



**BRANDON
UNIVERSITY**

Non-Academic Recruitment Guidelines

This document is available in an alternate format.

Updated 2021

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Non-Academic Recruitment Guidelines

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Introduction

These guidelines support Brandon University's mission "to be a leading engaged innovative university" and will serve as a resource for all departments and units as we work to recruit exceptional support staff, non-academic staff and Academic Administrators.

Our Ethical and Legal Obligations

Brandon University has an ethical obligation to:

- ✓ strive for equity in the workplace
- ✓ eliminate employment barriers experienced by those in the designated groups (as listed below under *Basic Principles of Diversity and Employment Equity*)
- ✓ ensure no person is denied employment opportunities for reasons unrelated to ability
- ✓ be inclusive of all community members
- ✓ enhance employment and economic growth
- ✓ promote social justice

Brandon University has a legal obligation to comply with the requirements of all relevant legislation, including *The Manitoba Human Rights Code*, *The Freedom of Information and Protection of Privacy Act*, *The Personal Health Information Act*, *Personal Investigations Act*, *Temporary Foreign Workers Program*, *Accessibility for Manitobans Act*, as well as internal policies and collective agreements that govern the various groups of faculty and staff.

At each stage of the recruitment process, be mindful of the need to accommodate applicants. Consider providing the vacancy posting in an alternate format, and asking candidates if they require any accommodations for their interview (including accessible space or supplying the interview questions in a written format). The active offer, a statement inviting candidates to inform the University of any accessibility needs, is found on all vacancy postings. As an employer, Brandon University is obligated to acknowledge the needs and requirements of applicants and to reasonably accommodate them upon their request.

Basic Principles of Diversity and Employment Equity

Our commitment to diversity and equity affords us the opportunity to:

- ✓ serve the needs and expectations of customers better,
- ✓ attract, retain, motivate and develop the best-suited and most-qualified people,
- ✓ be recognized as a socially conscious and progressive university which respects and is inclusive of differences and integrates this diversity into all aspects of the campus community

Diversity is the recognition and acknowledgement of individual differences. In the context of the workplace, valuing diversity means creating an environment that respects and includes differences, recognizing the unique contributions that individuals with varied experiences, backgrounds, and perspectives can make.

Brandon University regards individual merit as the prime criterion for the employment of new staff. Our hiring practices and the qualifications required for each position are to be fair and equitable for everyone. We are committed to ensuring that candidates are not advantaged or disadvantaged based on membership in either a dominant or marginalized group or based on protected characteristics, as outlined in the *Manitoba Human Rights Code*.

The *Manitoba Human Rights Code* aims to protect the individual worth and dignity of every person. The Code prohibits differential treatment of individuals and groups, to their disadvantage and without reasonable cause, on the basis of a protected characteristic. In Manitoba, the protected characteristics are:

- a) ancestry, including colour and perceived race;
- b) nationality or national origin;
- c) ethnic background or origin;
- d) religion or creed, or religious belief, religious association or religious activity;
- e) age;
- f) sex, including sex-determined characteristics or circumstances, such as pregnancy, the possibility of pregnancy, or circumstances related to pregnancy;
- g) gender identity;
- h) sexual orientation;
- i) marital or family status;
- j) source of income;
- k) political belief, political association or political activity;
- l) physical or mental disability or related characteristics or circumstances, including reliance on a service animal, a wheelchair, or any other remedial appliance or device;
- m) social disadvantage.

The Manitoba Human Rights Code section 23(1) states that an individual has up to one (1) year to file a complaint regarding an alleged contravention of the *Code*. **At the conclusion of the search process, it is vital that all documentation related to the recruitment is retained in the office of the Dean/Director/Unit Head of the hiring department, or as described in the applicable selection policy document. The documentation is to be retained for eighteen (18) months.**

The link to *The Manitoba Human Rights Code* is:
<http://web2.gov.mb.ca/laws/statutes/ccsm/h175e.php>.

Employment equity means more than treating persons the same way but also requires special measures and the accommodation of differences. The term *reasonable accommodation* is often used for the removal of such barriers to employment.

The *Employment Equity Act* requires employers to engage in proactive employment practices to increase representation of four designated groups:

- ✓ women
- ✓ visible minorities/racialized groups
- ✓ Indigenous peoples
- ✓ and persons with disabilities

Outreach sources, such as some of the organizations listed below, offer the opportunity to advertise the position by reaching the four designated groups rather than relying solely on the usual external resources. As well, it shows that our university is serious about casting a wide net.

Outreach sources may include:

- ✓ The First Perspective (National)
Phone: 204-645-4214 Peguis, MB
- ✓ First Nations Voice (National) - <http://www.firstnationsvoice.com>
Phone: 204-256-0645 Scanterbury, MB
- ✓ Manitoba Government Disability Issues Office
- ✓ Diversityworking.com <http://www.diversityworking.com/>

A more comprehensive list of outreach sources can be found on the Human Resources webpage (<https://www.brandonu.ca/hr/recruitment/>).

