



**AMS
HIRING AND APPOINTMENT
POLICY AND PROCEDURES
MANUAL**

Amendments

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INTRODUCTION

The policies, procedures and philosophy set out in this document are intended to apply to all positions offered by the AMS. However, the sheer number and diversity of positions offered and the many forms of recognition make exceptions inevitable. Wherever possible these exceptions or the non-applicability of certain sections are noted.

Nevertheless, a document such as this cannot possibly anticipate all the myriad of questions, problems, and exceptions that inevitably arise. In the event that a matter is not directly addressed by this manual, and in particular in the event time deadlines do not permit full adherence to the procedures contained herein, the AMS Executive shall be responsible for determining the proper course of action, and be allowed departure from procedure in these special circumstances. In the exercise of their discretion, the Executive shall be guided as much as possible by the spirit of this document.

This document supersedes any hiring and appointment policies outlined in Policy Manuals 1 through 4.

This document is to apply to all positions within the Alma Mater Society, including but not limited to, the following categories:

- a) salaried full-time (e.g. commissioner, director, managers)
- b) salaried part-time (e.g. assistant manager, Orientation, Government service managers)
- c) salary + commission (e.g. Studio Q and Queen's Journal positions)
- d) honoraria (e.g. Studio Q, Queen's Journal, Deputy Commissioners)
- e) minimum wage (e.g. service staff)
- f) minimum wage + (e.g. part-time receptionist)
- g) commission (e.g. sales representatives)
- h) volunteers (e.g. committee chair and member)

AMS HIRING AND APPOINTMENT POLICIES AND PROCEDURES MANUAL

DEFINITIONS

“Department Head” refers to any salaried staff member who is responsible for the supervision of a service, office or commission.

“Major Service” refers to any major corporate service under the portfolio of the Vice President (Operations) including, but not limited to, Queen’s Student Constables, The AMS Pub Services, Common Ground, Walkhome, StudioQ, The Queen’s Journal, Tricolour Outlet and the Publishing and Copy Centre.

1. GUIDING PRINCIPLES

1.1 The AMS shall act in full compliance with all applicable Ontario and federal legislation and thus shall not discriminate between applicants on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, religion, and disability.

1.2 The AMS shall seek to attract student applicants who possess the attributes necessary for them to perform their work to a high standard of competence and efficiency.

1.3 The AMS shall seek to recruit and hire students from all member faculties.

1.4 The AMS shall seek to offer opportunities to as many different students as possible, without compromising the general welfare of its operations. Where two or more applicants are evaluated equally for a position, the position will be granted to the candidate(s) with less prior experience as a full-time AMS employee.

1.5 Prior AMS experience shall not be a prerequisite for any AMS position.

2. ELIGIBILITY OF EMPLOYEES

2.1 For a student to be eligible for employment in any form of salaried position they must be enrolled in at least 3.0 units in each of the fall and winter semesters and have paid the full slate of mandatory AMS student activity fees. This allowance for salaried employees to fall below the full-time student threshold reflects consideration of the exceptional workload and responsibility associated with these positions.

2.2 Students in full time salaried positions who wish to enroll in greater than 60% of a full course, as defined by their program, must request written approval from the Executive.

2.3 For a student to be eligible for employment in any wage position, honoraria position or volunteer position they must be enrolled in at least 60% of a full course load (as determined by their program) and have paid the full slate of mandatory AMS student activity fees. At the discretion of a Commissioner this provision may be waived for committee members only. Part-time students are eligible if they have opted-in to the full student fee slate prior to hiring.

2.4 To be eligible for all AMS positions, students must be in good academic standing as defined by their program.

2.5 The eligibility requirements set out in this policy are applicable at the time of hiring and must be satisfied over the duration of the individual’s employment. Students working during the summer months must be returning to school, as AMS members, in the ensuing academic year. Students who have worked in the service for the previous year but are not returning AMS members may be eligible to be hired during the summer months for a limited part-time work contract. This decision is subject to the approval of the executive and will only be made in cases where a service is impeded from fully functioning due to a lack of available staff and where additional staff are deemed necessary.

2.6 All prospective employees and volunteers shall be AMS members, and shall have paid the full slate of mandatory activity fees at the time of hiring and throughout the period of their employment/appointment.

2.7 The eligibility requirements for volunteers may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees at the time of hiring and throughout the period of their appointment at the discretion of the Executive. The Executive shall exercise this discretion only in such cases where a shortage of qualified applicants fulfilling said eligibility requirements impairs an AMS government service or committee that fulfills an essential function for the student body at large. Prior to waiving the above eligibility requirements, all reasonable efforts will be made to ensure the position has been made available to AMS members.

2.8 Eligibility shall in all cases be dependent on an applicant's ability to fulfill the requirements of the position for which they apply. This shall include those requirements which precede the official May 1 start date and shall include, but not be limited to, participation on hiring committees for managers/staff/volunteers where mandated, availability for ratification by the Assembly or Board of Directors where mandated, and compliance with full transition responsibilities. Any applicant unable to fulfill any or all of these job requirements shall be deemed ineligible.

