curriculum and Development

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - previous experience in curriculum or service development 	<ul style="list-style-type: none"> - demonstrated ability to develop curriculum or service plan 	<ul style="list-style-type: none"> - curriculum vitae/résumé - previous teaching experience - previous supervisory experience - demonstration or lecture/presentation - interview - references

8. Professional Development

Criteria	Detail	Methods of Assessment
- professional development related to development of teaching skills relevant to specific teaching assignment	- related study - demonstrated awareness of trends in teaching methodology - membership in professional organizations	- previous teaching evaluations - interview - references

9. Scholarly Activity and/or Professional Activity

Criteria	Detail	Methods of Assessment
- demonstrated scholarly or professional activity	- related study - conferences/presentations - peer reviews - papers published - grants awarded - membership in professional or scholarly organizations	- curriculum vitae/résumé - interview - references

10. Potential Contribution to Vancouver Island University

Criteria	Detail	Methods of Assessment
- knowledge and support of Vancouver Island University - commitment to and affinity with the philosophy and goals of the department and Vancouver Island University	- previous institutional and departmental service - evidence of working cooperatively within the institution - understanding of departmental and institutional goals	- curriculum vitae/résumé - interviews - references - written statement

11. Community Involvement

Criteria	Detail	Methods of Assessment
- recognition of local community needs	- record of local involvement in professional or community agencies	- documentation - interviews - references

12. Interpersonal Skills with Colleagues

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - sensitivity toward collegial issues - development of effective working relationships with colleagues - ability to deal with stress/conflict 	<ul style="list-style-type: none"> - demonstrated sensitivity; relates and responds to the needs of colleagues - response to stress and conflict in working relationships - demonstrated teamwork skills 	<ul style="list-style-type: none"> - supervisory evaluation - interviews - references

13. Work Habits

Criteria	Detail	Methods of Assessment
<ul style="list-style-type: none"> - organizational ability - attendance/punctuality - safe work practices (shops, labs) 	<ul style="list-style-type: none"> - good record of attendance and punctuality - demonstration of organizational and self-imposed deadlines - models and teaches safe workplace practices 	<ul style="list-style-type: none"> - supervisory and/or teaching evaluations - interview - references

14. Criminal Record Check (where deemed a requirement)

This offer would be made subject to completing a criminal record check which met the acceptable standards set by Vancouver Island University.

APPENDIX C

C – General Outline for Considering a Candidate Not Eligible to Work in Canada

1. Human Resources Development Canada requires that candidates currently not eligible to work in Canada *shall not be offered a position* until all eligible Canadians and permanent residents have been thoroughly reviewed and have been found not qualified or have declined an offer.
2. If the Selection Committee concludes none of the candidates currently eligible to work in Canada is qualified for the position, then a qualified foreign candidate(s) may be offered the position subject to approval by Human Resources Development Canada (if applicable), and the issuance of a work permit from Citizenship and Immigration Canada.
3. If the Selection Committee determines it wants to offer a position to a foreign candidate, the Chair of the Selection Committee will notify the appropriate member of the Executive and Human Resources. The recommendation will include a written rationale for recommending a foreign candidate.
4. If an offer is made to a foreign candidate it will include the phrase, "This offer of temporary employment is made subject to the receipt of the required HRDC and Canadian Immigration approvals."
5. If the candidate accepts the offer of employment, the Human Resources Department will contact Human Resources Development Canada (if applicable) and will cooperate with the Dean, Director or Regional Campus Principal in the preparation of the essential documentation, namely the Foreign Worker Application and the Foreign Academic Recruitment Summary.

This documentation is key to the individual's approval to work in Canada. If approval is granted, the documentation can then be taken by the foreign candidate to the closest immigration office or consulate to start the work permit procedure and subsequent permanent residency application, if applicable.

It is important to emphasize that the timeframe to approve an application can vary. At the time of this update (July 10th, 2008), HRDC is experiencing higher than usual volumes and approvals will take between 8 to 11 weeks.

APPENDIX D

D – Hiring and the Human Rights Act

To ensure the recruitment and selection decisions are based on bona fide individual assessment, the Human Rights Act prohibits discrimination because of race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex (including sexual harassment and pregnancy), sexual orientation, age and criminal or summary conviction that is unrelated to the employment or intended employment. **Only job-related considerations such as relevant skill, knowledge, and ability can be used to assess applicants. Seniority may be used where contractually required to rank candidates.**

Employer’s Rights:

- to define specific employment needs according to business priorities;
- to require job-related qualifications and/or experience;
- to hire, promote and assign the most qualified person for a specific position;
- to establish standards for evaluating job performance;
- to require adherence to clearly defined job descriptions and performance criteria;
- to discipline, demote or dismiss incompetent, negligent or insubordinate employees;
- to set employment terms and conditions;
- to establish salary and wage scales either independently or through negotiations; and
- to expect a full and impartial investigation of any complaint filed against it under the Human Rights Act.

Applicant’s Rights:

- to be considered for jobs on the basis of individual assessment;
- to be given a clear statement of the skills, knowledge and ability as well as experience and education required for the job;
- to be informed of duties and performance expectations;
- to be advised of shortcomings and permitted an opportunity to improve job performance;
- to work in an environment that is free from discrimination and harassment; and
- to file a complaint without fear of reprisals.

Age:

Applicants may be asked if they have reached the legal working age in B.C. (15). An applicant’s actual age may be asked by Human Resources **after hiring** for benefit and insurance plans.