To ensure that we make every effort to reduce or remove barriers to employment, Brandon University has created both [pre-employment](#) and [employment practices](#) which align with the Accessibility for Manitobans Act legislation and its Accessibility Standard for Employment. All recruitments must follow the practices to ensure fair and equitable accessibility to all.

The selection committee needs to be sensitive to issues of equity or unintentional bias as well as to be aware of any gap in representation within the area. The Diversity and Human Rights Advisor or a Human Resources Officer is available to offer guidance and assistance throughout the recruitment process.

Step 1: Permission, Preparation and Posting

Permission

In most cases, the need to fill a position is a result of a resignation, extended leave of absence, or for temporary assistance.

For new positions, the Unit Head receives approval to recruit through the annual staffing process or, outside of that process, through President's Executive Council (PEC).

Preparation

When hiring for MGEU, IUOE and Exempt positions, reviewing, revising and updating a job description is an important first step. Because the nature of support positions can evolve, it is

important for the Dean, Director or Unit Head to contact Human Resources to ensure there is a current and up-to-date Job Description Questionnaire (JDQ) on file. If not, a JDQ should be completed and sent to HR for evaluation.

For new positions, a Job Description Questionnaire is to be completed and forwarded to Human Resources for evaluation before moving forward in the recruitment process.

MGEU, IUOE and Exempt ESS and MPO

MGEU, IUOE and Exempt positions have specific experience and qualifications for their positions and therefore job postings will reflect the experience and qualifications as identified in the JDQ. Qualifications for a position must be based on the job that is to be done. Be mindful of what is essential and what is desirable. It is important to be aware of the full range of responsibilities so that the evaluation of candidates will focus on objective, job-related requirements, and irrelevant factors which could lead to bias or systemic discrimination will be avoided.

Posting

Once permission has been granted to fill a vacancy, job vacancies must be posted on campus for a minimum of five (5) working days. Postings must be distributed campus-wide prior to being advertised externally.

To initiate the posting for MGEU, IUOE or Exempt staff:

- ✓ a [Position Approval Form](#) Step 1 (Appendix A) must be completed, signed and forwarded to Human Resources. HR will scan the completed form to the hiring manager to retain for use when the preferred candidate has been chosen. At that time, Step 2 will be completed to initiate the contract.
- ✓ HR will prepare the job posting (Appendix B), distribute it to all designated areas on campus and post the vacancy on the Brandon University [Employment Opportunities](#) webpage and [Service Canada](#) website.
- ✓ For Academic and Non-Administrator postings, the hiring area prepares the posting using the [Position Vacancy template](#) found on the HR Forms webpage and HR approves it.
- ✓ To advertise externally, the hiring area prepares the external ad using the External Vacancy Template (Appendix C) found on the [HR Forms webpage](#).
- ✓ Once completed, send it electronically to Human Resources for approval **prior to** advertising it externally.
- ✓ To advertise externally, complete the [HRAdworks External Advertising Form](#) found on the HR Forms webpage.

When submitting the HRAdworks form and electronic copy of the posting to HRAdworks, remember that the closing date for the external ad must be the same as the closing date of the internal posting distributed on campus.

Because this is a confidential process, all applications for support staff positions are to be sent to and received by Human Resources. Once the competition has closed, Human Resources will prepare a list of all applicants, identifying internal and international candidates and provide the

applications and candidates' listing to the Dean, Director or Unit Head. This package contains confidential information and must be treated as such.

Upon completion of the recruitment process, the Dean/Director of the department must retain documents and committee notes related to the search for the required eighteen (18) months.

Step 2: Forming the Selection Committee

The Dean, Director or Unit Head will chair the selection committee and is responsible for the composition of the selection committee. When forming a selection committee, it is important to pay attention to the make-up of this group. Including people who represent some of the "designated groups", as defined by the *Employment Equity Act* is recommended. Do you have women, Indigenous peoples, visible minorities/racialized groups or people with disabilities on your selection committee? A diverse group means you will benefit from many different perspectives which may lead to better decision making. It also signals to candidates that we are serious about promoting and valuing diversity at Brandon University.

BEST PRACTICE: A representative from Human Resources can add value as a resource participant for the Selection Committee. This can help to ensure regulatory and compliance related matters are addressed throughout the recruitment process.

The selection committee should consist of at least two (2) individuals who will either work closely with or along with, the successful candidate. It is not recommended to have the departing employee sit on the selection committee. A Human Resources Officer can be available to participate on the selection committee if requested. Selection committee members should be aware of the time commitment expected of them to review applications, interview candidates and subsequently deliberate and evaluate candidates. Members of the selection committee are required to participate in all candidate interviews.

Selection Committee representation and processes for establishing the Selection Committee for Academic Administrators is outlined in the Brandon University Board of Governors [Policy on the Appointment and Review of Academic Administrators](#).

Selection Committee representation and processes for establishing the Selection Committee for Non-Academic Administrators is outlined in the Brandon University Board of Governors [Policy on the Appointment of Non-Academic Administrators](#).

