

Policy Title:	Employment Cycle		
Category:	<input type="checkbox"/> Institutional - Board	<input type="checkbox"/> Academic - Administrative	
	<input type="checkbox"/> Institutional - Administrative	<input checked="" type="checkbox"/> Employment - Administrative	
Approved by:	<input type="checkbox"/> Board	<input checked="" type="checkbox"/> President	
Date approved:	January 28, 2021	Effective date:	January 28, 2021
Policy Sponsor:	Vice President, Administration & Finance	Date last reviewed:	January 28, 2021
Date of Mandatory Review (expiry date)	January 2026	Date of last revision of Procedures	January 28, 2021

1 POLICY

Pre-Employment

1. Recruitment and Selection

1. CMCC recruits and selects individuals who are the most qualified to perform the requirements of each position available.
2. All recruitment is to be co-ordinated by the Human Resources Division (HR) and have prior approval by the appropriate member of the Executive Leadership Team (ELT).
3. Candidates for job vacancies may be existing employees, providing the opportunity to advance within CMCC, or from outside sources.
4. Job Posting
 - a. Internal recruitment starts with posting available positions on HR Online.
 - b. External candidates may be recruited using job boards, referrals, and in some cases a recruitment agency or executive search firm.
5. Employees who submit applications for a posted job must:
 - a. have completed at least one year of employment in their current position on the date of the posting.
 - b. meet the minimum requirements for the job and be able to perform the essential functions of the position, with or without accommodation.
6. Applicants for a job will be evaluated in accordance with the relevant job selection criteria and will be given preference in the following sequence: applicants from within CMCC; employee referrals; and external applicants.
 - a. Where the qualifications of successful applicants selected in accordance with this section are deemed to be equal, preference will be given to the internal candidate(s) with the greatest length of employment service with CMCC.
 - b. If the job vacancy is not filled as a result of the job posting, CMCC reserves the right to fill the vacancy from either internal or external sources.
7. The successful candidate(s) for a job vacancy will be given a written offer of employment which outlines all the terms and conditions of employment in that job. The candidate(s) must accept the offer by signing it before commencing work.

8. Only the Manager/Division Director or ELT member has the authority to sign an offer of employment which is created jointly with HR. Offers of employment made by any other individuals will not be recognized by CMCC.
9. No offers or commitments, financial or otherwise, are to be made to any job candidate until all appropriate approvals have been obtained.

2. Terms and Conditions of Employment

1. Employees must agree to the conditions of employment before employment commences.
2. CMCC employs only individuals who are legally authorized to work in Canada, as required by the *Canada Immigration Act* and *Employment Insurance Act*.
3. Any misrepresentations, falsifications, or material omissions in any data requested on the employment application or during the hiring documentation process will result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment for cause, without notice or compensation in lieu of notice.
4. Offers of employment are contingent upon obtaining satisfactory business references.
5. Some positions at CMCC require credit and criminal record checks to be completed during the recruitment stage. This is done via a third party and requires prior consent from the candidate.
6. All credentials and designations stated in curricula vitae will be verified during the recruitment process. Only designations that have been deemed appropriate and duly verified by HR shall be included in any CMCC publication. Should the verification not bear out the prospective employee's claim, any offer of employment to the individual will be withdrawn. In the event the individual has begun employment, the individual's employment will be terminated immediately with cause.

Post employment

3. Termination of Employment

1. CMCC handles all terminations in a fair and lawful manner, whether they arise from resignation, retirement, involuntary termination and/or lay-off.
2. Employees who resign or retire from their employment voluntarily will be requested to participate in an exit Interview.
3. Lay-offs and involuntary terminations require the review and approval of the President and the Director, HR.

4. Exit Interviews

1. HR is to host an exit interview during an employee's final week of employment, whenever possible, to assist CMCC in identifying areas that may need improvement, as well as assisting to identify/confirm the areas that are handled effectively.

2. The departing employee's participation in this interview is voluntary.
3. Data obtained from an employee during an exit interview and any written record of the interview is confidential. No data may be disclosed to any person unless the data is in a form that does not identify the employee.

2 PURPOSE

To ensure consistent procedure throughout the employment process and to identify information to help improve the employee experience.

3 SCOPE

All non-union positions. Positions within the union are governed by the terms of the Collective Agreement between CMCC and the Canadian Union of Public Employees, Local 4773.

