

Complete Policy Title:

**Recruitment  
and Selection of Faculty Members**

Policy Number (if applicable):

**SPS A1**

Approved by:

**Senate  
Board of Governors**

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Responsible Executive:

**Provost and Vice-President (Academic)**

Enquiries:

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The following procedures have been developed for use in conjunction with the *McMaster University Revised Policy and Regulations With Respect to Academic Appointment, Tenure and Promotion* (Tenure and Promotion Policy). They apply to advertising and interviewing for all classes of appointment, including contractually-limited appointments, that may reasonably be expected to be converted to another category of appointment.

The procedures are intended for use principally by Departments but some aspects apply also at Faculty and Senate levels. The emphasis on Departments reflects the fact that most of the collection and assessment of information which leads to recommendations for appointment takes place within them. Departments should follow these procedures or be prepared to justify any departures.

In these procedures, the term "designated groups" means aboriginal peoples, persons with disabilities, members of visible minorities, and women.

## I Principles

The procedures are based upon the principles of academic merit and equity. They aim to identify the most meritorious candidate who is suited to the requirements of the position, the needs of the Department and the goals of the University. The procedures require that criteria and qualifications for positions will be established in a fair and objective manner. Successful candidates will be selected on the basis of a fair assessment of their merit.

When candidates do not differ in merit, other criteria are commonly used to make the selection. If in such an instance one of the equally meritorious finalists is a member of a designated group, departments shall consider the University's employment equity goals.

## II Accountability

Departmental Chairs are accountable to their Deans, and Deans to the Provost for following these procedures. Chairs must submit a recommendation to the Dean for each new faculty position, including rank expectations, salary expectations, space and other resource information, and expected start date, together with the draft advertisement. A budget form must be completed for approval and signed by the Provost and President (where applicable) before the search commences. In the Faculty of Health Sciences, advertisements must be approved by the office of the Dean. In all other Faculties, advertisements must be approved by the Provost's office before being posted.

## III Preparation

When approval to recruit a new faculty member has been given, the Department Chair shall take the following steps before placing an advertisement.

- **Identify those who will make the selection recommendation.**  
Members of one or more of the *designated groups* shall be included when possible in order to provide a perspective that might otherwise be lacking on evaluation and similarly an insight into the interpretation of the experience of candidates who belong to the *designated groups*. In cases in which designated group members cannot be found within a Department, consideration shall be given to inviting Associate Members of the department, or adjuncts, or part-time faculty (Health Sciences) who are members of those *designated groups* to join in the process. All people participating in the selection process are expected to consult the provisions of the Ontario Human Rights Code, the requirements of Employment Equity Legislation, and the Employment Equity plans of the Faculty.
- **Establish evaluation criteria.**  
Departments are encouraged to articulate what qualifications are needed to perform the advertised job. This description shall include the necessary knowledge, skills and demonstrated performance required to undertake

research and/or to teach in the advertised field at the university level. There should be an agreement among those making selection recommendations on the relative importance of individual job criteria, and how the candidates' qualifications will be assessed in relation to the criteria. There should be documentation of the selection criteria to be used and of their relative importance.

All aspects of the evaluation shall be applied consistently to all candidates throughout the process.

Best practice suggests that, before inviting a candidate for interview the Department should (a) invite the applicant to provide an up-dated CV and (b) verify significant features of the CV (e.g. publications).

#### **IV Recruitment**

Advertising as widely as possible should result in a larger pool of applicants which will usually yield a richer choice.

##### **Content of advertisements**

- shall be accurate and informative, reflecting the knowledge, skills and abilities required and stating the expectations and the range of qualifications sought, the rank and the proposed start date. The advertisement shall specify what materials the applicants should submit to the Chair of the selection committee, and the closing date for applications.
- shall include a statement of McMaster's commitment to Employment Equity and be worded to invite applications from qualified members of designated groups (see [McMaster University Employment Equity Statement](#)).
- while a 'Canadians-first' statement is required by Human Resources and Skills Development Canada (HRSDC), the ability to advertise and recruit simultaneously in both Canada and abroad is available in all disciplines. Departments do not have to delay advertising and recruiting of non-Canadians until the search for a qualified Canadian candidate has been exhausted. Advertisements can be directed to both Canadian and non-Canadians at the same time so long as the 'Canadians first' statement is included.
- may list any supportive policies which make McMaster more competitive in the search for qualified members of a designated group.

## **Placement of advertisements**

- placement should ensure that they reach the broadest range of qualified applicants.
- positions must be posted on the Provost's web site under Academic Postings
- advertisements must be provided to the Canadian Union of Public Employees (Local 3906)

## **Acknowledgement of Application**

All applicants shall receive a written acknowledgement that their application has been received.

## **V Preparing the List of Candidates to be Interviewed**

Qualified applicants should be reassessed to determine which of them most fully meet the selection criteria in order of their importance. Selection committee members should keep in mind that atypical career paths do not necessarily imply a lack of qualifications.

## **VI Interviews and Associated Activities**

The procedures to be followed in interviewing and hosting candidates shall be applied consistently to all interviewees. An interview schedule provides the basic framework, and informs each candidate of what to expect. All candidates should have equal opportunities to meet and interact with potential colleagues.

Any person involved in the interviewing process should have received information about those areas in which questioning is prohibited by the Ontario Human Rights Code. If information about any of the prohibited areas is volunteered by a candidate, it shall not be used in assessment.

All people charged with making the selection recommendation shall have equivalent information about each candidate. All candidates should go through the equivalent interview experience and be subjected to equal methods for collecting opinions and evaluating the candidates. For example, if one candidate is asked to give a lecture on an aspect of his or her research, every candidate should be asked to give a lecture of this kind.

## **VII The Employment Offer**

When the assessment of the candidates' qualifications, based on the previously established criteria, is complete, the candidate who is best qualified to meet the

requirements of the job, the needs of the Department, and the goals of the University, should be recommended.

If, in the normal screening process for a position, several candidates are found to be equally qualified, preference given to any one of them who is a member of a designated group will enhance the University's ability to reach its employment equity goals.

In the Faculty of Health Sciences, employment offers are made by the Department Chair, with the approval of the Faculty Dean. In all other Faculties, employment offers are made by the Faculty Dean, with the approval of the Provost. Terms of employment in the offer must comply with all relevant University policies.

If a foreign candidate is hired, a completed 'Foreign Academic Recruitment Summary' form must be submitted to the Provost's office. In the Faculty of Health Sciences, this form must be submitted to the Faculty Relations Office. This form is then sent to HRSDC along with the application for a Labour Market Opinion (LMO) form. The individual can be offered the position but the offer letter must stipulate that the appointment is conditional upon the faculty member obtaining and maintaining appropriate immigration status for employment from the Canadian immigration authorities.

### **VIII Record Keeping**

Each stage of the recruitment and selection process shall be documented. This documentation shall include the basis for all decisions made. Within the limits of privacy legislation, such a record makes it possible to provide a rationale for selection to the Faculty and University, and to any governmental agency that may have an interest. For this reason, because of the amount of time that may elapse before the selection process is actually completed, it is recommended that records be kept for two years. At a minimum, Regulation 460 s.5(1) of the Freedom of Information and Protection of Privacy Act of Ontario states: "Personal information that has been used by an institution shall be retained by the institution for at least one year after use unless the individual to whom the information relates consents to its earlier disposal".