Basic Principles for the Selection Committee

There are three basic principles the selection committee should be aware of:¹

1. **Principle of Confidentiality:** Everything that happens within the selection committee meetings is confidential. **Applications must be kept confidential to the selection committee. The duty to maintain confidentiality extends beyond the conclusion of the selection.** Members should be reminded at the start of each meeting that discussions and materials be retained within the confines of the meetings.

References should not be contacted without the explicit consent of the candidate.

Feedback must not be solicited from sources other than from those provided by the candidate. In order to keep the integrity of the reference checking, no one other than the Dean, Director or Unit Head should speak with the references.

The Freedom of Information and Protection of Privacy Act (FIPPA) declares that all application materials, including letters of reference will be held in strict confidence. FIPPA section 7(1) states “Subject to this Act, an applicant has a right of access to any record in the custody or under the control of a public body, including a record containing personal information about the applicant.” FIPPA can be found online at <http://web2.gov.mb.ca/laws/statutes/ccsm/f175e.php>.

Record Retention: In keeping with maintaining confidentiality, at the end of the selection committee’s deliberations, members will be required to return **all** materials (resumes, personal notes, evaluations, etc.). **It is imperative that all documents are returned to the Dean/Director of the hiring department. Original documents are to be retained for eighteen (18) months and shredded thereafter.**

2. **Principle of Integrity:** Make sure that all candidates are evaluated by the same procedures and criteria. Friends of candidates should not call them with inside information. Information you give to one candidate should consistently be given to all.

Conflict of Interest: Committee members should declare any personal relationships with candidates that might unduly impact their objectivity and consider excusing themselves when appropriate to ensure no conflict of interest or appearance of conflict of interest. As the Chair, the Dean/Director/Unit Head asks the question: “Does anyone have a conflict of interest or possible conflict of interest with any of the candidates?” Examples of situations where there may be a conflict of interest include being related to the candidate or having a personal relationship with the candidate that may potentially jeopardize objectivity through the process.

Ethical Behaviour: Committee members are discouraged from researching candidates online. When candidates submit their applications, they are providing you with all the relevant information you need to determine if they have the qualifications for the position. Their personal information and social profiles are not part of the shortlisting process. Googling candidates’ names, checking their Facebook status or Linked-in profiles is not permitted and can be problematic should a candidate claim there was bias in the recruitment process. The only references you should be relying upon are the employment-related ones provided by the candidates.

The Personal Investigations Act speaks to what must not be included in an investigation, and an interview is a type of investigation. The *Act* also speaks to confidentiality and to whom information can be released. This *Act* allows applicants thirty (30) days to request information about their interview. Therefore, it is vitally important to keep all notes, records and information. Professional feedback and relevant comments are the types of information to document. *The Personal Investigations Act* can be found online at <http://web2.gov.mb.ca/laws/statutes/ccsm/p034e.php>.

3. **Principle of Recruitment:** As much as you are searching for the right person, each

candidate is looking for the right employer and workplace. At every stage of the process, professional courtesy must be extended to candidates for the sake of the reputation of both the unit and institution.

Step 3: Reviewing Applications and Shortlisting

Review and evaluate each application against the criteria identified within the job posting. Remember to focus on experience, qualifications and skills to establish your shortlist of candidates.

BEST PRACTICE: Use the screening tool, [BU Applicant Screening form](#) (Appendix D) in order to adequately document the qualifications of the position according to the posting and list candidates to match against the core screening criteria.

Applicants should not be screened in or out based on criteria that is not included in the job posting. This may be deemed discriminatory if the criteria used are not essential to the job and have the effect of disadvantaging applicants who fall into one of the groups protected by Human Rights legislation.

For instance, candidates may have breaks in employment. Ask yourself, 'Is an uninterrupted work record a valid test of a candidate's ability to meet the requirements of this position?' Designated group candidates may have non-traditional career paths. **These non-traditional career paths should not disqualify candidates.**

As a courtesy, all selection committee members should:

- ✓ Come prepared by reviewing materials in advance
- ✓ Complete as much of the reviewing as possible at one time to promote consistency

The selection committee must be able to document and justify the way in which they developed the short list. Using the BU Applicant Screening form (Appendix D) allows you to compare the shortlisted applicants against the criteria identified in the job posting. Recognizing that each competition may garner a different number of qualified candidates, the number of interviews to be held will be dependent upon the number of candidates who meet or exceed the criteria and qualifications as outlined in the vacancy posting.

Internal applicants are to be given consideration for interviews based on meeting the minimum criteria and the provisions of their respective collective agreements. When an internal candidate is shortlisted and called for an interview, they should be advised at that time to inform their supervisor that they have applied for a position.

The Dean, Director or Unit Head (or their designate) contacts the candidates to schedule the interviews. At that time, advise them of the interview time, location and any testing that has been scheduled. Again, this is an opportunity to let candidates know that Brandon University accommodates accessibility requirements.

BEST PRACTICE: Use this wording when arranging interviews: *“Brandon University is committed to providing an inclusive and barrier-free work environment. Accommodations are*

intended to support individuals. If you require an accommodation during this interview, please let us know.”

