

January 8, 2020

CUPE 3903 Hiring Procedure for Equity Officer part-time, permanent - 2020 (adapted from the 2019 Term Staff Representative hire protocol, which was based on the 2017 Administrative Coordinator, term procedure, which was based on the May 2011 Administrative Coordinator procedure, and December 2006 Staff Rep procedure)

Proposed Timeline:

Rank-and-file committee members elected at the January GMM - January 9th, 2020

Exec committee members elected at exec meeting - January 13th, 2020

By January 17th - Committee works on and then distributes Job Posting (this becomes the posting date)

By January 31st - Deadline for application (the posting must be available for a minimum of 10 working days)

By February 6th - Deadline for Candidate selection

Week of February 10th - interviews

Projected start date, if at all possible: February 25th

It is understood that the hiring committee will have the ability to adjust the timeline if necessary (e.g., if the committee deems a second set of interviews is required). This timeline should not restrict the committee from doing due diligence in its interviews and discussions of candidates.

Hiring Committee: The hiring committee shall consist of five members with three additional members designated as alternates to the committee. Of the five members two will be elected from the general membership, and three will be elected from the executive committee, with at least one being a member of the 1281-3903 Labour-Management committee. Of the three alternates two will be elected from the general membership and one will be elected from the executive committee. The committee is able to make a decision with a minimum of three members.

General members who serve on the hiring committee for its duration will receive a \$250 honorarium. Members who are removed from the committee due to conflict of interest or withdraw for any reason will be given a per diem of \$50 for any days of committee work already performed. Any alternate who is called to replace a committee member will be given a per diem of \$50 for work completed. On days when the committee meets for three or more hours food will be provided for the committee.

Decision Making Power of the Hiring Committee: It is understood that the hiring committee shall make its decision independently of the input or interference of either the Executive committee and/or the GMM and/or members at large. Once the hiring committee has made its decision, it will request approval from the Executive. Unless otherwise indicated, the hiring committee will operate on a consensus model and may turn to a majority vote in case of impasse. The committee shall maintain records of meetings, and decisions and other notes as outlined in these procedures. These records will be turned over to the Chairperson for secure, confidential storage once hiring is complete.

CUPE 1281 Observer: The committee must ensure that a CUPE 1281 observer attends all meetings and interviews as per the CUPE 1281 collective agreement (11.03). The hiring committee will notify CUPE 1281 at least five working days in advance of meetings and interviews. The observer has speaking rights solely with respect to the provisions of the 1281 Collective Agreement and is not to have input on the hiring committee's deliberations regarding a candidate's suitability for the position.

Logistics Assistant: An Executive member will be assigned to the committee to assist with logistical tasks. These tasks may include, but are not limited to, booking rooms for meetings and interviews, anonymizing applications, assisting with equity issues, and fulfilling accommodation requests. This logistics assistant will be bound by the confidentiality guidelines outlined below. The logistics assistant may be privy to applicant information as necessary to fulfil their role but is not to be present for, nor have input on, the hiring committee's deliberations regarding a candidate's suitability for the position.

Equity Approach to Hiring: The hiring committee will apply the Local's equity approach to hiring. That is to say, the hiring will be done on the basis of the job description, with the broadest understanding of possible skills and experience required for the job. This approach and associated tools were created by the Local in Fall 2006 and have been applied to all subsequent hiring processes.

This equity approach to hiring shall be considered throughout the process, such as in the definition of criteria for the evaluation of the applicants, the job posting description, and the design of interview questions and all resultant deliberations. Equity considerations shall be taken into account when scheduling interviews and all possible accommodations made.

Conflict of Interest:

Any member applying for this position cannot sit on the hiring committee. If an Executive member applies for the position and is short-listed as a candidate, they must resign from their role on the Executive or withdraw their application.

Any member of the hiring committee who has a close relationship with a candidate that could influence their decision-making (positively or negatively) must declare a conflict of interest.

The definition of a "close relationship" is necessarily vague. Any committee member who even suspects their relationship with a candidate may be viewed as a conflict shall disclose this relationship to the rest of the committee. Where doubt exists that the relationship constitutes a conflict, the committee is empowered to decide whether a conflict exists but must record its reasoning.