4 INFORMATION AND COMPLIANCE PLANS (not a comprehensive list)

- *Canada Immigration Act* and Regulations
- *Employment Insurance Act* and Regulations
- *Ontario Employment Standards Act*
- *Ontario Human Rights Code* and Regulations

Job postings on the CMCC website will remain for a minimum of five working days. Faculty job posting will follow the confines of the collective agreement.

Approval of the Director of HR and/or a member of the Executive Leadership Team is required before any recruitment agency or executive search firm is engaged.

Representatives of outside organizations who contact Managers or Division Directors directly regarding job vacancies are to be referred to HR. No information regarding vacancies, staff levels, names of employees, or organization plans are to be divulged to outside organizations other than by the Director of HR.

5 RELATED POLICIES (not a comprehensive list)

- Academic Credentials and Professional Designations Verification
- Accessibility – Integrated Regulation: Employment Standards
- Code of Conduct - Employees
- Conflict of Interest and Conflict of Commitment
- Discipline - Employees
- Diversity and Equal Opportunity
- Employee Orientation and Onboarding
- Employment Classifications
- Personal Information and Protection
- Privacy
- Third Party Reference Requests

6 DEFINITIONS

A lay-off occurs when an employer temporarily reduces or stops an employee's work (and therefore pay), without terminating the employment. Such arrangements are usually due to a

shortage of work or seasonal employment, and are set by province's employment standards regulations.

New Policy Approved (date):

Policy Revision History (dates):

As separate policies: Job Posting, Recruitment and Selection, Terms and Conditions of Employment, Termination of Employment, and Exit Interview - December 13, 2011
Employment Cycle - January 28, 2021

-----**END OF POLICY**-----

7 PROCEDURES

Pre-Employment

1. Recruitment and Selection

1. The Division of Human Resources (HR) is responsible to:
 - a. co-ordinate the recruitment process, including posting, interviewing, negotiating and hiring in consultation with the Manager/Division Director, and appropriate member of the Executive Leadership Team (ELT)
 - b. test candidate's competency and proficiency in specific skills required for the position and verify academic credentials
 - c. ensure reference checks are completed on the successful external candidate(s):
 - i. by HR, unless it is desirable for the hiring Manager/ Division Director to conduct them regarding highly technical requirements
 - ii. that include, at a minimum, the last employer to verify the candidate's employment history and quality of work
 - iii. prior to the offer being extended or the start date, or if that is not possible, ensuring it is understood that the offer is contingent upon completion of satisfactory business references
 - d. verify academic achievements are as stated on the résumé or application.
 - e. communicate the offer of employment to the selected candidate
 - f. provide the successful candidate with a written offer of employment that includes:
 - i. title of the position being offered
 - ii. employment classification
 - iii. starting salary
 - iv. title of the Manager/Division Director to whom the individual will report
 - v. effective start date
 - vi. summary of benefit (if applicable) including date(s) of eligibility for each
 - vii. special arrangements, such as relocation
 - viii. confidentiality agreement (if applicable)
 - ix. Conflict of Interest form
 - x. Code of Conduct - Employees
 - xi. job description.
 - xii. signature of the Manager/Division Director
 - g. inform all applicants who have been interviewed that the position has been filled.
 - h. send out an email notification to appropriate employees to advise them of the new hire to facilitate preparation of place and equipment for the new employee
2. Managers/Division Directors are responsible to:
 - a. initiate the recruitment process by submitting a completed Staff Requisition form to HR with the required ELT approval, which will include:

