

Hiring and Appointment Policy and Program

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY

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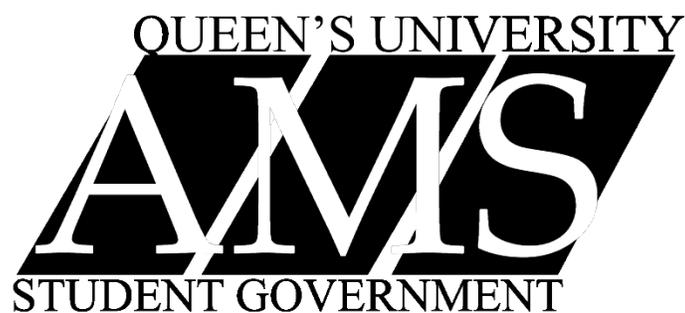


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Purpose and Scope of this Policy

This Policy is intended to apply to all positions offered by the Alma Mater Society of Queen's University (AMS), including but not limited to, full-time and part-time paid positions either hourly waged, salaried, or commissioned, as well as volunteers. The purpose of this Policy is to be a proactive measure in ensuring equitable and fair hiring throughout the AMS. It is necessary for providing hiring panels and applicants with a consistent and accessible document for reference throughout each hiring period.

Terminology and Definitions

"AMS" means the Alma Mater Society of Queen's University Incorporated and the Alma Mater Society of Queen's University.

"Corporate Caucus" refers to employees and volunteers that work in the AMS services under the Vice President (Operations).

"Department Head" refers to any full-time or part-time salaried staff who is responsible for the supervision of a service, office or a commission.

"Executive" refers to the person or persons who have been elected as the President, Vice President (Operations) and Vice President (University Affairs).

"Executive-Elect" refers to the person or persons who have been elected as the President, Vice-President (Operations) and Vice-President (University Affairs) for the next academic session.

"full-time salaried" refers to a position that works thirty (30) or more hours per week.

"Government Caucus" refers to employees and volunteers that work in the AMS offices and commissions under the President and the Vice President (University Affairs).

"Major Service" refers to any corporate service under the portfolio of the Vice President (Operations) including the Queen's Student Constables, The AMS Pub Services, Common Ground Coffeehouse, Walkhome, Studio Q, *The Queen's Journal*, Tricolour Outlet, the Printing and Copy Centre, the Student Life Centre and the Peer Support Centre.

"part-time salaried" refers to a position that works less than thirty (30) hours per week.

"Permanent Staff" refers to the person or persons who are full-time salaried and permanent staff of the AMS. This includes the General Manager, Payroll and Administrative Assistant, Controller, Operations Officer, Facilities Officer, Information Officer, and Accounting Assistant.

"Policy" refers to the Hiring and Appointment Policy and Program.

“Rehire” refers to an hourly-waged staff who held the same hourly-waged position in the previous academic year and has been selected as Service Staff in the current academic year.

“Senior Management” collectively refers to Executive, Commissioners, Directors, and Head Managers at the Major Services.

“Service Staff” refers to an hourly-waged staff at a Major Service that does not act in a supervisory capacity.

“SGPS” refers to the Society of Graduate and Professional Students at Queen's University.

“Supervisor” refers to an hourly-waged staff at a Major Service that is scheduled to act as a Manager on Duty during periods when the service Manager may be unavailable. The Supervisor is an extension of the service’s management team and does not work within a portfolio.

Policy Statement

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, gender identity, gender expression, age, record of offences, marital status, family status or disability.

This Policy is intended to apply to all positions in the AMS. However, the sheer number and diversity of positions offered by the AMS and the many forms of recognition make exceptions inevitable. Wherever possible these exceptions or the non-applicability of certain sections are noted.

Nevertheless, this Policy cannot possibly anticipate all the myriad of questions, issues, and exceptions that inevitably arise. In the event that a matter is not directly addressed by this document, and in the event time deadlines do not permit full adherence to the guidelines contained herein, the AMS Executive shall be responsible for determining the proper course of action and be allowed departure from policy in these special circumstances. Any departure requires approval of 2/3 members of the current Executive and should be made in consultation with the Director of Human Resources and Executive Elect, if applicable.

Roles and Responsibilities

All applicants to AMS positions and individuals conducting interviews for AMS positions are responsible for understanding their rights and obligations as outlined by this Policy.

All hiring panels have an obligation to be familiar with this Policy, act in the spirit of the Policy and comply with their responsibilities as outlined in the policy.

The Director of Human Resources has a responsibility to support this policy and actively promote compliance to the policy.

The Director of Human Resources shall be responsible for making applicants and hiring panels aware of this document and informing them how to access it at any time.