2.9 AMS committees may offer ex-officio/advisory roles to members of the community. However, insofar as these individuals are not students and thus have not paid student activity fees, which fund committee activities, they shall not be eligible for full-fledged voting membership.

2.10 Generally, no student shall hold more than one remunerated position within the AMS and in particular, under no circumstances shall a student be employed at the same time by more than one Major Service. However, where a situation arises involving the possible remuneration of a student in more than one position, and both positions are of a casual work, minimum wage, honoraria, or otherwise very limited form of remuneration, then the relevant hiring body may appeal to the Executive to permit hiring the student for an additional position. The Executive shall be free to exercise its discretion in this limited scenario, where it deems practicality, fairness and expediency to clearly outweigh the principle of offering positions to as many different students as possible.

2.11 Students holding positions for which they are eligible to receive an honorarium not exceeding \$1000 shall be eligible to hold staff positions within AMS services.

2.12 A student who has been terminated from, or has otherwise left an AMS position for disciplinary reasons, shall not be eligible for employment within the AMS until the conclusion of the academic year *after* the year in which their employment/appointment ended.

2.13 Any students currently under an Administrative Pub Ban are ineligible to apply to work at TAPS or the Queen's Student Constables, in any capacity.

3. WORK STUDY APPLICANTS

3.1 Students accepted into the work study program shall be eligible to apply for AMS wage and salaried positions. They shall be permitted to apply in both spring and fall hiring periods, but will not bypass any pre-selection process.

3.2 The AMS shall honour the requirements of the work study program, including those of wage and termination protocol.

3.3 If a student receives a work study entitlement after they have worked shifts as part of their current contract, their wage shall be adjusted accordingly for the rest of the academic year immediately following receipt of the confirmation email from Career Services. Any wage adjustment shall last until the employee has worked the full value of their entitlement, after which time their wage shall be readjusted to the regular AMS wage for their position.

3.4 It shall be the responsibility of the student to inform their HR manager or direct supervisor of their acceptance into the work study program.

3.5 The AMS may request documentation to prove receipt of entitlement. This documentation will be stored in the employee's stafffile.

3.6 Students receiving work study entitlements who are not rehired at a service in the spring hiring period may not re-apply for the same service in the fall hiring period.

3.7 Students shall sign both a work study contract and an AMS staff contract.

4. JOB DESCRIPTIONS

4.1 Prior to the election of the new AMS Executive each year, the Director of Human Resources (DHR) shall ensure that all job descriptions are current, appropriate and complete.

4.2 An official set of job descriptions shall be maintained in the Human Resources Office. The Director of Human Resources shall ensure that a current set of job descriptions is available on the AMS website during the recruitment and hiring process.

5. RECRUITMENT

5.1 All positions shall be suitably advertised, one week in advance to the deadline.

5.2 A complete list of all available salaried positions and hiring dates shall be advertised prior to the end of the fall term, as well as during one of the first two weeks of the winter term.

5.3 The Director of Human Resources shall have responsibility for establishing the final winter/spring hiring schedules.

5.4 Management and senior volunteer positions hiring shall be concluded by the end of classes in the Winter Term.

5.5 Interviews, particularly for the Executive Team and service management, shall generally be scheduled on weekends and evenings in order to maximize the availability of applicants and minimize inconvenience. Every effort shall be made to conclude interviews before midnight.

5.6 Positions shall be well-publicized, particularly to those whose membership has been traditionally underrepresented within the AMS. This shall be the responsibility of the Director of Human Resources.

6. APPLICATIONS

6.1 The online application system shall require the applicant to provide the following:

- i) position applied for; name; student number; telephone number; e-mail address; faculty; year of program; number of courses in which applicant is currently enrolled; number of courses in which applicant intends to enroll in coming year, confirmation of eligibility as per the requirements laid out in this policy.
- ii) authorization to enable AMS to verify information provided.

6.2 The application page shall contain the following information:

- i) statement that AMS is an equal opportunity employer
- ii) eligibility requirements
- iii) statement that hiring will be done in accordance with the AMS Hiring and Appointment Policy and Procedures Manual
- iv) the job description
- v) applicable remuneration information

- vi) uploading mechanism for supporting materials (e.g. covering letter, responses to questions)
- vii) space to request any accommodations
- viii) names, positions, relationship to applicant and contact information of references (where appropriate); affirmation the applicant has notified references they may be contacted.
- ix) list of suggested relevant contacts for applicants
- x) due date and time for submission of application
- xi) information on interview posting, including dates when interviews will be held
- xii) statement that an incomplete application package constitutes a basis for rejection of the applicant
- xiii) statement explaining the lottery process

6.3 The application page for salaried staff positions shall list a maximum of three questions for which a written response not to exceed one page per question (approximately 300 words) shall be required. The questions shall be approved by the current Executive and the Director of Human Resources prior to the opening of the hiring period.

6.4 The exact same set of approved questions shall be used for *all* AMS salaried positions. In order to enhance accessibility and recruitment, and to be consistent with the principle of AMS experience not being a prerequisite, the questions shall be broad in nature and largely designed to elicit responses regarding desired qualities, attributes, motivation and character.