- i. reason for the vacancy
 - ii. number of employees to be hired
 - iii. job description
 - iv. anticipated salary and salary range
 - b. prepare a position profile and revise it as necessary in consultation with HR
 - c. develop and/or understand the job selection criteria and assist in the preparation of the job posting
 - d. screen candidates in accordance with the job selection criteria
 - e. participate in the interviewing and selection of candidates
 - f. select final candidate(s) to fill a job vacancy
 - g. sign the offer of employment
 - h. send out a welcome note about the new hire to the CMCC community
 - i. complete the New Hire or Change form
 - j. review the offer of employment
 - k. ensure the offer of employment is accepted before the candidate starts work
 - l. ensure the successful candidate receives an appropriate orientation to the position and CMCC
 - m. evaluate the performance of the new employee, providing guidance and feedback when necessary
3. Applicants
- a. All applicants:
 - i. will have access to the Accessibility–Integrated Regulation: Employment Standards policy located on CMCC public website
 - ii. will be evaluated based upon the same qualification criteria
 - iii. if successful, will be offered a contract of employment
 - b. Internal applicants:
 - i. are to inform their Manager/Division Director of their intention prior to applying
 - ii. will have their applications acknowledged by HR
 - iii. will be given time off with pay, if necessary, to attend an interview related to their application
 - iv. will suffer no repercussions for applying in response to job postings
 - v. if successful, will be transferred to the new position within four weeks of the job offer, or as agreed between the relevant Managers/Division Directors
 - vi. will not be entitled to a subsequent job posting for a period of one year from the date of the employee’s first day in the new position, unless the employee’s Manager/Division Director authorizes the new application in writing.
 - c. External applicants who deliberately misrepresent or falsify information during the recruitment or selection process will be eliminated from the selection process and, if employed, will be discharged for cause.
4. Selection
- a. Performance, competence, skill and ability to perform the job are the primary considerations for the selection of internal candidates.
 - b. Previous directly related experience, skill and ability are the primary considerations for selecting external candidates.
 - c. The process of selecting a new employee is to occur through the co-operation of HR and the hiring division, using the specialized expertise and experience of each to select the best possible candidate for the particular position.

- d. A selection committee is to be used to assist in the selection of an appropriate candidate. The members of the committee are determined by HR and the hiring Manager/Division Director, taking into consideration the level of the vacancy and the need for interaction with other divisions.
- e. Documentation used at interviews is to be maintained on file for one year by HR.
- f. Final candidates (internal or external) for a job vacancy may be required to complete employment tests deemed necessary to determine their competency, proficiency, skill, knowledge, or ability to perform the job.

2. Terms and Conditions of Employment

1. HR is to outline the conditions in this policy to each prospective employee either during the selection process and/or when an employment offer is extended, thereby forming part of the offer of employment.
2. Each hiring Manager/Division Director is to ensure that the appropriate terms and conditions are appended to any offer of employment.
3. The new employee is to facilitate CMCC receipt of documentation verifying the employee's credentials, which is to be maintained in their personnel file located in HR:
 - a. Degree/Diploma
 - i. Official transcript(s) are to be sent directly from the originating institution to HR.
 - ii. If a transcript is pending issue, HR will accept a letter sent directly from the registrar(s) of the institution(s) verifying the credential(s) and date(s) of conferral. Once the transcript has been issued, the employee is responsible to request that an official transcript(s) be sent directly to HR from the originating institution(s).
 - iii. Verification of equivalency of academic credentials that are not recognizable in Canada and/or when there is ambiguity in terms of how the credential meets the minimum requirements of a position/course, will be requested at the time of hire. The World Education Service, Inc. (WES) will be utilized for these incidences.

Post Employment

3. Termination of Employment

1. The Director of HR is responsible to ensure this procedure is administered consistently and fairly and is in compliance with provincial legislation and standards.
2. Managers/Division Directors of employees who voluntarily terminate are to complete a Staffing Requisition form and forward it along with the resignation letter to HR for processing.
3. Managers/Division Directors of employees who cease employment are to complete and forward to HR the Exit Checklist form with the notice of resignation or termination letter.
4. Resignation: Employees are expected to provide written notice of resignation to their immediate Manager/Division Director at least two weeks in advance of the effective date of resignation. Employees resigning from more senior positions are expected to give advance written notice in keeping with their job responsibilities.
5. Voluntary retirement is deemed to be a resignation from employment, for the purpose of this policy.

6. Involuntary termination is to be fully documented by the releasing Manager/Division Director and discussed with the President and the Director of HR prior to any termination discussion with the employee. An involuntary termination of any employee requires the written approval of the President prior to implementation.
7. Notice of involuntary termination
If eligible, an employee who is continuously employed for more than three months and who is terminated involuntarily, will receive written notice of termination, or pay in lieu thereof, in accordance with the provisions of the *Ontario Employment Standards Act, 2000* or the written offer of employment, whichever is the greater.
8. Employees supported by research grants
Grant supported employees are hired by CMCC on a contract basis for a specified period and paid from funds awarded by outside agencies for the support of research programs. However, since these funds are administered by CMCC, if a grant supported employee is to be released for reasons other than end of contract, CMCC policies will be applied as with regular employees. Where grant supported employees are to be released prior to the end of their contract due to reduction of funds, etc., appropriate notice will be provided.

