

Standard Operating Procedure

Human Resources and Employee Relations

Procedure: CPM Recruitment Standard Operating Procedure
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Implementation Date: 03/20/2008

A standard operating procedure describes the established steps and processes for completing specific tasks. A standard operating procedure is to be compliant with applicable collective agreements, government acts and regulations and University policies and procedures.

Description:

This standard operating procedure applies to the recruitment for vacant positions within the Confidential, Professional and Managerial (CPM) group.

1. Procedure (General):

****For the detailed, step-by-step procedure, managers may access the flowchart entitled [“CPM Recruitment Process Flowchart”](#) (click on “Other Secure Services for Managers”)**

- 1.1 In order to conduct a fair and transparent selection process, and in order to provide existing employees with an opportunity to advance their careers within the University, all vacancies arising for CPM positions will be posted.
- 1.2 Exceptions to this policy will be made with the approval of the Assistant Vice-President (AVP), Human Resources & Employee Relations.
- 1.3 The recruitment for all CPM vacancies will be guided by relevant University policies and government legislation including, but not limited to, the following:
 - a) Ontario Human Rights Code
 - b) [Employment Equity Policy](#)
 - c) [Affirmative Action Plan for Non-Academic Hiring to Achieve Employment Equity](#)
 - d) [Accommodation in Employment for Persons with Disabilities](#)
 - e) [Common Records Schedule](#)
 - f) [Hiring and Supervision of Individuals who are Related Persons or in a Personal](#)

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[Relationship](#)

2. Posting Procedures:

To initiate the posting of a CPM position, the Hiring Manager shall:

- 1) Obtain approval for recruitment from the appropriate President/Vice-President/Dean/Principal/University Librarian.
- 2) Complete and forward approval [documentation](#) (Recruitment Request Form, Job Summary and Organization Chart) and any additional posting information to [Compensation, Pension and Benefits](#), who will verify position details and forward to [Recruitment](#) for posting.

3. Search Procedures:

Hiring Managers are encouraged to utilize the services of Recruitment, which include:

- 1) Intake session to confirm position details and key selection criteria.
- 2) Strategic sourcing strategy.
- 3) Review and screening of resumes to identify applicants who meet the selection criteria.
- 4) Assistance during the interview process, including support to develop the interview structure, questions, and participating on the interview panel.
- 5) Counsel and support throughout the recruitment process.

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The following steps will be taken while conducting a search:

- 1) The posting will be listed on the University website and other applicable external job boards for a minimum of 5 business days following the first day of posting, and both internal and external applicants may apply.
- 2) Applications will be collected and forwarded to the hiring manager, who will conduct the candidate assessments.
- 3) The candidates that best meet the key hiring criteria will be interviewed.
- 4) The Hiring Manager maintains a recruitment file that will ultimately contain the following documentation: Recruitment Request, Job Summary, Organizational Chart, interview questions/notes, reference checks, Employee Transaction Form (ETF), and Employment Equity Hiring Form (EEHF). The Hiring Manager will retain their recruitment file for 7 years after the appointment is made, as per the [Common Records Schedule](#). Applications from unsuccessful external applicants should be destroyed after one year.

Making the Offer:

An offer of employment is made to the successful candidate. Upon acceptance, the hiring department issues a letter of offer. Verbal and written offers of employment must be consistent with [CPM Salary Administration Guidelines](#).

Corresponding paperwork and follow-up:

- a) If instructed to do so by the Employment Equity Officer, the Hiring Manager completes the *Employment Equity Hiring Form (EEHF)*.
- b) In order for an employee number to be generated and payroll set up, the Hiring

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Manager forwards the required documentation to the Recruitment Officer: *Employment Equity Hiring Form (EEHF)* (if applicable), *Employee Transaction Form (ETF)*, and a copy of the signed offer letter. The Recruitment Officer will add a copy of the new hire's application package. As per the [Common Records Schedule](#), HR/ER will retain its recruitment file for 7 years after the appointment is made, with the exception of the new hire's application package, which is retained indefinitely in the (HR/ER) employee file.

- c) Recruitment schedules the new hire's orientation and notifies the Hiring Manager of the orientation date.
- d) If there are no qualified candidates, or no candidate accepts the position, the search may continue.

4. Temporary Positions:

- 4.1 All temporary positions shall be posted unless an exemption is obtained from the AVP, Human Resources & Employee Relations, consistent with the "[CPM Waiver Policy and Procedure](#)".
- 4.2 If the status of the temporary position changes to a continuing position, then the position shall be posted unless an exemption is obtained from the AVP, Human Resources & Employee Relations, consistent with the "[CPM Waiver Policy and Procedure](#)".

5. Procedure to Request a Waiver from the Requirement to Post a CPM Position:

Please see the related Standard Operating Procedure "[CPM Waiver Policy and Procedure](#)".