6.5 The application page for service staff positions shall list two questions for which a written response shall be required. The questions shall be:

1. Why do you want to work for <insert service name>?
2. What qualities are important in being a service staff at <insert service name>?

Responses shall not exceed one page (approximately 300 words). The criteria shall be specific to each service.

6.6 Service staff who wish to apply for rehire may apply for up to 2 additional service staff positions in the spring hiring period. All employees of a service shall be given equal opportunity to indicate their interest in applying for rehire. The decision to rehire a service staff for the following year, shall be made in confidence in accordance with the hiring panels stipulated in this policy.

6.7 Each service management team shall submit to the Director of Human Resources a list of rehire applicants in order of preference. The Director of Human Resources shall then review this list upon the conclusion of the spring hiring period to ensure that students' submitted preferences are taken into account.

6.8 Applicants for AMS service staff positions shall be limited to applying to a maximum of three (3) of positions within major AMS services. Applicants shall be informed at the end of their interview that they may resubmit the order of their preferences by a specified date.

7. NOTIFICATION TO APPLICANTS

7.1 Applications for all positions shall be submitted to the AMS online application system. Applications may be briefly reviewed by the Director of Human Resources to ensure proper execution of the lottery and to confirm eligibility of applicants.

7.2 Whenever possible, names of candidates and their interview times shall be posted at least 24 hours in advance of their interview times, for all positions. In the event this provision is not met, the hiring committee shall acquire verbal confirmation from applicants regarding their interview times. This shall be noted on the application page.

7.3 Interview times shall be made available online by the hiring committee within 24 hours of the application deadline. Interview times for service staff shall be posted following the pre-screening period, if applicable. In the event that this deadline is not possible, the supervisor is responsible for emailing applicants to notify them when their interview times will be posted.

7.4 All rehire positions shall be selected by the hiring committee first to ascertain the number of positions available for new hires. The rehire hiring committee may decide not to hire the maximum allowed rehire percentage.

8. WAGED STAFF AND VOLUNTEER PRE-SELECTION

8.1 For any part-time waged positions or committee member or general volunteer positions, where the ratio of applicants to available staff positions exceeds 3:1 or the total number of interviews would exceed 250, the Department Head shall have the authority, subject to the approval of the appropriate Executive member, to reduce the number of applicants to receive interviews to the smaller of a 3:1 ratio or 250 by either of the two methods described in this policy.

8.2 The number of applicants to receive interviews may be reduced based on an evaluation of the applicants' written responses to the two questions that appear on the online application. All applicants who do not meet the pre-determined criteria will not be eligible to receive an interview. Up to 20% of total applicants may be removed from the lottery process if their applications are determined to be insufficient in satisfying the pre-determined criteria. If the total number of applicants is above the 3:1 ratio or 250 applicants the manager may choose to reduce the remaining applicants through a lottery. The logistics of the lottery shall be determined by the DHR, who is responsible for administering the lottery.

8.3 For the purposes of evaluation, the hiring committee may split into smaller groups provided authorization has been granted by the incoming VPOPs. In all cases, criteria shall be established for evaluating the applicants' responses.

9. EXECUTIVE TEAM HIRING COMMITTEES

9.1 The AMS Executive shall attempt to appoint an Executive Team that is comprised of diverse faculty representation.

9.2 Prior to reviewing applicants, all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the DHR or their direct report(s) before the scheduling of interviews may begin.

9.3 Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current housemate, or to a candidate whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary.

9.4 Composition of various hiring committees (unless otherwise specified, designations refer to incoming AMS personnel):

i) Service Directors

Hiring Committee: Executive Elect, Retail Operations Officer (and General Manager if required).

ii) Office Directors

Hiring Committee: Executive Elect, General Manager (and Information Officer if required)

iii) Commissioners and Executive Team Managers

Hiring Committee: Executive Elect, Information Officer (and General Manager if required)

10. CORPORATION HIRING COMMITTEES

10.1 Prior to reviewing applicants, all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the DHR or their direct report(s) before the scheduling of interviews may begin.

10.2 All hiring committees shall make a concerted effort to research each service and become familiar with its operations so that they may select the best candidate for a position. It is strongly recommended that the committee members consult past hiring committees, service managers, year-end reports and current job descriptions to acquire explicit criteria and insight on what constitutes an ideal candidate prior to commencing interviews.

10.3 Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current housemate, or to whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary.

10.4 Composition of various hiring committees (unless otherwise specified, designations refer to incoming AMS personnel):

i) Head and Assistant Managers: The AMS Pub Services, Common Ground, Queen's Student Constables, Publishing & Copy Centre, Tricolour Outlet, Walkhome and StudioQ.

Hiring Committee: VPOPS, supervising Service Director, Retail Operations Officer.

ii) New Staff

Hiring Committee: Head Manager and at least two Assistant Managers

iii) Rehire Staff:

Hiring Committee: Outgoing Head Manager and/or Outgoing Human Resources Assistant Manager, Incoming Head Manager and/or Incoming Human Resources Assistant Manager.

iv) Front Desk Staff:

Hiring Committee: VPOPS, VPUA or delegate, Front Desk & Administrative Assistant

10.5 In the event a service receives a sufficiently high number of service staff applicants such that it becomes effectively unworkable for one hiring committee to conduct all interviews, the Manager and Assistant Manager(s) may seek authorization from the VP (Operations) to split into more than one hiring committee. Should this authorization be granted, the hiring committees shall establish and share identical selection criteria and shall strive for as objective a measure of interview success as possible.