Policy and Program

Section 1: Guiding Principles

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

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

1.3 The AMS shall seek to offer opportunities to as many 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 than previous or current AMS employees.

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

Section 2: Eligibility

2.1 To be eligible for an AMS position, all prospective employees and volunteers shall:

- a) Be an AMS Member at the time of applying and for the duration of their position.
- b) Be in good academic standing as defined by their program.
- c) Be in 60% of a full course load as defined by their program.
- d) Be legally able to work in Canada.

2.2 An exception to 2.1 is provided for students seeking full-time salaried positions in the AMS: students must be enrolled in a minimum of 3.0 units in each of the fall and winter semesters they would hold the position. This allowance for full-time salaried employees to fall below the full-time student threshold reflects consideration of the exceptional workload and responsibility associated with these positions.

2.2.1 Students who wish to be considered for a full-time salaried position and take 9.0 course units or more in each of the fall and winter semesters shall declare their intention at the time of interview and request written permission from the Executive.

2.3 All students who wish to be an employee or volunteer receiving honorarium must have a valid social insurance number at the time they are applying for a position and for the duration of their involvement in the AMS with respect to that position.

2.4 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 Queen's University, as AMS members, in the ensuing academic year.

2.5 Students who have worked in the service for the previous year but are not returning AMS members may be eligible to be hired to work during the summer months for a limited part-time work contract if a service is impeded from fully functioning due to a lack of available staff and where additional staff are deemed necessary. In order to become eligible for this employment exemption, the individual must obtain a written letter of exemption from the Executive. This letter must be kept in the employee's staff file.

- a) Individuals who have been terminated from the AMS for disciplinary reasons within the last year or have received seven (7) or more demerits during their employment in the given service, shall not be eligible for exemption.
- b) Individuals who applied for rehire and were not rehired shall not be eligible for exemption.

2.6 AMS salaried staff may be permitted to also work part-time at an AMS service during summer months only if all other options set out in Policy have been explored, and the service still requires additional staff on a temporary basis. Salaried staff who are granted this exemption to work outside their portfolio shall not exceed 44 hours of work per week, without written permission from the Executive.

2.7 The eligibility requirements for general 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 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 requirements for Service Staff at Walkhome may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees, including the service-specific fee, at the time of applying and throughout the period of their appointment.

2.8.1 Walkhome is to reserve 15% of their staff positions for SGPS members who have fulfilled these eligibility requirements. If for reasons beyond the service's control this requirement cannot be met, the Walkhome Head Manager will consult the Vice President (Operations).

2.9 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 panels 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.

2.10 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.

2.11 Generally, no student shall hold more than one remunerated position within the AMS and, 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.

2.12 Students holding positions for which they are eligible to receive an honorarium not exceeding \$1000 shall be eligible to hold staff positions within AMS Major Services. It is the student's responsibility to ensure that they are not holding a staff position while receiving an honorarium exceeding \$1000. Failure to comply may result in termination from either or both positions.

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

Section 3: Eligibility of Previous Employees

3.1 No student shall be eligible to be an Office Director or Commissioner, respectively, for more than one (1) year.

3.2 No student shall be eligible to be a member of Senior Management for more than two (2) years, unless as an elected Executive.

3.3 A student who has been an Assistant Manager of a corporate service is eligible to become the Head Manager of that same service.

3.4 A student who has been a Head or an Assistant Manager at a corporate service shall be eligible to serve as a Head or Assistant Manager of a different corporate service.

3.5 No salaried staff member or honoraria recipient may stay in the same position for more than one (1) year, nor may they work in the same position with a different portfolio. In general, salaried staff members and honoraria recipients must:

- a) Move upwards in the service, office or commission they currently work in;
- b) Move to another service, office or commission.

3.6. No volunteer, waged staff 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.

3.7 Exceptions to the above restrictions may be made by the Director of Human Resources and the supervising Executive member in the event that the hiring panel decides that none of the other applicants are in any way capable of satisfying the job description, or there is some other extraordinary circumstance.

3.8 The Director of Human Resources shall not be eligible to apply for any salaried, hourly or volunteer position in the year in which they hold or have held the Director of Human Resources 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 Executive must give notice in their report to Board.

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

3.10 Members of the Executive shall not be eligible to apply for salaried, hourly or volunteer position in the year in which they hold or have held an Executive position. The Board of Directors/Assembly shall have the right to waive the restriction on eligibility for a volunteer position should they determine circumstances so warrant.

3.11 A student who has been previously 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.

Section 4: Work Study Applicants

4.1 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.

4.2 The AMS shall honour the requirements of the Work Study Program, including those of wage and termination protocol.

4.3 If a student receives a Work Study entitlement after they have worked shifts as part of their current Employment Contract, their wage shall be adjusted accordingly for the full work period they are entitled. 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.