The following are automatically conflicts of interest:

- Applicants and committee members who are relatives

- Applicants and committee members who are or were intimate partners currently or in the past
- Applicants and committee members who have lived together currently or in the past
- Applicants and committee members who are or have been involved in legal proceedings with each other
- Applicants and committee members who have an employment relationship with each other such that the applicant or member are the supervisor/employer of the other

Committee members with conflicts of interest with particular candidates must step aside for decisions related to that particular candidate and an alternate will step in. If the removal of all members with conflicts of interest would lead to the hiring committee having less than three individuals, then the committee can ask for an emergency Executive Committee meeting to elect further members. If members with a conflict of interest remain on the committee, extreme care must be taken to ensure the member-applicant conflict of interest is minimized. This protocol is written to allow for members with conflicts of interest to remain, but this should only be done if absolutely necessary.

Confidentiality:

The hiring committee is responsible for ensuring all hiring discussions and decisions are kept confidential. All members of the committee are bound by the following confidentiality procedures:

- The names of applicants and all discussions and deliberations must remain confidential unless otherwise noted in this procedure. This confidentiality extends beyond the term of the committee. Committee members must refrain from discussing applicants, and their deliberations, even once the hiring process has been completed.
- Executive members of the 3903-LMC may be approached for procedural clarification, and assistance with equity issues and the equity approach to hiring but cannot be privy to any discussions on hiring or the identity of applicants unless they themselves are members of the hiring committee.
- A member of the executive committee will be assigned to the hiring committee to assist with logistical tasks, as outlined above. This logistics assistant may have access to applications and candidate information as necessary to fulfil their role but cannot be privy to discussions or deliberations of the committee. The assistant is responsible for receiving and anonymizing applications prior to shortlisting of candidates. At no point shall the hiring committee have access to de/non-anonymized applications until the shortlisting is completed in its entirety.
- The CUPE 1281 Observer must be invited to all meetings and interviews and will therefore be privy to discussions. However, the Observer must not participate in discussions of an applicant's suitability and shall only be engaged in discussions related to provisions in the CUPE 1281 Collective Agreement.

Job Posting and Criteria for Evaluation of Applicants: Upon being formed, the hiring committee shall immediately set out to determine the criteria for the evaluation of applicants and design the job posting. The list of criteria for evaluation shall be developed in accordance with

the equity hiring approach and based on the job description. The job posting/notice shall contain the classification, qualifications, location, duties, hours of work, salary rate, date of commencement of employment, term, probationary period, the date of notice and the method of making application, as laid out in the CUPE 1281 Collective Agreement (10.01.2).

- The qualifications will be informed by the list of criteria for the evaluation of the applicants determined by the committee.
- The hire is for an “Equity Officer,” duties can be found within the job description, which is set out in Appendix 2 in the CUPE 1281 Collective Agreement.
- The classification, location, hours of work, salary rate, term, probationary period, and date of commencement of employment shall be given to the committee by the Chairperson.

Receipt of Applications: The logistics assistant shall receive all applications and anonymize them before delivering them to the hiring committee for shortlisting. Anonymization will include removing names, email, mailing address, and phone numbers from all submitted material. Any other identifying information shall also be removed providing its removal does not substantially change the intent or quality of the submitted material. The logistics assistant shall not de-anonymize applications until the short listing of candidates has been completed in its entirety.

Shortlisting Applicants: The criteria for the evaluation of the applicants developed by the hiring committee will be used to shortlist applicants. The committee must discuss how they will judge whether a candidate meets the listed criteria before commencing with shortlisting, with the goal of consistency across candidates and amongst committee members.

A minimum of three applicants and a maximum of five will be interviewed, with some ability to interview more candidates if candidates are tied in ranking for shortlisting. While shortlisting applicants:

- Each committee member shall evaluate whether they believe the candidate meets each of the evaluative criteria independently. In cases where someone remains on the committee that has a conflict of interest with a candidate(s) they must not evaluate that candidate’s application.
- The number of evaluative criteria met by each candidate shall be scored as a percentage (e.g., if 8 out of 10 criteria are met, they meet 80% of the evaluative criteria). Where the independent evaluation of committee members has led to disagreement on whether the candidate meets the criteria, the committee will discuss the issue and come to a decision. Any member in a conflict of interest with the candidate cannot participate in this discussion.
- Candidates who meet 80% of the evaluative criteria will be put into pile ‘A’. The rest will be put into pile ‘B’.
- If pile ‘A’ is five or fewer candidates they will all be contacted for interviews.
- If pile ‘A’ is more than five candidates, a ranking system will be used to shortlist from pile ‘A’.