10.6 The hiring committee as outlined in subsection 10.4 shall ultimately be responsible for all hiring decisions and shall be the sole hiring committee should a second round of interviews occur.

11. GOVERNMENT HIRING COMMITTEES

11.1 Prior to reviewing applicants all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the DHR or their direct report(s) before the scheduling of interviews may begin.

11.2 Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current housemate, or a candidate to whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary.

11.3 Composition of various hiring committees (unless otherwise specified, designations refer to incoming AMS personnel):

i) Salaried Government Managers

Hiring Committee: VPUA, the Managing Commissioner or Department Head, one other member of AMS Executive Team

ii) Deputy Commissioners and Honorarium Government Managers

Hiring Committee: the Commissioner or Manager to whom the Deputy reports, two additional Commissioners or Managers (an additional member, including the Information Officer may be added at the discretion of the committee)

iii) Committee Chairs

Hiring Committee: The Deputy Commissioner or Manager to whom the chair directly reports, and two additional Deputy Commissioners, Managers or the Commissioner overseeing the supervising deputy.

iv) Committee Members

Hiring Committee: Supervising Deputy Commissioner, Committee Chair(s). If this does not constitute a committee of three, another Deputy from the Commission shall be added to the hiring committee (another deputy from another commission may be substituted.)

v) General Volunteers

Hiring Committee: Committee Chair(s) and/or Committee Members to comprise of a panel of three.

vi) Rehiring General Volunteers

Hiring Committee: Outgoing Committee Chair(s) or Manager and Incoming Committee Chair(s) or Manager. The Incoming and Outgoing Deputy Commissioners may also be a part of the panel, but most both be available at time of hiring.

12. INTERVIEW PRINCIPLES

12.1 At the beginning of the interview the hiring/selection committee shall:

i) provide introductions

ii) state the expected time commitment and salary/remuneration (if appropriate)

iii) state any expected training requirements, including time commitments prior to the start date

iv) state that everyone interviewed will be asked the same core set of questions and that follow-up questions may differ between candidates

v) state that time will be provided at the end of the interview for questions and comments from the applicant

vi) if relevant, state that the hiring committee for a specific round has the discretion to fill a particular position from among the entire pool of applicants, e.g. an individual applying for Campus Activities may be selected for any Executive Team position.

12.2 At the conclusion of the interview the committee shall:

- i) provide the applicant an opportunity to ask any questions or offer comments
- ii) state the AMS' commitment to employment equity and accessibility and state that if the applicant is hired/selected the AMS will undertake to accommodate any special needs brought to its attention.
- iii) state when the applicant will be notified about the position
- iv) state any time commitment that will be required before the commencement of their term.
- v) state that the applicant may direct any questions or concerns relating to the hiring process to the Director of Human Resources

12.3 All applicants shall be asked the same set of core questions that shall be reviewed by the DHR prior to interviewing. The following shall be considered acceptable:

- i) questions that relate to personal goals
- ii) questions that relate to the service/commission/committee/position
- iii) questions that relate to the applicant's potential responsibilities
- iv) questions that relate to personality and/or managerial style
- v) questions that probe skills and experience in order to assess a candidate's level of qualification
- vi) applicants for Executive Team or service management positions shall be asked whether there are any other Executive Team or service management positions for which they would like to be considered

12.4 Applicants for Executive Team or service management positions who have indicated that they wish to be considered for other positions may be given a chance to answer a question from their secondary or tertiary position if the core set of questions for their primary application does not help to identify a necessary attribute required for their secondary or tertiary position. Extra time for this question may be allocated, at a proportional rate to each question: time allocated ratio of their primary interview.

12.5 In the event that an applicant has identified a secondary or tertiary position for which the hiring committee may not be the same, the applicant may be asked to conduct a second interview for the differing panel.

12.6 Follow-up questions designed to elicit a clearer response, eliminate confusion or address a particular area of concern or uncertainty that may have arisen may be asked after an applicant has answered a question. To preserve fairness, such questions should be kept to a minimum and should be posed only when there is substantial reason.

12.7 A second round of interviews may be held at the discretion of the hiring committee. The committee is not obligated to include all applicants in the second round. When hiring the Executive Team, the Executive-Elect may schedule a second round in which there is some interactive component.

12.8 If, at the conclusion of interviewing and reviewing applications, the hiring committee is not satisfied with any of the applicants, then it may reopen the entire process. Similarly, if the committee receives what it deems to be too few applications then it may extend the application and re-advertise. If applications are extended, all current applicants must be informed within 24 hours of the original deadline.

12.9 Group interviews are only permitted as an acceptable interview method when approved by a member of the Executive or Executive-Elect.