4.4 It shall be the responsibility of the student to inform their direct supervisor of their acceptance into the Work Study Program within the academic year it applies. The student shall monitor their remuneration to ensure they are receiving the accurate pay rate.

4.5 The AMS requires a copy of the executed Work Study contract issued by Queen's Student Affairs to prove receipt of entitlement and execution of contract by the AMS. This documentation will be stored in the employee's staff file.

4.6 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.

4.7 Students shall sign both a work study contract and an AMS Employment Contract. It is the responsibility of the student to ensure they have signed both contracts.

Section 5: Job Descriptions

5.1 Prior to the election of the new AMS Executive each year, the Director of Human Resources shall ensure that all job descriptions are current, appropriate and complete. Sufficient time needs to be allowed for AMS Board of Directors to approve all changes.

5.2 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 application system during the recruitment and hiring process.

Section 6: Recruitment

6.1 All positions shall be suitably advertised, one week in advance to the deadline. In particular, the Director of Human Resources will be responsible for ensuring that positions are well-publicized to those whose membership is traditionally underrepresented in the AMS.

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

6.3 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.

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

6.5 All management positions in both the Government Caucus and the Corporate Caucus, as well as any senior volunteer positions, shall be hired by the end of classes in the winter term.

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

Section 7: Applicants and Applications

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

- a) Position applied for; name; student number; telephone number; Queen's e-mail address; faculty; year of program; number of courses in which the applicant is currently enrolled; number of courses in which the applicant intends to enroll in the coming year; confirmation of eligibility as per requirements laid out in Section 2 and 3.
- b) Authorization to enable AMS to verify information provided.

7.2 The application page shall contain the following information:

- a) Statement that AMS is an equal opportunity employer;
- b) General eligibility requirements and information on how to access the full list of requirements;
- c) Statement that hiring will be done in accordance with the Hiring and Appointment Policy and Program;

- d) The job description;
- e) Uploading mechanism for supporting materials (i.e. cover letter, resume, portfolio, etc.) where applicable;
- f) Space to request accommodations;
- g) Names, positions, relationship to the applicant and contact information of references, where appropriate, and affirmation the applicant has notified references they may be contacted;
- h) List of suggested relevant contacts for applicants to inquire about the position;
- i) Due date and time for submission of application;
- j) Information on the interview posting, including dates when interviews will be held; and,
- k) Statement that an incomplete application package constitutes a basis for rejection of the applicant.

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

7.4 The application page for salaried staff positions shall list a maximum of three questions relating to the position for which a written response shall be required. The application page may include an additional question regarding the applicant's desire to be considered for another position. The questions shall be approved by the current Executive and the Director of Human Resources prior to the beginning of the hiring period.

7.5 The application page for Supervisor positions shall list a maximum of two questions for which a written response shall be required. The Incoming Vice President (Operations) in conjunction with the outgoing Director of Human Resources shall determine the two questions to be used for all Supervisor applications.

7.6 The application page for Service Staff positions shall list a maximum of two (2) questions for which a written response shall be required. The Incoming Vice-President (Operations) in conjunction with the outgoing Director of Human Resources shall determine the two questions to be used for all Service Staff applications.

7.7 The application page for volunteer positions shall list no more than two (2) questions for which a written response shall be required. The application page may include an additional question regarding the applicant's desire to be considered for another position.

The questions shall be approved by the relevant Executive member and the Director of Human Resources prior to the opening of the hiring period.

7.8 Written responses shall not exceed one page (approximately 350 words).

7.9 Service Staff who wish to apply for rehire may apply for up to one (1) additional Service Staff position at any of the Major Services 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 by the outgoing management team to ascertain the number of positions available for new hires. The outgoing and incoming management teams may decide not to hire the maximum allowed rehire percentage. Decisions regarding rehire will be made in accordance with the guidelines set out in this Policy.

7.10 Supervisors who wish to apply to rehire may apply for up to one (1) additional Supervisor part-time hourly positions at any of the Major Services 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 Supervisor for the following year, shall be made in confidence by the outgoing management team to ascertain the number of positions available for new hires. The outgoing and incoming management teams may decide not to hire the maximum allowed rehire percentage. Decisions regarding rehire will be made in accordance with the guidelines set out in this Policy.

7.11 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 considered.

Section 8: Pre-Interview Notice for Applicants

8.1 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.

8.2 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 panel shall acquire verbal confirmation from applicants regarding their interview times. This shall be noted on the application page.

8.3 Interview times shall be made available online by the hiring panel within 72 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.