By simply making the active offer to candidates at this point in the process, it opens a dialogue between the applicants and the University. It also reduces the candidate's discomfort in requesting an accommodation, should it be necessary. At this time, it is good to remind candidates to be prepared with their credentials and with contact information for their references.

A Note Regarding Non-Canadian Candidates

The Canadian Federal Government requires you to give priority whenever possible to Canadian citizens or permanent residents of Canada. At any point in the recruitment process, if a Canadian citizen applies, the selection committee must give consideration to the Canadian candidate. Only in the instance where you have exhausted all avenues of hiring a Canadian citizen, are you able to begin the process of investigating a potential candidate who would be considered a foreign worker.

If there is a likelihood that the search may not lead to a successful hire of a Canadian citizen, such as in an instance where we are seeking a very specialized individual, the posting **MUST** be posted on the Government of Canada Job Bank (HRSDC) until such time as an individual has accepted the position in writing.

In all recruitments of non-academic and academic administrator positions where there may be an international candidate, a Labour Market Opinion (LMO) must be completed by the department and provided to Human Resources to review and submit. The department will also be responsible for all costs incurred with the LMO. These costs can be upwards of \$1500.00 and are non-refundable if the LMO is unsuccessful.

Here is a link to the LMO and further information about the process:

<https://catalogue.servicecanada.gc.ca/apps/EForms/pdf/en/ESDC-EMP5593.pdf>

In all instances, if your selection committee has short listed a candidate who is not a Canadian citizen or permanent resident of Canada, Human Resources should be contacted for next steps.

Interview Questions

Prior to conducting the interviews, the selection committee develops a set of standard questions that will be asked of all the candidates. These questions should be based on the criteria set out in the vacancy posting. Job knowledge, behavioural, and situational questionsⁱⁱ allow the committee to learn more about the candidate's suitability through detailed answers.

Your set of questions is to be sent to Human Resources for review **prior to** interviewing candidates.

Job knowledge questions are usually direct questions such as:

“What computer programs are you most familiar with?”

Behaviour-based questions may start with:

“Give me an example of a situation when you.....”

“Tell us a time when you dealt with.....”

Situational questions provide scenarios or circumstances related to the job and may start with:

“How would you approach.....”

What to Avoid:

Avoid questions that require a candidate to disclose information concerning religious or political beliefs, gender or sexual orientation, disability, age, ethnicity or national origin, marital and/or family status, source of income, or conviction for which a pardon has been granted (unless it is based on a bona fide occupational requirement). These types of questions are grounds for potential discrimination and are monitored by the Canadian Human Rights Commission.

Human Rights legislation does, however, permit employers to collect the data they require (e.g. self-identification of designated groups) to plan and support special programs, even though the information collected may touch upon one of the prohibited grounds. In the event of a complaint, however, the employer must be able to show that the data collected had not been used to discriminate, either in the hiring process or later when deciding promotion opportunities.

Step 4: Interviews

In some cases, the interview may be the candidate’s first contact with Brandon University. Making their initial experience with us a pleasant and professional one is very important.

Before beginning the formal interview, make the active offer by letting the candidate know that Brandon University promotes and supports accessibility. This includes providing printed interview questions to the candidate to help reduce barriers to the process. It also allows the candidate to prepare more fulsome and thoughtful responses, especially to multi-faceted questions.

Here are some points to consider when preparing for the interviews:

- ✓ The committee should discuss the evaluation and decision making process so that all members are aware of expectations.
- ✓ You are able to probe further if the answer does not adequately address the question asked.
- ✓ Rephrasing a question may help a candidate to better understand and answer a question.
- ✓ Stay consistent with the order of your questions and have the same committee members ask those questions.

- ✓ Be mindful of your body language and verbal response to candidate's answers. Both negative and positive reactions from committee members can affect the interview. Simply thank the candidate for their response.

Once in the interview process, ensure that you give the candidate your undivided attention. Here are some common pitfalls to avoid:

- ✓ making up your mind in the first few minutes and spending the rest of the interview confirming it;
- ✓ overrating a negative reaction (a common tendency is to find reasons to reject not select);
- ✓ generalizing or making judgments based on a small piece of information.

The selection committee should have an in-depth meeting to evaluate the candidates in an open and fair deliberation. Using notes, resumes and feedback, the committee will summarize and discuss each candidate's qualifications, experience and suitability to the position as advertised. This can be done after each interview or once all interviews are complete. The committee then determines who the successful candidate will be.

Step 5: Reference Checks

At this time, the committee should discuss the possibility that if their first choice candidate does not accept, would the second or third choice candidates be viable options and offer the position to them.

Once the top candidate has been identified, the Dean, Director or Unit Head will contact the individual to advise them that they are now proceeding with reference checks. Candidates provide the names of referees. Only those who are listed as referees may be contacted. If the Dean, Director or Unit Head wishes to contact individuals other than those provided as references, they must get authorization from the candidate **prior to** initiating contact. Use the [Reference Checking Consent and Authorization form](#) (Appendix E) found on the HR webpage.