13. INTERVIEW EVALUATION OF THE APPLICANT

13.1 Each member of the hiring committee shall complete a written evaluation of the applicant while the interview is taking place. These documents shall be kept confidential and stored in the Human Resource Office. Responding to questions from applicants shall be the responsibility of the hiring committee.

13.2 Where appropriate, the hiring panel shall only deliberate once all candidates have been interviewed.

14. REFERENCE CHECKS

14.1 Reference checks for successful applicants accepting staff or committee member positions are recommended, but not required.

14.2 References must be individuals positioned to offer objective assessments of the applicant (e.g. a previous employer rather than a housemate or partner.)

14.3 The hiring committee shall have the discretion to consult additional references it deems relevant.

14.4 An applicant cannot list AMS permanent staff or members of the hiring panel for the position to which they have applied as official references.

15. SELECTION

15.1 Selection of the successful candidate shall be made on the basis of the interviews, any written responses to advanced questions and reference checks.

15.2 Only members of the hiring panel for that position shall deliberate on the selection of successful applicants. In the event that that hiring panels are split, each panel will be responsible for hiring the same percentage of applicants.

15.3 The Executive-elect may offer positions on the Executive Team to any of the applicants, regardless of the position(s) to which they have applied.

15.4 Applicants may only apply for a maximum of two Executive Team positions. They must submit one application for their first choice position, and note their second choice position in their application.

15.5 Applicants may only apply for a maximum of three Managerial positions, not including Executive Team positions.

16. NOTIFICATION TO APPLICANTS

16.1 The hiring committee shall strive to notify all applicants of the outcome of the committee's decision within 48 hours of the last interview. If this time period must be extended the hiring committee must notify the candidates of this by phone or email, unless the sheer number of applicants makes this unfeasible, in which case the AMS Apply portal may be updated to reflect the status of the application.

16.2 The hiring committee shall phone or email the successful applicant first to ensure that they will accept the position. At this time, confidentiality shall be requested of the applicant and maintained by the hiring committee, until all unsuccessful applicants have been notified.

16.3 The hiring committee shall make every reasonable effort to notify all unsuccessful applicants as soon as possible after the successful applicant has accepted the position. Unsuccessful applicants should be notified by the same method as those successful in their applications.

16.4 Rehire applicants of AMS service staff positions shall be notified of their successful rehiring not before April 30th of the year in which their current contract is completed.

17. REHIRES

17.1 Services shall be permitted to rehire up to a maximum of 20%

17.2 Notwithstanding limits on the rehire rate, Queen's Student Constables are permitted to rehire as many staff as meet the criteria for rehire.

17.3 The rehiring of individuals will be based on their ability to aid in the training of new employees; their ability to provide leadership to new employees; and the level of continued excellence they would provide.

17.4 Employees' disciplinary record will be made available to the rehire hiring panel to assist in the decision making process.

17.5 No employee shall work more than four years in any service wage-level position.

17.6 No employee shall be rehired within their service if they have accumulated seven or more demerits as to ensure that only those with exceptional past performance are rehired.

18. VOLUNTEER REHIRE

18.1 Only general volunteers will be permitted to be rehired.

18.2 Any Manager or Commissioner wishing to rehire volunteers must notify the Director of Human Resources 30 days prior to the opening of the volunteer application deadlines

18.3 No volunteer who has received a written warning or has been terminated will be eligible for rehire.

18.4 No volunteer may work in the same position for more than four years.

18.5 No more than 20% of volunteers may be rehired.

19. ELIGIBILITY OF PREVIOUS EMPLOYEES

19.1 No student shall be eligible to be a Service Director, Office Director or Commissioner respectively for more than one year.

No student shall be eligible to be a member of the Executive Team for more than two years, unless as an elected Executive.

19.2 A student who has been an assistant manager of a corporate service is eligible to become the head manager of that same service.

19.3 A student who has been a head or an assistant manager of a corporate service shall be eligible to serve as a head or assistant manager of a *different* corporate service.

19.4 Corporate: no salaried staff member may stay in the same position for more than one year, nor may they work in the same position with a different portfolio. Salaried staff members must move upward in a service, laterally to another service or upward to a new position.

19.5 Government: no honoraria or salaried staff member may stay in the same position for more than one year, nor may they work within the commission at the same level, with a different portfolio. Honoraria and salaried staff members must move upward in a commission, laterally to another service or commission, or upward to a new position.

19.6 Government: no volunteer or salaried staff member will be able to volunteer with or be employed in a position for which they were responsible for supervising in the past.

19.7 Information Technology support positions shall normally be held for no more than one year by the same student. However, where special circumstances relating to recruitment and/or job requirements are deemed to exist, the Board of Directors may lift this restriction upon appeal by the Executive.

19.8 Exceptions to the above restrictions may be made in the event that the hiring committee decides that none of the other applicants are in any way capable of satisfying the job description, or there are some other

extraordinary circumstance.

19.9 The Director of Human Resources shall not be eligible to apply for any salaried, staff or volunteer position in the year in which they hold or have held the DHR position. The Executive-Elect shall have the discretion to waive the restriction on eligibility for a volunteer position should they determine circumstances so warrant. In the instance where an exemption to the restriction is made, the Vice-President Operations must give notice in their report for the following Assembly.