8.4 Should an applicant miss their initial scheduled interview without notice, the hiring panel may use their discretion to offer a subsequent interview time in cases they deem to be exceptional.

8.5 Applicants for AMS Service Staff or Supervisor positions shall be limited to applying to a maximum of two (2) positions within a Major Service, respectively. Applicants shall be informed at the end of their interview that they may resubmit the order of their preferences by a specified date.

8.6 Applicants may only apply for a maximum of three (3) managerial positions within the government caucus and the corporate caucus, not including AMS Senior Management positions.

8.7 Applicants may only apply for a maximum of two (2) AMS Senior Management positions. If they are interested in explicitly working in the government caucus or the corporate caucus, they must submit one application for their first choice position, and note their second choice position in the provided space on the application page. If they are interested in one position in the government caucus and one position in the corporate caucus, they may submit two different applications and note this in the space provided for additional preferences.

Section 9: Waged Staff and Volunteer Pre-Selection

9.1 Applications are evaluated on the basis of qualities, attributes, motivations and character required for the position in which the applicant is applying. Required tenets for all positions are pre-determined by each hiring panel and reviewed by the Human Resources Office prior to the evaluation of applications to ensure that all applicants for a specific position are evaluated using the same pre-determined criteria.

9.2 Up to 20% of total eligible applicants may not receive an interview if their applications are determined to be insufficient in satisfying the hiring panel's pre-determined criteria. Hiring panels shall make every effort to have a 3:1 ratio, referring to the number of eligible applicants to the number of available positions.

9.3 For any waged, committee member or general volunteer positions, where the total number of interviews would exceed 200, the Department Head shall have the authority,

subject to the approval of the Director of Human Resources, to reduce the number of applicants to receive interviews to 200 via one of the following two methods:

- a) The number of applicants to receive interviews may be reduced based on an evaluation of the applicants' written responses to the questions that appear on the online AMS application system.
- b) The number of applicants to receive interviews may be reduced through a lottery. The logistics of the lottery shall be determined by the Director of Human Resources, who is responsible for administering the lottery. Up to 20% of total eligible applicants may be removed from the lottery process if their applications are determined to be insufficient in satisfying the hiring panel's pre-determined criteria.

Section 10: Hiring Panels

10.1 The Executive-elect and all members of AMS hiring panels shall participate in a Hiring Equity Training delivered by the Human Resources Office, prior to hiring any AMS position.

10.2 Any members of AMS hiring panels shall be required to sign a Hiring Agreement prior to sitting on the panel. These documents can be found in Appendix One.

10.4 Hiring panels shall consist of a minimum of three individuals. This section of Policy states a general composition of various hiring panels. Specific, pre-determined panels can be found in Appendix Two. Where it is not possible for the predetermined hiring panel outlined in Appendix Two to form as a result of conflicting availability, conflicts of interest or some other circumstance, the panel may consult with the Human Resources Office to find an appropriate replacement. Every effort will be made to ensure members of all hiring panels are relevant to the position being hired.

10.5 Prior to reviewing applicants, all hiring panels shall meet to establish criteria by which the successful applicant(s) shall be chosen. The pre-determined criteria and interview questions shall be reviewed by the Human Resources Office before the scheduling of interviews begins.

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

10.7 Members of a hiring panel shall declare a conflict of interest in advance of an interview where there is any significant existing or past relationship with an applicant. Where reasonable, no hiring panel member shall conduct an interview with an applicant who is their current or former partner, current or planned 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. Members of the hiring panel that know an applicant shall speak last when deliberating on the applicant.

10.8 The hiring panel shall ultimately be responsible for all hiring decisions and shall be the sole hiring panel should a second round of interview occur, unless otherwise specified in Appendix Two or by the Executive and or the Director of Human Resources.

10.9 The general composition of various hiring panels for the Major Services in the corporate caucus:

- a) Head Managers, Assistant Managers, and Supervisors (first round interview): Executive-elect, Operations Officer.
- b) Supervisors (second round interview): Incoming Head Manager and two Incoming Assistant Managers.
- c) New Service Staff and general volunteers: Incoming Head Manager and incoming Assistant Managers or an incoming service manager and Incoming Supervisors/Coordinators.

10.10 The general composition of a hiring panel for Walkhome Supervisors (second round) will be the Incoming Head Manager and Assistant Manager of Walkhome, and an additional incoming member from Senior Management.

10.11 In the event a service receives a sufficiently high number of service staff or volunteer applicants such that it becomes effectively unworkable for one hiring panel to conduct all interviews, the incoming Head Manager and Assistant Managers may seek authorization from the current Vice President (Operations) and Director of Human Resources to split into more than one hiring panel. Should this authorization be granted, the hiring panels shall establish and share identical selection criteria and shall strive for as objective a measure of interview success as possible.

