Original Approval Date: May 13, 2011   **Most Recent Approval Date: June 19, 2020**

Parent Policy: [Recruitment Policy](#)

Support Staff Selection Procedure

Office of Administrative Responsibility:	Human Resource Services
Approver:	Board of Governors
Scope:	Compliance with this university policy/procedure extends to Support Staff as outlined and defined in Recruitment Policy (Appendix B).

Overview

The University of Alberta ("University") is committed to appointing the best-qualified candidates for its employment opportunities and aspires to achieve an **equitable**, **diverse** and **inclusive** community of **employees** consistent with the mission set out in *its Strategic Plan for Equity, Diversity and Inclusivity* ("EDI Strategic Plan"). By adopting EDI principles and practices into its support staff selection process, the University hopes to achieve diversity in the workplace and correct employment disadvantages experienced by **persons historically under-represented at the University**. These principles and practices are designed to ensure that access to the University's employment opportunities is equitable and inclusive by removing employment-related barriers, particularly those based on **protected grounds**.

Purpose

The purpose of this procedure is to address matters related to the process for support staff selection such as

- advertisements and applications
- references
- selection panel
- interviews, and
- other selection tools.

The Direct Supervisor of the position shall be responsible for ensuring that recruitment and decision-making processes are equitable, appropriately documented, and contribute to an equitable, diverse and inclusive community of employees.

PROCEDURE

1. ADVERTISEMENT AND APPLICATIONS

   a. Any advertisement will describe the required qualifications, skills, abilities, competencies and credentials in an objective, equitable and inclusive way so as to attract applications from persons historically under-represented at the University.

   b. Personal information is collected in accordance with the provisions of the Freedom of Information and Protection of Privacy Act (FOIPP).

   c. Verification of qualifications, interviews and reference checks will include only those inquiries necessary to determine an applicant's eligibility and suitability for the advertised position.

   d. Any costs associated with the collection of required information are the responsibility of the applicant.

   e. The Selection Panel must consider whether all reasonable efforts have been made to attract applications from persons historically under-represented and empower the panel to extend the deadline for submitting and receiving applications.

2. REFERENCES

    a. Candidates must complete and sign a Consent for Collection and Verification of Information Form before references can be contacted or information verified.

    b. Reference checks and verification of credentials should be completed before an offer of employment is made.

3. SELECTION PANEL

    a. A panel should include representatives who have expertise on the qualifications or are a stakeholder in the vacant position. Representatives should have an understanding of the skill set required to ensure the candidate has the competencies to successfully fill the position.

    b. It is recommended that each recruitment competition have a selection panel as part of the selection and appointment process. Recommended composition is as follows:

        i. Direct supervisor of the position;

        ii. A technical expert, if appropriate;

        iii. Department Human Resources contact; and

        iv. Any other appropriate person.

    c. Overall, the panel should consider whether its own composition includes persons historically under-represented relative to the discipline, field, and/or employment or job category of focus and whether additional panel members are needed to address its diversity.

    d. Panel members are responsible for familiarizing themselves with the principles of equity, diversity and inclusivity, the concepts of bias awareness and discrimination as well as the obligations under applicable University policies, such as the *Discrimination, Harassment and Duty to Accommodate Policy*, the University's *Employment Equity Statement* and the EDI Strategic Plan all as may be amended from time to time.

    e. Panel members shall complete conflict of interest declarations, and any identified **conflict** of interest must be managed in accord with University's *Conflict Policy* and its associated procedures.

    f. The Panel chair should

        – ensure the Panel documents practices for ensuring the equitable assessment of candidates

        – employs equitable and inclusive indicators for determining the best-qualified candidate

        – ensure that Panel evaluations are supported by evidence and that each candidate's strengths and weaknesses are evaluated equitably and consistently.

4. INTERVIEWS

    a. All short list criteria for the position must be based on relevant criteria that can meet **the bona fide occupational requirement** test. Evaluation of applicants against criteria should be explicit and documented.

    b. The primary objective of the interview process is to provide short listed candidates an equal opportunity to present their knowledge, skills and qualifications.

    c. To ensure fairness short listed candidates for a position will be interviewed using the same interview plan and information.

    d. Interview questions must be job-related, focusing on the knowledge, skills and abilities of the candidate as they relate to the position.

5. ADDITIONAL SELECTION TOOLS

    Other methods such as testing, job related exercises, or second interviews may also be used.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. **[▲Top]**	
Equity/Equitable	In the context of this policy, equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote [or facilitate] access, representation, opportunities, and meaningful participation of persons historically under-represented.
Diversity	In the context of this policy, diversity refers to the demographic and identity difference and variety within the University's workforce, including that based on the protected grounds. More broadly, within the University, diversity also encompasses difference or variety in education, ideas, perspectives, opinions, heuristics, disciplines, methodologies, epistemologies, faculties, skills, and learning opportunities.
Inclusion/Inclusivity	In the context of this policy, inclusion is a principle and practice that values and cultivates the full and meaningful participation and representation of persons historically under-represented in the University's workforce.
Employee(s)	A person employed by the University and defined under *Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff or Recruitment Policy (Appendix B) Definition and Categories of Support Staff.*
Persons historically under-represented	Women, Indigenous persons (First Nations, Métis, Inuit), members of visible minority groups, persons with disabilities, persons who identify with under-represented sexual orientations, gender identity or expression.
Senior Administrators	President, Vice-Presidents, Deputy Provost, Associate Vice-Presidents, Vice-Provosts, Deans, Directors and Chairs.
Protected Grounds	Refers to those grounds set out and defined in the *Alberta Human Rights Act* and in the University's *Discrimination, Harassment and Duty to Accommodate Policy* (UAPPOL) which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
University Employment Equity Statement	"The University of Alberta is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientations or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply."
Conflict	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict Policy.

Student	"Student" means any student enrolled at the University of Alberta, either full-time or part-time. The term "student" may be preceded by "undergraduate" or "graduate" or "full-time" for clarification.
Person	"Person" means any individual selected or elected by the particular group or body referred to and may include faculty members, students, other employees of the University, or persons who are neither students nor employees of the University.
Postings	An internal communication designed for the recruitment of staff placed on the University of Alberta Careers website (careers.ualberta.ca).
Advertisements	An external communication designed for the recruitment of staff in appropriate media outside the University to provide the greatest pool of qualified applicants.
Proviso Statement	"All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority."
Foreign National	Any individual who is not a Canadian Citizen or Permanent Resident of Canada (Permanent Resident must continue to meet residency requirements).
Designated Canadian National Media	Print, electronic or other media chosen by the hiring unit to provide the greatest pool of qualified applicants and accepted as Canadian (national) media for the purposes of Service Canada's Labour Market Opinion.
Cross Appointments	Individuals appointed from an external organization or institution to work with the University on a full or part-time basis or an individual within the University appointed to an external organization or institution to work on a full or part-time basis. This may also refer to staff under categories A, B, or C under the *Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff* who hold an unpaid appointment in another department on campus.
Search Consultant	A member of an external agency contracted by the University to undertake recruitment.
Recruitment Competition	A process where qualified candidates are interviewed for a vacant position**.**
Bona Fide Occupational Requirement	An objective criteria related to the skills and qualifications required for the vacant position.

FORMS

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Pre-employment Reference Interview Guide

References - Consent for Collection and Verification of Information Form

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca. **[▲Top]**

Employment Standards Code (Government of Alberta)

Post-Secondary Learning Act (Government of Alberta)