19.10 The Talent Acquisition Manager will be eligible to apply for any salaried, staff or volunteer position in the year in which they hold or have held the TAM position. The TAM must give notice to the Director of Human Resources and the VPOPs two weeks before the commencement of the hiring period in order to ensure a fair and equitable application for themselves and all other applicants.

20. COMMENCEMENT OF EMPLOYMENT

20.1 Prior to commencing work, all employees and appointees shall be made fully aware of their job descriptions, any remuneration, time requirements and all relevant rules and regulations. They shall also be made aware of this manual and the AMS Employee Policies and Procedure Manual and informed as to how to access it at anytime.

20.2 All salaried employees shall be required to sign a confidentiality waiver and employment contract prior to the commencement of their employment. It shall be the responsibility of the Executive Elect and the Outgoing Director of Human Resources to ensure that this occurs no later than the last day of April. No salaried employee shall receive remuneration without having signed a contract. This contract shall reference their job description, remuneration, time requirement, entitlement to notice on dismissal and all relevant rules, regulations and any policy by which the employee is governed.

20.3 Any person participating in hiring prior to the commencement of their contract or volunteer agreement will sign a hiring waiver, including a confidentiality agreement.

21. RATIFICATION - CORPORATION

21.1 Office and Service Directors, all managerial/editorial positions shall be ratified by the AMS Board of Directors at the first scheduled Board meeting after the hiring committee has concluded its selection. The Board shall convene earlier than its next scheduled meeting, for the purpose of ratification, should it consider the time delay to be excessive.

21.2 The Board shall normally refuse to ratify only if it deems the hiring process to have been sufficiently flawed so as to have substantially affected the hiring committee's decision or if it concludes on the basis of clear and compelling evidence that has come before it, that the integrity and general welfare of the corporation or one of its services would be placed in jeopardy. In the event the Board does not ratify someone, it shall direct the hiring committee to either select another candidate from the original pool of applicants or to reopen applications.

20.3 All successful applicants shall be informed that offers of employment are contingent on ratification.

22. RATIFICATION - GOVERNMENT

22.1 All Commissioners shall be ratified at the first AMS Assembly following their appointment.

22.2 Assembly shall normally refuse to ratify only if it deems the hiring process to have been sufficiently flawed so as to have substantially affected the hiring committee's decision; or if it concludes on the basis of clear and compelling evidence that has come before it, that the integrity and general welfare of the AMS or one of its Commissions would be placed in jeopardy. In the event Assembly does not ratify someone, it shall direct

the hiring committee to either select another candidate from the original pool of applicants or reopen applications.

22.3 All successful applicants shall be informed that offers of employment are contingent on ratification.

22.4 All members of the Judicial Affairs Office and the Judicial Committee Chair and Vice-Chair are to be ratified by AMS Assembly.

23. AMS COMMITTEES FUNCTIONING AS COLLECTIVES

23.1 Prior to hiring new committee members, a chair and any existing committee members may request that their committee function as a collective, meaning that new members will not go through an interview process. These committees have unlimited enrolment and the nature of the interview process has not/will not lead to detection of traits/criteria that would allow for rejection of the said individual (i.e. the demonstration, verbal or otherwise, that would undermine the mandate of the committee). Approval for this committee to function as a collective must be sought from the Commissioner and the Director of Human Resources.

23.2 Student volunteers will still be required to fill out a volunteer information form, as a means to gather information, and the chair may include a supplemental application form with more specific questions regarding their particular committee if they desire. Any application form must be approved by the DHR. As well, an informal meeting may be requested between the chair and member to communicate information (e.g. if a member joins half way through the year and needs to be filled in on what the committee has done to date.)

23.3 The decision to function as a collective is only valid for that academic year and may be overturned by the chair and members, and/or by the Commissioner should circumstances arise where it is felt that interviews are necessary.

24. GENERAL OFFICE SUPPORT STAFF/CASUAL OR LIMITED TERM WORK

24.1 A student in a front desk/reception position shall be eligible to be rehired in accordance with AMS rehire policy. A maximum of two front desk staff may be rehired each year and no student shall be eligible to hold this position for longer than two years.

24.2 The hiring for miscellaneous positions (e.g. assembly scribe, board scribe) shall be conducted by the Executive or Executive Team member or manager to whom the employee is ultimately responsible, and consistent with any applicable Society policies. The hiring shall be guided by the general principles expressed in this document but the individual responsible for hiring shall retain the discretion to act expediently when necessary upon receiving approval from the AMS Executive. Expediency shall be deemed to include bypassing normal requirements for the advertisement/notification of AMS positions.

24.3 In hiring for casual or short-term positions, when possible preference shall generally be given to AMS volunteers to demonstrate appreciation for their commitment and dedication in serving their fellow students.

24.4 In the event that a head manager determines their service needs to hire additional staff in response to either employee loss or increased work volume, the appropriate Director may open a hiring period, the duration of which is subject to the approval of the VPOPS.