10.12 The general composition of various hiring panels in the government caucus:

- a) Directors and Commissioners (first round interview): Executive-Elect and a member of the permanent staff.
- b) Assistant Managers: the relevant Executive-Elect, incoming Department Head, an additional incoming member of Senior Management.

- c) Deputies: incoming Department Head, two additional incoming members of Senior Management.
- d) Committee Chairs: the relevant Department Head to whom the Chair directly reports to, and two additional Deputies and or Assistant Managers or members of Senior Management.
- e) Committee Members: The Committee Chair(s) and and/or the relevant Deputy/Manager(s) to comprise a panel of three.
- f) General Volunteers: Committee Chair(s) and/or the relevant Deputy/Manager(s) to comprise a panel of three.

10.13 The general composition of various other hiring panels:

- a) Front Desk Staff: The Payroll and Administrative Assistant, the controller and an incoming member of Senior Management.
- b) Information Technology Service Staff: incoming Director of Information Technology, and two additional incoming members from Senior Management.
- c) Accounting Support Staff: The Controller, the General Manager and an additional individual deemed appropriate by the Controller and the General Manager.

Section 11: Interviews

11.1 Every reasonable effort shall be made to conclude interviews before midnight.

11.2 All applicants for the same position shall be asked the same set of core interview questions subject to each round. All questions are reviewed by the Human Resources Office prior to scheduling interviews.

11.3 For full-time and part-time salaried staff, between five (5) and six (6) questions shall be asked. Applicants who have indicated that they wish to be considered for other positions may be given a chance to answer a maximum of three (3) questions 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.

11.4 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.

11.5 For Supervisors and Senior Volunteers, no more than four (4) questions shall be asked. Additional questions may be added, subject to the approval of the Director of Human Resources.

11.6 For Service Staff, Committee Members, and general volunteers, no more than three (3) questions shall be asked. Additional questions may be added, subject to the approval of the Director of Human Resources.

11.7 The following types of questions shall be considered acceptable:

- a) Questions that relate to personal goals;
- b) Questions that relate to the service/commission/office/committee/general position;
- c) Questions that relate to the applicant's potential responsibilities;
- d) Questions that relate to personality and or management style;
- e) Questions that probe skills and experience in order to assess the candidate's level of qualification;
- f) Applicants for full-time and part-time salaried positions shall be asked whether there are any other positions for which they would like to be considered.

11.8 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. Hiring panels may also ask follow-up questions based on answers provided in their written application. To preserve fairness, such questions should be kept to a minimum and should be posed only when there is substantial reason.

11.9 A second round of interviews may be held at the discretion of the hiring panel, the Executive-Elect and the Director of Human Resources. The panel is not obligated to include all applicants in the second round. When hiring members of AMS Senior Management, the Executive-Elect may schedule a second round in which there is an interactive component.

11.10 If, at the conclusion of interviews and application review, the hiring panel is not satisfied with any of the applicants, then it may reopen the entire process. Similarly, if the panel 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. It is the responsibility of the hiring panel to notify applicants of any application extensions.

11.11 The format of a group interview must be approved by the Director of Human Resources prior to commencement.

Section 12: Interview Evaluation of the Applicant

12.1 Each member of the hiring panel 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 Resources Office.

12.2 Evaluations on individual applicants may occur during the interview process, however, no comparisons shall be made between applicants until all interviews have concluded for the respective position.

12.3 Evaluations on individual applicants shall refer primarily to the essential criteria pre-determined by the hiring panel. All criterion is reviewed by the Human Resources Office prior to the scheduling of interviews.

Section 13: Reference Checks

13.1 Reference checks for successful applicants are recommended, but not required.

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

13.3 The hiring panel shall have the discretion to consult additional references if it deems relevant.

13.4 An applicant cannot list AMS Permanent Staff as a reference.

13.5 An applicant shall make a concerted effort to not list a member of the hiring panel as a reference. Any circumstance where this occurs shall be deemed a conflict of interest. As stated in section 10.7, the member of the hiring panel shall declare in advance of an interview the conflict of interest. The member shall remove themselves from the interview process and find a suitable replacement if/when necessary.

13.6 An applicant wishing to use a reference out of the country may provide an email address for contacting the reference. Applicants should inform the Human Resources Office this is the case upon submitting their application.

Section 14: Selection

14.1 The hiring panel must conduct interviews for the position they are hiring for. The exception to this is AMS committees functioning as a collective (Section 20) and in special circumstances approved by the Director of Human Resources and the relevant Executive member.

14.2 Selection of the successful candidate shall be made on the basis of the interviews, applications and reference checks.