For the Chair, here are guidelines to conducting employment-related reference checks:

- ✓ **Contact the reference provider by phone and introduce yourself.**
- ✓ **Describe the position to the reference provider.** Ask for the reference provider's perception of the candidate's performance and what the candidate could change or improve.
- ✓ **Ask prepared, open-ended questions.** When doing verbal reference checking, ask questions of the reference provider that are consistent with the interview questions asked of the candidate. Do not ask questions "off the record", as no answers can be

treated as such. Do not ask Human Rights protected questions. If the committee has identified limitations or concerns, ensure that prepared questions are addressed.

- ✓ **Establish a conversation.** Allow the reference provider to share details about the candidate's work performance. Don't fill in silences. Listen to the tone of voice, inflection, and word choice for verbal clues regarding the reference provider's disposition toward the job candidate. Ask the reference provider whether there is anything they would like to add that you have not asked.
- ✓ **Take good notes.** Be sure to document everything in order to share with the committee members.

Step 6: Making the Offer

After successfully completing reference checks, the Dean, Director or Unit Head will make a verbal offer of employment to the successful individual. **As a reminder, an offer of employment is conditional upon the final approval by the respective Vice-President and the Associate Vice President, People & Talent. Out of respect for the candidate, please be sure to share with them that the offer is contingent upon this final approval process.**

Being respectful of all the candidates who took the time to participate in the recruitment process, you will want to make an offer as quickly as possible.

Keep in mind, until the candidate returns the signed contract, the name of the successful individual should not be shared outside of the committee. In the case of Academic and Non-Academic Administrators, the name of the successful individual cannot be shared outside of the committee until such time as the Board of Governors approves the selection and offer. There have been situations where candidates have a change of heart and decline the position after having accepted it initially. Keeping the committee's decision confidential is extremely important.

Once the candidate accepts the offer, a [Position Approval Form](#) Step 2 (Appendix F) is completed by the hiring area. It is circulated for the appropriate signatures. The Position Approval Form must include a summary from the selection committee. This summary includes the names of the selection committee members, the dates of meetings, the shortlist of candidates, the interview dates and times, along with the committee's decision.

The Dean, Director or Unit Head will contact any unselected internal applicants and unsuccessful internal candidates by telephone immediately after the successful candidate has accepted the position and provide feedback on areas of improvement. It is preferable to thank all other unsuccessful candidates by email.

The Chair must keep a written record of reasons for the screening out of internal applicants and of interviewed internal candidates in case of a grievance. These notes should be part of the entire documentation package (resumes, cover letters, notes, shortlist summary, interview questions and answers and any other evaluation tools used during the process).

Using the Recruitment Checklist (Appendix G), return the following to Human Resources. This includes:

- ✓ Copy of vacancy
- ✓ All applications (*for MGEU, IUOE, and Exempt positions only*)
- ✓ Selection Committee recommendation summary (*for Academic Administrator positions only*)
- ✓ Interview schedule including dates, times, location of interviews, names of short-listed candidates, selection committee members and copy of interview questions.

The Recruitment Checklist can be found on the HR Forms webpage.

Human Resources will prepare the Employment Contract and issue it to the candidate. Once the signed contract has been returned to HR, a copy will be sent to the Dean, Director or Unit Head.

Step 7: Welcome to BU!

Once the contract has been signed and returned, an announcement can be shared within the unit and with the campus. Onboarding a new employee is imperative as it:

- ✓ Establishes a positive experience for the employee and University;
- ✓ Affirms the employee's decision to choose Brandon University as their workplace;
- ✓ Defines responsibilities and expectations;
- ✓ Builds relationships with coworkers, makes connections with other areas on campus and encourages campus community involvement; and
- ✓ Minimizes transition time for the new employee into their role.

The hiring manager may be the onboarding partner or they may identify a member within their unit to be the onboarding partner. An onboarding partner serves as resource to the new employee during their first months working at Brandon University. Guides, checklists and tips for [new employee onboarding](#) can be found on the Human Resources webpage.

ⁱ Secor, Robert. "Strategies for the Academic Search." *Effective Practices for Academic Leaders*. Edition: Volume 2, Issue 5. Stylus Publishing, May 2007. Print.

ⁱⁱ www.biotalent.ca/en/news/three-types-interview-questions

APPENDICES

APPENDIX A: Position Approval Form – Step 1



BRANDON UNIVERSITY

POSITION APPROVAL FORM

For non-BUFA positions: Have you reviewed the current Job Description Questionnaire (JDQ) to make sure the duties are accurate? If you need assistance with the JDQ, contact HR.