24.5 For services that remain open during the summer and require waged staff, every effort shall be made during the spring hiring period to ensure that positions are filled from the spring applicant pool. However, in the event a position(s) is not filled or if the service requires summer staff for unforeseen circumstances, then the service may undertake hiring during the summer upon receiving the authorization of the appropriate services director. In recognition of the importance of seeking to offer AMS employment opportunities to as many student applicants as possible, this step shall generally be taken only if a service would otherwise be significantly hampered in its operations.

24.6 All efforts shall be made to advertise summer job openings to AMS members.

24.7 Summer staff shall sign a separate employment contract which ceases coincident with the return of staff in the fall term.

24.8 All summer staff must fulfill the eligibility requirements laid out within this policy. Past employees who have graduated and will not be returning AMS members may only work over the summer after all efforts have been made to fill the positions with returning AMS members.

25. RECORDS RETENTION

25.1 The HR Office shall maintain a central database of all AMS employees and volunteers which shall consist of name, position, year of study, program and contact information. Each Commissioner, Office Director and Service Manager shall be required to review and confirm the relevant content of the database containing a list of employees or volunteers under their supervision by no later than December 1st of each year.

25.2 All written evaluations of candidates shall be kept on file in the Human Resources Office for a period of not less than six months after their interview has taken place.

25.3 Employee records including performance evaluations and all information relating to demerits and other disciplinary action shall be maintained by individual services in a standardized format and transferred to the Director of Human Resources for review and storage at the end of each academic year, which should normally occur in April. Employment records for a staff member who has been terminated shall be transferred to the Director of Human Resources within a week of the termination. This information may be viewed by hiring committees for all AMS salaried positions and for service staff positions. Commissioners may access these files for applicants for volunteer positions within their Commission.

25.4 Records kept in individual services must be kept in a confidential manner, in a space that is only accessible to the management team. If there is no such space, employee records must be kept in the Human Resources Office.

25.5 All performance based employment records, including evaluations shall be destroyed by December 31 of the academic year immediately following the completion of the student's employment.

26. FALL TERM HIRING PERIOD

26.1 To enhance accessibility by all AMS members to AMS employment opportunities, normally at least 15% of remunerated staff positions in each corporate service shall be set aside and filled in a separate hiring period conducted at the beginning of the fall term.

26.2 Given the training and licensing requirements mandatory for all students who are hired to work for Queen's Student Constables, the Queen's Student Constables shall conduct hiring for 100% of their staff in the spring hiring period.

26.3 Given the requirements of Tricolour Outlet to operate during Orientation Week with a full staff, Tricolour Outlet shall conduct hiring for 100% of their staff in the spring hiring period, subject to the approval of the VPOPs.

26.4 Insofar as the intent of the fall hiring period shall be to provide opportunities for both students unable to participate in the spring hiring period, and for those utilizing the work study program, eligibility shall be restricted to those applicants who satisfy at least one of the following requirements:

- a. members who are in their first year of study at Queen's University
- b. members who were on exchange or otherwise studying off campus as a requirement of their academic program during the spring hiring period
- c. members who have been awarded work study funding that will be applied towards the position for which they are applying (regardless of whether they were unsuccessful applicants during the previous spring hiring period)

- d. members who were unable to apply during the spring period due to extenuating circumstances, subject to the approval of the Director of Human Resources

26.5 Relevant hiring committees shall base their selection from this applicant pool solely on merit and thus shall not give preference to work study students on the basis of any perceived financial advantage accruing to an AMS service arising from wage subsidies available under the work study program.

26.6 The number of positions hired in the fall term, and the eligibility requirements applied to such hiring, shall be subject to change at the discretion of the VPOPs where the VPOPs determines existing requirements pose a clear threat to the service in consideration. All such changes shall be clearly indicated on the appropriate recruitment materials and applications.

26.7 Applicants who worked at a service the previous year and failed to be rehired are not eligible to apply for the same service in the fall hiring period.

27. EMPLOYMENT EQUITY TRAINING

27.1 The Executive Elect and all members of all AMS hiring committees shall participate in an Employment Equity training session delivered by the Human Rights Office or the Director of Human Resources, as trained by the Human Rights Office, prior to hiring for any AMS position.

28. HIRING COMMITTEE AGREEMENT

28.1 All members of AMS Hiring Committees shall first be required to sign a Hiring Committee Agreement. The agreement can be found in Appendix B to this policy.

28.2 Volunteers whose term has already begun, have participated in Fall Hiring and have already signed a volunteer agreement therefore do not have to sign a hiring agreement.

29. RECRUITMENT

29.1 All AMS salaried staff shall support and participate in recruitment efforts as determined by the Director of Human Resources and the Executive.

29.2 All AMS salaried staff shall provide the same relevant information and advice about their positions to all potential applicants who approach them.

29.3 In an effort to make AMS salaried positions optimally accessible to as many students as possible, it shall be up to the discretion of the appropriate supervisor in consultation with the appropriate Executive member to offer flexible work terms. A flexible work term shall be defined as a length of contract that is to some extent based on the availability of the applicant, e.g. a position may be advertised as either an “8-or 10-month” contract, with the final decision on the length of the contract to be determined after consideration of the availability of the successful applicant. A flexible work term shall not refer to the weekly time commitment or the remuneration of the position.