14.3 Only members of the hiring panel for that position shall deliberate on the selection of successful applicants. In the event that there is more than one hiring panel, each panel will be responsible for hiring the same percentage of applicants.

14.4 The hiring panel for corporate management positions shall have the authority to offer an applicant a corporate management position for which they did not apply, subject to the approval of the Vice President (Operations) Elect.

14.5 The hiring panel for Directors and Commissioners shall have the authority to offer an applicant a Director or a Commissioner position for which they did not apply, subject to the approval of the direct supervisor.

Section 15: Post-Interview Notice to Applicants

15.1 The hiring panel shall strive to notify all applicants of the outcome of the hiring panel's decision within 48 hours of the last interview. If this time period must be extended, the hiring panel 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 and the automated email released to reflect the status of the application.

15.2 The hiring panel shall phone or email the successful applicant(s) first. At this time, confidentiality shall be requested of the applicant and maintained by the hiring panel, until all unsuccessful applicants have been notified.

15.3 The successful candidate will be given 48 hours to consider the position they have been offered if necessary. In this case, all other applicants will be notified of the delay in process. Once an applicant has accepted the position, the hiring panel shall make every reasonable effort to notify all unsuccessful applicants as soon as possible.

15.4 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.

Should services close prior to April 30th, applicants may be notified earlier subject to the approval of the current Vice President (Operations) and Director of Human Resources.

Section 16: Rehires

16.1 Services shall be permitted to rehire up to a maximum of 30% of their total Service Staff or general volunteers.

16.2 If the service plans to hire six (6) or more Supervisors, the outgoing management team has the authority to rehire a maximum of two (2) Supervisors from the current team. If the service plans to hire a total of less than six (6) Supervisors, the outgoing management team has the authority to hire a maximum of one (1) Supervisor from the current team.

16.3 The eligibility of applicants for rehire is subject to Section 2 and 3 of this Policy.

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

16.5 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.

16.6 Employees' disciplinary record will be made available to the rehire hiring panel to assist in the decision-making process. No employee shall be rehired within their service if they have accumulated seven (7) or more demerits, to ensure that only those with exceptional past performance are rehired.

16.9 No employee shall work more than four (4) years in any service wage-level position.

Section 17: Commencement of Employment

17.1 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 Policy and the AMS Employee Policy and Procedures Manual and informed as to how to access it at any time.

17.2 All incoming members of Senior Management shall be required to sign a Confidentiality and Non-Disclosure Agreement 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.

17.3 All waged and part-time salaried employee shall be required to sign an Employment Contract prior to commencement of their employment. No 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.

17.4 All general, senior and honoraria volunteers shall be required to sign a Volunteer Agreement prior to commencement of their position. No volunteer shall receive remuneration without having signed an agreement. 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 volunteer is governed.

Section 18: Ratification – Corporation and Offices

18.1 Office Directors and all managerial/editorial positions shall be ratified by the AMS Board of Directors at the first scheduled Board meeting after the hiring panel 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.

18.2 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 panel'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 panel to either select another candidate from the original pool of applicants or to reopen applications.

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

Section 19: Ratification - Commissions

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

19.2 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 panel'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.

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

19.4 All members of the Judicial Affairs Office and the Judicial Committee are to be ratified by AMS Assembly.

Section 20: AMS Committees Functioning as Collectives

20.1 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 Department Head and the Director of Human Resources.

20.2 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 Director of Human Resources. As well, an informal meeting may be requested between the chair and member to communicate information (i.e. if a member joins half-way through the year and needs to be filled in on what the committee has done to date.)

20.3 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 Department Head and Director of Human Resources should circumstances arise where it is felt that interviews are necessary.

Section 21: General Office Support Staff/Casual or Limited Term Work

21.1 A student in a front desk/reception position shall be eligible to be rehired in accordance with this Policy. Additionally, front desk staff exceeding the amount set out in the AMS rehire policy may be hired at the discretion of the Executive.

21.2 A student in an Information Technology Service Staff position shall be eligible for rehire in accordance with this Policy. Additionally, Information Technology Service Staff exceeding the amount set out in this Policy may be hired at the discretion of the Executive.

21.3 The hiring for miscellaneous positions (i.e. Assembly Scribe, etcetera) shall be conducted by the Executive-Elect or incoming AMS Senior Management or incoming direct supervisor to whom the employee is ultimately responsible, and consistent with any applicable AMS policies. The hiring shall be guided by the general principles expressed in this Policy but the individuals 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.

21.4 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, they may request to open a hiring period, which is subject to the approval of the Vice President (Operations) and Director of Human Resources.

21.5 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 Vice President (Operations) and Director of Human Resources. 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.