- The ranking system will be decided upon by the hiring committee. Each committee member will individually rank the candidates from pile 'A' and the five candidates with the highest scores overall will be interviewed.
- If candidates are tied in ranking, the committee may choose to interview more than five provided that the timelines set up by this procedure are not overly extended.
- If pile 'A' is less than three candidates, then the applicants in pile 'B' can be ranked as above and the candidates with the highest scores overall added to pile 'A', until three candidates are present in pile 'A'.
- If the committee is concerned that there are less than three candidates that would be able to fulfil the position if hired, the committee may request that the Executive Committee reopen the applications.

Interview Questions: The hiring committee will design interview questions. The questions must address the criteria for the evaluation of applicants and shall be designed to elicit responses that demonstrate the key skills and experiences noted in the criteria. The questions shall be a mix of scenario questions and more direct, factual answer-type questions. All interview questions will be asked to all applicants.

Note: If there are 13 criteria, there do not need to be 13 questions. Rather, one question might shed light on multiple criteria.

Conducting Interviews: The hiring committee must prepare forms for recording interview notes and decide how to score the criteria for each candidate. In the past a chart has been created with questions in one column, possible criteria covered in the next, then a third column for comments. A separate sheet was used to score criteria for each candidate. The hiring committee shall attempt to equalize the experience of candidates, ensuring that candidates have the same opportunities to showcase their skills and experiences, and that they are evaluated in a consistent manner.

If there are members of the committee in a conflict of interest with any candidate being interviewed, they must not participate in the interviews for that candidate or any discussions involving the candidate(s) in question.

The interview procedure will be as follows:

A) During the interview, each committee member will make notes on the interviewee's answers to each of the questions.

B) At the end of each interview, each hiring committee member will use their notes to assign their own scores to each of the criteria.

A) and B) shall be done by each member without discussion with other committee members.

C) Once all interviews have been conducted, each committee member will rank the candidates according to the score they gave each candidate.

D) The committee will review their rankings and the highest ranked candidate overall will be the recommended candidate.

If two candidates are tied, the committee will carry out second interviews, following up with more in-depth questions on a) specific areas where the candidates are closely ranked, and b) areas in which they are weak. Designing these more in-depth interview questions will follow the same procedure used earlier and recording notes of the interview will proceed as before. Job posting criteria must still be followed at this stage, and no new criteria added. After the second round of interviews a decision will be made by majority vote.

The recommended candidate will be brought to the Executive for approval.

Executive Approval: The committee will bring the recommended candidate to the Executive for approval. The committee will present their report during an in-camera session of the Executive Committee meeting. A written report must be submitted to the Executive committee at the same time. The committee's report to the Executive will outline their procedures, including the number of applicants, the number of interviews granted, the criteria for evaluation of applicants and how the committee evaluated the applicants' knowledge and experience. The committee will name the recommended candidate and give a description of how the candidate meets the criteria for evaluation of applicants. Only the qualifications of the recommended candidate shall be discussed; no other applicants should be named or described.

Post-Hiring: In addition to the hiring committee reporting to the Executive, they will also submit a written report to the Recording Secretary ahead of the GMM immediately following Executive approval of hiring. A member of the hiring committee shall also present this report at the GMM. This report will be for information purposes and the agenda item will clearly state that this is for information rather than approval of members, in order to uphold the principles of confidentiality and privacy of candidates and ensure a smooth and welcoming environment for the new candidate. The report for the GMM shall outline the criteria for evaluation of applicants and how the committee evaluated the applicants' knowledge and experience. Unlike the report to the Executive, the report to the GMM shall focus only on procedures and not on candidate qualifications and shall not name applicants/candidates.

The Executive members of the 3903-1281 LMC will draft a statement welcoming and introducing the new staff member to the Local, which may include relevant background details on the new staff member. This task is not the responsibility of the hiring committee.

After the report is given to the GMM, the hiring committee will turn over all applications, meeting and interview notes to the Chairperson. The Chairperson will be responsible for ensuring the secure, confidential storage or disposal of the aforementioned material.

After the completion of the hiring and reporting processes, committee members shall refrain from any further discussions of any kind of their deliberations and of applicants.