STEP 1 : TO POST - VACANCY POSTINGS	
Department: Click or tap here to enter text.	Union/Exempt: Click or tap here to enter text.
Position Title: Click or tap here to enter text.	Rank/classification: Click or tap here to enter text.
Type of Appointment: Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Continuing/Regular <input type="checkbox"/> Term <input type="checkbox"/> <i>(check all that apply)</i> (FTE/percentage _____) Probationary <input type="checkbox"/> Amended (See BUFA Article 7.13) <input type="checkbox"/> Other (explain) _____ <input type="checkbox"/>	
Employment Period: Start Date: Click or tap to enter a date. End Date: Click or tap to enter a date.	
<input type="checkbox"/> New Position <input type="checkbox"/> Replacing: Click or tap here to enter text. <input type="checkbox"/> Term extension Recruitment Strategy: <input type="checkbox"/> Posting Date: _____ <input type="checkbox"/> Closing Date: _____ Advertise Internally (includes BU webpage) <input type="checkbox"/> Advertise Externally* <input type="checkbox"/> *Department works with HRAdworks for external ads Advertise on eBrandon** <input type="checkbox"/> Budget Code to advertise: Click or tap here to enter text. Skill-based testing to be included in posting? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Rationale/Comments: Click or tap here to enter text.	
For MGEU/IUOE/Exempt Positions: Duties/Responsibilities <u>must be provided with this form</u> in order for HR to create the Vacancy Posting.	
Estimate Cost of Position (annual salary): Click or tap here to enter text.	Within approved staffing budget? YES <input type="checkbox"/> *NO <input type="checkbox"/> *If no, explain: Click or tap here to enter text.
PAF Completed By: Name: Click or tap here to enter text. Date: Click or tap to enter a date. <i>(The Document Originator)</i>	
Required Signatures (when emailing this Position Approval Form for signature, include ALL signatories):	
1: Supervisor (Approves content) Signature: Date: Click or tap to enter a date.	2: Director, Financial & Registration Services (Reviews budget) Signature: Date: Click or tap to enter a date.
3: Senior Administration (VP (ASP), VP (A&F), or President) Signature: Date: Click or tap to enter a date.	4: Chief Human Resources Officer Signature: Date: Click or tap to enter a date.

Human Resources to complete:
VACANCY #:

Revised 10.21

Found at <https://www.brandonu.ca/hr/forms/>

APPENDIX B: Job Posting



Position Vacancy

Application forms are available on the Brandon University website on Careers@BU or in the hall outside the Human Resources Office, 337 Clark Hall, 270-18th Street, Brandon, MB, R7A 6A9. Completed applications are accepted in-person, by mail, by fax to (204) 726-1957, or by e-mail to hr@brandonu.ca. Office hours are Monday to Friday 8:30 a.m. to noon and 1:00 p.m. to 4:30 p.m. Applications being dropped off outside of work hours may be inserted in the mail drop box.

Applications are to be received ~~by~~: 4:30pm on Tuesday, December 17, 2019

Job Vacancy Number: 2019-41 (1110)	Employee Group: MGEU
Classification: Clerk 4 (Office Assistant)	Department: Psychiatric Nursing (Brandon)
Type of Position: Full-time Regular	Hours of Work: 35 hours per week
Wage or Salary: \$25.08 per hour	Start Date: As soon as possible
Probation or Trial Period: Minimum 6 months to a maximum of 12 months	Date Issued: December 9, 2019

Duties:

The Office Assistant provides a wide range of confidential and clerical support services for the Faculty of Health Studies, Department Chair, Coordinator for the Master of Psychiatric Nursing Program, Student Advisors, Clinical Placement Coordinators, as well as faculty and students to ensure efficient operation of the Psychiatric Nursing Department and the Master of Psychiatric Nursing Program (MPN).

The duties include: facilitate the process of grades and course syllabi; manage room bookings, coordinate video/audio conferencing between Brandon and Winnipeg sites, and assist with timetabling; order supplies, process expense claims and invoices, and track financial transactions; arrange meetings, produce/distribute agendas, record/produce/distribute minutes, edit, format, and distribute confidential documentation, and maintain record of policies, grades, and documents for approval processes; assist in preparing and managing student files; liaison with other departments on campus and external agencies; maintain mail room and prepare forms. Other related duties assigned.

Qualifications/Experience:

The successful applicant must have successfully completed Grade 12 plus three (3) years related office experience, or a comparable combination of education and experience. Excellent organizational, written and oral communication skills, and demonstrated experience with Microsoft Office Suite are essential. An Office Administration certificate is desirable.

****NOTE**** This position is subject to a Criminal Records Check. The successful candidate will be responsible for any service charges incurred.

Brandon University is committed to equity, welcomes diversity, and hires on the basis of merit. All qualified individuals who may contribute to the diversification of the University, especially women, persons with disabilities, indigenous persons, racialized persons, and persons of all sexual orientations and genders are encouraged to apply. Canadian citizens and permanent residents are given priority. Evidence of citizenship must be provided.

We are committed to providing an inclusive and barrier-free work environment. This starts with the hiring process. If you require an accommodation during any phase of the evaluation process, please contact accessibility@brandonu.ca. All information received related to an accommodation is kept confidential. To ensure this employment opportunity is accessible to all interested individuals, this posting is available in an alternate format upon request.

For Support Staff Postings (MGEU, IUOE)



POSITION VACANCY

Director, Physical Plant

Reporting to the Vice-President (Administration and Finance), the Director is responsible for management of facilities operations, maintenance, renovations and construction for Brandon University, the vast majority of which is located in the City of Brandon. The Brandon campus includes 20 buildings totaling 900,000 sq. ft. There are 37 staff in the department and a gross annual budget of over \$4 million plus construction.