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

21.6 Summer staff shall sign a separate Employment Contract, which ceases coincident with the return of staff in the fall term, unless the employee is continuing with the same employment in the specific service/office/commission throughout the following academic session.

21.7 All summer staff must fulfill the eligibility requirements laid out within this Policy; excluding being enrolled in classes for that particular Summer term. 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.

Section 22: Records Retention

22.1 The Human Resources 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 Head 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 1 of each year.

22.2 All written interview 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.

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

Section 23: Fall Term Hiring Period

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

23.2 Given the training and licensing requirements mandatory for all students who are hired to work for Queen's Student Constables, The AMS Pub Services and Common Ground Coffeehouse, these services shall not be required to hire in the fall if it is not necessary.

23.3 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 Vice President (Operations).

23.4 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, this includes students returning from the Bader International Study Centre;

- 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.

23.5 Eligible SGPS members will be able to apply for a service staff position at Walkhome and the Student Life Centre in the fall hiring period. If the SGPS member applied for a position at Walkhome in the spring hiring period as an undergraduate and was not hired, they will be unable to apply during the fall hiring period as an SGPS member.

23.6 Relevant hiring panels shall base their selection from the 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.

23.7 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 Director of Human Resources and the Executive where the 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.

23.8 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.

23.9 Applicants who applied for a service in the spring hiring period and were not hired are not eligible to apply for the same service in the fall hiring period.

Section 24: Special Circumstance Hiring

24.1 Hiring individuals outside the two main hiring periods (Fall and Spring) shall be at the approval of the Executive in consultation with the Director of Human Resources. Once approved, the hiring panel shall submit a formal request to the Director of Human Resources indicating the number of employees/volunteers to be hired, position type (i.e. part-time hourly, volunteer, etc.), length of term, estimated hours per week, brief description of position and reason for request.

24.2 All AMS hiring shall be directed through the Human Resources Office and coordinated using the AMS application system to ensure the organization is providing opportunities that are safe, fair and welcoming.

24.3 The hiring panel shall participate in creating the recruitment campaign and providing the Talent Acquisition Manager and or the Director of Human Resources with relevant individuals to contact.

Section 25: Hiring Agreement

25.1 All members of AMS hiring panels shall first be required to sign a Hiring Agreement. The agreement can be found in Appendix One to this Policy.

Appendix One: Hiring Agreement

Hiring Agreement

In accordance with Section 24 of the Hiring and Appointment Policy and Program, all members of AMS hiring panels shall be required to sign a Hiring Agreement.

In seeking to fulfill my duties as a member of an AMS hiring panel, I agree to act in full compliance with the AMS Hiring and Appointment Policy and Program, including undergoing Hiring Equity Training as provided by the Human Resources Office.

I understand that all information I access as a member of this panel, 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 panel 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 panel members unless agreed to by the committee and expressly permitted by AMS hiring policy.

Name: _____

Signature: _____

Intended Positions to Hire: _____

Date: _____

Appendix Two: Hiring Panels

Appendix Two provides a detailed description of the AMS's various hiring panels. Where the Appendix does not explicitly indicate the composition of a hiring panel, the policies general descriptions in Section 10 shall be the guiding principle.

i) Senior Management (Round One)

Position	Hiring Panels
Office Directors and Commissioners, excluding the Director of Clubs	Executive-Elect General Manager (or other Permanent Staff designated by the Executive-Elect if required)
Director of Clubs	Executive-Elect General Manager (or other Permanent Staff designated by the Executive-Elect if required) Representative from the SGPS
Head Managers at the Major Services	Executive-Elect Operations Officer and/or the General Manager and/or the Facilities Officer

ii) Salaried Government Assistant Managers (Round One)

Position	Hiring Panels
Talent Acquisition Manager and Market Research Manager	Incoming Director of Human Resources Incoming Director of Marketing President Elect
Head Manager of the Food Bank, Head Manager of the Housing Resource Centre	Incoming Social Issues Commissioner Vice President (University Affairs) Elect Incoming Commissioner of External Advocacy
Judicial Affairs Manager	Incoming Secretary of Internal Affairs General Manager (or other Permanent Staff designated by the Executive-Elect if required) Member of Assembly

Chief Electoral Officer	Incoming Secretary of Internal Affairs President-Elect Member of Assembly
Head Manager of the Academic Grievance Centre	Vice President (University Affairs) Elect Incoming Commissioner of External Advocacy A third incoming member of Senior Management

iii) Corporate Salaried Assistant Managers/Supervisors (Round One)