APPENDIX A: HIRING PANELS

The below hiring panels are more explicitly specified than those outlined in the hiring committee panels reflected above.

ACADEMIC AFFAIRS COMMISSION

All AAC hiring panels conform to those outlined in the Hiring and Appointment Policy and Procedures Manual.

CAMPUS AFFAIRS COMMISSION

The following committee's hiring panels are composed more explicitly, and are as follows:

- Orientation RoundTable Coordinator
 - Commissioner of Campus Activities
 - Vice President (University Affairs)
 - A second member of AMS Executive Team
- Orientation Roundtable Director
 - The newly hired ORT Coordinator
 - Commissioner of Campus Activities
 - A second member of AMS Executive Team
- NEWTs Head Gecko (NEWTs Chairperson)
 - Commissioner of Campus Activities
 - Vice President (University Affairs)
 - A second member of AMS Executive Team
- NEWTs Executive
 - Commissioner of Campus Activities
 - The newly hired NEWTs Head Gecko (NEWTs Chairperson)
- FYNIRs Chair
 - Commissioner of Campus Activities
 - Vice President (University Affairs)
 - A second member of AMS Executive Team
- FYNIRs Executive
 - Commissioner of Campus Activities
 - The newly hired FYNIRs Chair

All other CAC hiring panels conform to those outlined in the Hiring and Appointment Policy and Procedures Manual.

MUNICIPAL AFFAIRS COMMISSION

The following committee's hiring panels are composed more explicitly, and are as follow:

- SMART Head Manager
 - Municipal Affairs Commissioner
 - Vice President (University Affairs)
 - Vice President (Operations)
 - An AMS Permanent Staff Member (if required)
- SMART Service Staff
 - Municipal Affairs Commissioner
 - SMART Head Manager
 - Vice President (University Affairs) or another member of the AMS Executive Team

All other MAC hiring panels conform to those outlined in the Hiring and Appointment Policy and Procedures Manual.

SOCIAL ISSUES COMMISSION

- Deputy Commissioner of Social Issues (Indigenous Affairs)
 - Commissioner of Social Issues
 - Another member of the Executive Team
 - A representative from Four Directions

ADVANCEMENT OFFICE

- Director of Advancement
 - President
 - Vice President (University Affairs)
 - Vice President (Operations)
 - General Manager
 - Representative from Queen's Advancement Office

QUEEN'S CLUBS

- Director of Clubs
 - Vice President (University Affairs)
 - SGPS Representative
 - Clubs Representative
- Assistant Director of Clubs
 - Director of Clubs
 - AMS Representative
 - SGPS Representative
 - Clubs Representative
- Clubs Coordinator
 - Director of Clubs
 - Assistant Director of Clubs
 - SGPS or AMS Representative
 - In the event both the Director of Clubs and Assistant Director of Clubs are AMS Students, a representative must be from the SGPS
 - In the event both the Director of Clubs and Assistant Director of Clubs are SGPS Students, a representative must be from the AMS
 - In the event that one of the Director of Clubs and Assistant Director of Clubs are from the SGPS and the other is from the AMS, the representative may be from either the AMS or SGPS

* The Director of Clubs, the Assistant Director of Clubs and the Clubs Coordinators can be members of either the AMS or the SGPS. AMS applicants must pay their full slate of AMS student fees. SGPS students must pay the full slate of SGPS student fees.

ELECTIONS TEAM

- Chief Electoral Officer and Chief Returning Officer
 - AMS Secretariat
 - Two members of Assembly, who have no intention to run for an election in the following year
- Deputy Returning Officer
 - AMS Secretariat
 - Chief Electoral Officer
 - Chief Returning Officer

JUDICIAL AND GOVERNANCE POSITIONS

- Secretariat
 - Vice President (University Affairs)
 - President
 - Information Officer
- Judicial Affairs Manager
 - Vice President (University Affairs)
 - President
 - Permanent Staff Member
- Judicial Affairs Deputies & Clerk
 - Judicial Affairs Manager
 - Vice President (University Affairs)
 - Secretariat
- Judicial Committee Chair
 - Secretariat
 - Vice President (University Affairs)
 - Two members of assembly

APPENDIX B: HIRING AGREEMENT

Hiring Committee Agreement

In seeking to fulfill my duties as a member of an AMS hiring committee I agree to act in full compliance with the AMS Hiring and Appointment Policies and Procedures Manual.

I understand that all information I access as a member of this committee, including, but not limited to, written and oral assessments of candidates, reference check information, student employment records, resumes and transcript information shall be treated as confidential.

I understand that all information on the online application system must remain on the system and not be downloaded, copied or transferred in any other way from the website.

I agree to disclose to my fellow members of the hiring committee any current or former relationship/significant association with any candidate(s) prior to the commencement of the interview.

I agree not to share any such information with anyone other than fellow hiring committee members unless agreed to by the committee and expressly permitted by AMS hiring policy.

Name: _____

Signed: _____

Date: _____

Hiring Committee: _____