Brandon University is looking for an experienced manager with professional or technical experience that includes managing facilities within an institutional or commercial environment. The role involves collaboration with contract professional architects, engineers, construction firms, agencies, regulators, and suppliers. The "customers" are primarily internal to the University. Strong communication, customer service, employee relations, and problem solving skills are important for success in this role. A desire for process improvement and a genuine interest in the goals of the institution and our faculty, staff and students will be crucial.

Qualifications:

- 3 to 4 years of post-secondary education or technical training in a relevant discipline and a minimum of seven years of practical and relevant experience or a comparable combination of education and experience
- A minimum of 3 years of leadership experience
- Experience working in a unionized environment preferred
- Proficiency with Microsoft Office Suite preferred

Application deadline: A review of applications will commence on November 15, 2019

Salary and rank: This regular full-time position is classified as Managers & Professional Officers VII with a salary range of \$107,980 - \$136,629 plus a comprehensive benefit package.

Applications must submit a letter of application, a resume, and contact information from three career references to:

Human Resources
Brandon University
270 – 18th Street
Brandon, MB, R7A 6A9
hr@brandonu.ca

Brandon University is committed to equity, welcomes diversity, and hires on the basis of merit. All qualified individuals who may contribute to the diversification of the University, especially women, persons with disabilities, Indigenous persons, racialized persons, and persons of all sexual orientations and genders are encouraged to apply. Canadian citizens and permanent residents are given priority. Evidence of citizenship ~~is a requirement~~.

To ensure this employment opportunity is accessible to all interested individuals, please advise of any accessibility needs by contacting the Human Resources office at (204)727-2762 or hr@brandonu.ca. This posting is available in an alternate format.

For Exempt and Academic and Non-Academic Administrator postings

Found at <https://www.brandonu.ca/hr/forms/>

APPENDIX C: External Vacancy template



Brandon University is a leader in providing high quality education in arts, sciences, education, music, and health studies. Based in southwestern Manitoba, Brandon University also offers pre-professional and Masters programs, as well as innovative and award-winning outreach programs in a personalized learning environment.

Contact:

Brandon University
270-18th Street
Brandon, Manitoba
Canada R7A 6A9
Fax: (204) 726-1957
E-mail:
hr@brandonu.ca

For more
information, visit:
www.brandonu.ca

Brandon University is committed to equity, welcomes diversity, and hires on the basis of merit. All qualified individuals who may contribute to the diversification of the University, especially women, persons with disabilities, indigenous persons, racialized persons, and persons of all sexual orientations and genders are encouraged to apply. Canadian citizens and permanent residents are given priority. Evidence of citizenship must be provided. We are committed to providing an inclusive and barrier-free work environment. This starts with the hiring process. If you require an accommodation during any phase of the evaluation process, please contact accessibility@brandonu.ca. All information received related to an accommodation is kept confidential. To ensure this employment opportunity is accessible to all interested individuals, this posting is available in an alternate format upon request.

Found at <https://www.brandonu.ca/hr/forms/>



Reference Checking Consent and Authorization Form

Candidate's full name: _____

Position applied for: _____

I, the undersigned, authorize and consent Brandon University, or any Agent acting on its behalf, to make inquiries, collect and use personal information concerning my current and past employment for the purpose of assessing my application for employment with Brandon University.

I understand that if I am successful, this information will be retained in my personnel file within the Human Resources Office and disposed of according to the policy on personnel file retention and disposal. If I am unsuccessful, it will be destroyed in accordance with the University's policies.

I understand that reference information may include, but not be limited to, verbal and written inquiries or information about my employment performance, professional demeanor and character, rehire potential, dates of employment, salary and employment history. By providing such authorization, I understand and agree that I release Brandon University from any and all claims or potential claims I may have regarding any and all information released to or by Brandon University and regarding my employment decisions made about me on the basis of such information.

Candidate's Signature: _____ Date: _____

This information is collected under the authority of the Freedom of Information and Protection of Privacy Act. If you have any questions about the collection or use of this information, contact the Chief Human Resources Officer, Brandon University.

HR Recruitment Form - 0001
Revised April 2018

APPENDIX E: Reference Check Consent Form and Questions

Reference Check Form

Applicant Name: _____
References Checked By: _____ Date: _____
Company contacted: _____
Name/Title/Person contacted: _____
Relationship to applicant: _____
Length of time applicant known to contact: _____

Tell the reference about the job the applicant has applied for (may choose to indicate the criteria used to evaluate the candidate).

1. From your records, can you tell me when they started with your organization and when they left your organization?	
2. What was their position with your organization?	
3. What were their job duties?	
4. How would you rate their performance in terms of work volume and quality?	
5. How would you describe the individual's leadership, managerial or supervisory skills?	