Service(s)	Hiring Panels
Common Ground Coffeehouse	Vice President (Operations) Elect Operations Officer Incoming Head Manager of the Common Ground Coffeehouse
The AMS Pub Services	Vice President (Operations) Elect Operations Officer Incoming Head Manager of The AMS Pub Services
Tricolour Outlet	Vice President (Operations) Elect Operations Officer Incoming Head Manager of Tricolour Outlet
Printing and Copy Centre	Vice President (Operations) Elect Operations Officer Incoming Head Manager of the Printing and Copy Centre
Queen's Student Constables	Vice President (Operations) Elect Operations Officer Incoming Head Manager of Queen's Student Constables

Walkhome	Vice President (Operations) Elect Operations Officer Incoming Head Manager of Walkhome
Peer Support Centre	Vice-President (Operations) Elect Operations Officer Incoming Head Manager of the Peer Support Centre
Student Life Centre and	Vice-President (Operations) Elect Operations Officer Incoming Head Manager of the Student Life Centre
Studio Q	Vice-President (Operations) Elect Facilities Officer Incoming Head Manager of Studio Q
Managing Editor at the <i>Queen's Journal</i> (if applicable)	Editor-in-Chief of the <i>Queen's Journal</i> Vice-President (Operations) Elect General Manager

iv) Corporate Supervisors (Round 2)

Service	Hiring Panel
Peer Support Centre	Incoming Head Manager of the Peer Support Centre Incoming Assistant Managers
The AMS Pub Services	Incoming Head Manager The AMS Pub Services Incoming Assistant Managers
The Common Ground Coffeehouse	Incoming Common Ground Coffeehouse Head Manager Incoming Assistant Managers
Queen's Student Constables	Incoming Queen's Student Constables Head Manager Incoming Assistant Managers

Walkhome	Incoming Head Manager of Walkhome Incoming Assistant Manager at Walkhome A member of Senior Management
Printing and Copy Centre	Incoming Printing and Copy Centre Head Manager Incoming Assistant Managers
Tricolour Outlet	Incoming Tricolour Outlet Head Manager Incoming Assistant Managers
News Editor and Business Manager	Editor(s)-in-Chief Managing Editor (if applicable) Vice President (Operations)

vi) The Queen's Journal

Position	Hiring Panels
Editorial Staff	Incoming Editor(s)-in-Chief Incoming Managing Editor (if applicable) Incoming News Editor
Business Staff	Incoming Editor(s)-in-Chief Incoming Managing Editor (if applicable) Incoming Business Manager

vii) Campus Affairs Commission

Position	Hiring Panels
New, Exchange and Worldly Transfer Students (NEWTS) Head Gecko	Commissioner of Campus Affairs Incoming Orientation Roundtable Coordinator Representative from the Student Experience Office
NEWTS Executive	Commissioner of Campus Affairs Incoming Orientation Roundtable Coordinator Incoming NEWTS Head Gecko
Queen's Model Parliament Co-Chairs	Incoming Commissioner of Campus Affairs Two incoming members of Senior Management

Queen's Model Parliament Committee Members	Queen's Model Parliament Co-Chairs (either current or incoming depending on period of hiring) Campus Affairs Commissioner (Either current or incoming depending on period of hiring)
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vii) Social Issues Commission

Position	Hiring Panel
Food Bank Coordinators	Incoming Head Manager of the Food Bank Incoming Commissioner of Social Issues Incoming member of Senior Management
Food Bank Volunteers	Incoming Food Bank Head Manager Incoming Food Bank Coordinators
Social Issues Commission Deputies, Editor-in-Chief Collective Reflections	Incoming Commissioner of Social Issues Two incoming members of Senior Management
Committee Against Racial and Ethnic Discrimination (CARED) Co-Chairs	Incoming Commissioner of Social Issues Incoming Social Issues Commission Deputies OR Incoming members of Senior Management
Education on Queer Issues Project (EQuIP) Committee Co-Chairs	Incoming Commissioner of Social Issues Incoming Social Issues Commission Deputies OR Incoming members of Senior Management
Accessibility Queen's (AQ) Co-Chairs	Incoming Commissioner of Social Issues Incoming Social Issues Commission Deputies OR Incoming members of Senior Management
Various Collective Reflection Editors	Incoming Commissioner of Social Issues Incoming Editor-in-Chief Incoming Social Issues Commission Deputy

Monitoring

Monitoring for compliance with this Policy and relevancy of this Policy will be carried out by the Director of Human Resources each year, specifically leading up to and during hiring periods in the fall and winter semesters.

Contact person	<i>Director of Human Resources</i>
Date of next review	<i>May 2021</i>
Related policies, procedures and guidelines	<i>AMS Employee Policy and Procedures Manual</i> <i>AMS Volunteer Policy and Procedures Manual</i>
Policies superseded by this policy	<i>Not applicable.</i>