Race, Colour, Ancestry, Place of Origin:

All persons legally entitled to work in Canada must be given equal employment opportunity unless there is a legal restriction stating otherwise. The job-related question is whether the applicant is a Canadian citizen, permanent resident or holds a valid work permit. Do not ask “ice-breaker” questions such as the origin of an individual’s accent. If fluency in English is a bona fide

requirement for the position, the Search Committee is justified in questioning the applicant to ensure that he/she meets the criteria.

Criminal or Summary Conviction:

All inquiries about criminal or summary convictions are discouraged unless related to job duties. You are not entitled to ask a job applicant who has been pardoned for a criminal conviction to reveal the nature of the conviction, but you are entitled to ask if an applicant has a criminal record; again this should be related to the position under consideration.

Education:

Any educational requirements should be related to job duties as listed in the job posting/job description.

Mentally or Physically Challenged:

An applicant's disability is relevant to the job only if it prevents that person from effectively carrying out the essential components of the job. Applicants may be asked job-related questions concerning ability to do the essential components of the job. Vancouver Island University is prepared to make reasonable accommodations to enable the hiring of such individuals.

Political Belief:

Ask questions regarding political beliefs and philosophy only if directly relevant to the position in question.

Religious Belief:

Applicants may be asked job-related questions such as whether they are available for the specific or required work times. Vancouver Island University will take reasonable steps to accommodate the religious needs of candidates.

Sex, Sexual Orientation, Marital Status, Family Status:

Information regarding spouse, children and/or dependents required for benefit and pension plans can be obtained **after hiring** by Human Resources. You cannot ask questions regarding pregnancy, child care arrangements or child bearing plans. Do not ask questions regarding marital status, e.g. whether the applicant is single, married, divorced, engaged, separated, widowed or living common-law.

Need Help???

Please feel free to contact the Human Resources Department (250-740-6284) if you require assistance in the wording of potentially sensitive areas of interview questioning.

APPENDIX E

E – Selection Committee’s Recommended Short List for Regular Faculty Positions

Copy and submit to Human Resources when finalizing the competition file.

SECTION A

Competition #: _____

Department: _____

Chair: _____

Selection Committee: Voting Members

Departmental Members:

External member(s): _____

Selection Committee: Non-Voting Member(s)

SECTION B

List each candidate selected for the short-list and attach his or her curriculum vitae/résumé:

(All must be Canadian citizen or have Permanent Residence status.)

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

SECTION C

Approval of Short-List:

Committee Chair

Date: _____

Dean(s), Director or Reg. Campus Principal

Date: _____

Vice-President

Date: _____

Selection Committee Authorized to:

Proceed _____
Not Proceed _____

APPENDIX F
F – Recruitment Signature Form

Copy and submit to Human Resources when finalizing the competition file

Name of Candidate: _____ (Please Print)

Position Applied For: _____ Competition Number _____

Part I Recruitment Signature Form

The *Freedom of Information and Protection of Privacy Act* requires that Vancouver Island University obtain written authorization from job candidates before conducting reference checks and that the information collected will be protected in compliance with the above mentioned Act. Therefore, please sign below to indicate your authorization.

I give my authorization to representatives of Vancouver Island University to contact the referees whose names I will provide as well as any additional names that may be requested for the purpose of conducting employment reference checks relevant to my application of employment. The University is entitled and permitted to initiate enquiries to obtain information regarding former employment including, but not limited to, such matters as length of employment, salary, quality and quantity of work, attendance, job responsibilities and other job-related matter which can reasonably be said to be relevant to employment with the University. I understand that the University may require additional referees if those provided do not include my current and previous supervisors.

Signature

Date

Please indicate whether or not you would like to be notified prior to a Selection Committee representative contacting your referee(s):

It is not necessary to contact me prior to speaking with my referee(s). Please contact me prior to speaking with my referee(s).

Part II Certification of Information

I hereby certify that all information provided in my interview and on my resume is true and accurate to the best of my knowledge. I understand that if at a later date false or misleading information in connection with this application becomes evident, it may adversely affect my employment status at the University.

Signature

Date

Witness (Selection Committee Member)

Date

FOR SELECTION COMMITTEE USE ONLY

All candidates must sign both sections at the time of their interview. Referees will be contacted only for short-listed candidates. Once the recruitment process is complete, please return this form to Human Resources.

APPENDIX G

G – Approval for Regular Offer to Candidate

Copy and submit to Human Resources when finalizing the competition file

SECTION A

Indicate the name of the candidate which the Selection Committee is recommending:

SECTION B

List of other acceptable candidates should the above noted candidate decline an employment offer:

- 1. _____
- 2. _____
- 3. _____

In rank order: Yes _____ No _____

SECTION C

Approval to proceed with offer to candidate:

Committee Chair

Date: _____

Dean(s), Director or Reg. Campus Principal

Date: _____

Vice-President

Date: _____

Selection Committee Authorized to:

Proceed _____

*Not Proceed _____

*If no concurrence please refer to point 18.

APPENDIX H

H – Reference Documents

Copy and submit to Human Resources when finalizing the competition file

The following documents, which may be of assistance to you in your role on a Selection Committee, are available in the Human Resources Department:

- Salary Scale (BCGEU or VIUFA)
- Benefit Information Sheet (BCGEU or VIUFA)
- Sample Interview Questions