6. How would you compare their job performance with the performance of others who had similar responsibilities?	
7. Would you describe this person as a team player or one who does their best work solo?	
8. Describe their interaction with direct reports. Was the individual respected by their direct reports?	
9. Evaluation of written communication	
10. Interpersonal Skills: Public Co-workers Supervisors	
11. What do you feel are their main strengths? Why?	
12. If you could send this person to training to improve their ability to perform in their job, what training would you recommend? NOTE: The answer will give you a clear picture of the development issues inherent in the applicant.	
13. Could you confirm that their income was \$_____ /hr?	

14. What were the circumstances leading up to their leaving your organization and the reasons why they left?	
15. Would you rehire them for a position in your organization? If not, why?	
16. Is there anything else you could tell me about them that would help us in making our decision?	
Thank the contact	
<p>NOTES</p> <ul style="list-style-type: none"> a) Watch out for information that suggests personality conflicts that might bias a reference check, but note that such events may happen again. b) Look for consistency between what you heard from the candidate and what the reference says. Any swings too far either way should give you cause for concern and further investigation. c) Describe examples of work and performance – gives an objective description of what the candidate actually did at their previous job(s). Were there any problems in carrying out these duties. d) You are looking for facts, description, relevant incidents, and behavioral examples rather than opinions. Ask “Can you give me any examples how they performed a particular function?” 	
COMMENTS	

Remember that it is always better to take a little time to do a good job with your reference checks. Better to be safe now than sorry later.

APPENDIX F: Position Approval Form - Step 2



STEP 2: TO HIRE - EMPLOYMENT CONTRACT									
NOTE: Step 1 of the Position Approval Form (PAF) must be completed and on file with HR prior to completing Step 2.									
Completed, signed, and submitted Step 1: <input type="checkbox"/> Yes <input type="checkbox"/> No									
Name: Click or tap here to enter text.									
Address: Click or tap here to enter text.									
Email: Click or tap here to enter text.									
Department: Click or tap here to enter text.				Union/Exempt: Click or tap here to enter text.					
Position Title: Click or tap here to enter text.				Rank/classification: Click or tap here to enter text.					
Step (where applicable): Click or tap here to enter text.									
Type of Appointment: Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> (check all that apply) (FTE/percentage _____) Continuing/Regular <input type="checkbox"/> Term <input type="checkbox"/> Probationary <input type="checkbox"/> Amended (See BUFA Article 7.13) <input type="checkbox"/> Other (explain) _____ <input type="checkbox"/>									
Reports to (position): Click or tap here to enter text.				Budget Code: Click or tap here to enter text.					
Start Date: Click or tap to enter a date.				End date: Click or tap to enter a date.					
For Part-time Positions ONLY: Hours per day ->		Su	M	Tu	W	Th	F	Sa	Payroll Time & Attendance (excludes BUFA) <input type="checkbox"/>
Additional provisions to be noted in contract (ie. Sabbatical credits, workload, probationary period, etc.) Click or tap here to enter text.									
Level 2: Click or tap here to enter text.				Level 3: Click or tap here to enter text.					
Annual Salary: Click or tap here to enter text.				Hourly rate of pay: Click or tap here to enter text.					
Moving allowance: <input type="checkbox"/> YES <input type="checkbox"/> NO									
Documents Included with Package		Please attach all documents – check boxes that apply							
<input type="checkbox"/>	Candidate application (CV and/or Resume) <i>required</i>	<input type="checkbox"/>	Interview Schedule & Questions <i>required</i>			<input type="checkbox"/>	Official transcripts or, as applicable, professional certifications <i>required</i>		
<input type="checkbox"/>	Search Committee recommendation and rationale for rank & steps <i>required</i>	<input type="checkbox"/>	Immigration information <i>if applicable</i>			<input type="checkbox"/>	Criminal Record check and/or Child Abuse Registry check <i>if applicable</i>		
Employment Contract Approval:									
Click or tap here to enter text.		Click or tap here to enter text.			Click or tap here to enter text.				
1. Supervisor (Dean/Director)		2. Senior Administration (VP (A&P), VP (A&F), or President)			3. Chief Human Resources Officer				

Revised 10.21

Found at <https://www.brandonu.ca/hr/forms/>

APPENDIX G: Recruitment Checklist

Job Vacancy Posting # _____ Position _____
Name of Successful Candidate: _____

Recruitment Checklist

This checklist will help you to make sure all the necessary documents are returned to Human Resources once the recruitment has been completed and you have selected your new employee:

- | | |
|--|--|
| <input type="checkbox"/> Copy of the Job Vacancy Posting | <input type="checkbox"/> List of Selection Committee members |
| <input type="checkbox"/> Shortlist of the candidates | <input type="checkbox"/> Dates, times and location of interviews |
| <input type="checkbox"/> Summary of the Selection Committee's decision | <input type="checkbox"/> All applications |
| <input type="checkbox"/> Copy of interview questions | <input type="checkbox"/> Reference Check material |

REMINDER: All other recruitment documentation is retained by the Dean/Director/Unit Head for eighteen (18) months.

Submitted by: _____ Date: _____

<i>HR Office Use:</i>
Received by: _____ Date: _____

Found at <https://www.brandonu.ca/hr/forms/>