4. Exit Interviews

1. An exit interview is to be scheduled by a member of the HR Division during the employee's final week of employment, whenever possible.
2. The person conducting the exit interview will:
 - a. conduct the interview in an open and honest manner and will prepare a confidential summary of the employee's comments related to the employee's experiences with CMCC.
 - b. confirm the exiting employee's address and telephone number and provide information regarding final pay, end date for benefits (if any), policies on confidentiality, non-competition, references and re-hiring.
3. Data obtained from an employee during an exit interview and any written record of the interview is confidential. No data may be disclosed to any person unless the data is in a form that does not identify the employee or as part of aggregate results.

New Procedure (date):

Procedure Revision History (dates):

As separate policies: Job Posting, Recruitment and Selection, Terms and Conditions of Employment, Termination of Employment, and Exit Interview - December 13, 2011
Employment Cycle - January 28, 2021

8 ATTACHMENTS

Confidentiality Agreement (if applicable)
Exit Checklist for Managers/Division Director
New Hire / Change Form
Staff Requisition Form

EXIT CHECKLIST

To be completed by the employee's Manager.

Employee's Name: _____

Last Day Worked (Date): _____

Division/ Department: _____

Manager's Name: _____

	Completed (Y/N):	Returned to Area (Date):
<p>Taken control of paper documents and/or electronic files that will continue to be used by CMCC. For security purposes, users are removed from the network on their last day.</p> <p>Please advise IT if you would like the employee's email, drives and/or phone messages forwarded to you or to another member of the department. Please be sure to specify the required duration (if applicable) for any such change. Contact IT Helpdesk directly with any questions.</p>		
<p>Collect assigned/loaned (check all that apply):</p> <p><u>Return to IT:</u></p> <p><input type="checkbox"/> Laptop <input type="checkbox"/> Cell phone <input type="checkbox"/> Tablet <input type="checkbox"/> Camera <input type="checkbox"/> Dongles</p> <p><u>Return to Physical Facilities:</u></p> <p><input type="checkbox"/> Building and office keys <u>Note:</u> Confirm with employee that keys must be returned. If unsure which keys the employee holds, contact Physical Facilities for records. Return to <u>Physical Facilities</u> on the last day.</p> <p><u>Return to HR:</u></p> <p><input type="checkbox"/> ID Badge <input type="checkbox"/> Credit cards, banking cards <input type="checkbox"/> Parking pass <u>Note:</u> If parking card is not returned, a charge of \$20 will be applied to final pay.</p> <p><u>Return to Respective Department:</u></p> <p><input type="checkbox"/> Other office equipment (specify):</p>		
<p>Remind employee:</p> <ul style="list-style-type: none"> • Last day for benefit coverage • Contact CMCC if address changes for T4 purposes 		

Manager's Signature: _____

Date: _____

RETURN COMPLETED DOCUMENT TO HUMAN RESOURCES.
THANK YOU FOR YOUR COOPERATION.

Received in HR (Date): _____

NEW HIRE or CHANGE FORM

Section 1: NEW HIRE INFORMATION		New Employee <i>(Attach resume)</i>	OR	Current Employee <i>Current workload %</i>
Name:		Start Date:		
Rank/Position OR Title:				
Hiring Manager:			Status:	
Salary/Rate of Pay:		Division (name and GL#):		
Classification:				
<i>Is Budget Available?</i>		Yes	No	<i>*Must attach proposal or justification</i>
<i>Finance Approval Signature: _____ (*required)</i>				
Other (Benefits, vacation entitlement, etc.)				
Proposal/Justification attached?		Yes	Requisition attached?	Yes

Section 2: FACULTY WORKLOAD INFORMATION, if applicable				
<u>Course Code</u>	<u>Workload Type</u>	<u>Contact Hours</u>	<u>Attributed Hours</u>	<u>Total Hours</u>
Comments: <i>(include projected workload percentage)</i>				
Reason for Change:				

Section 3: CHANGES TO EMPLOYMENT, if applicable			
Name:		Effective Date:	
Change and Reason:			

Section 4: HIRE AUTHORIZATION			
Hiring Director:			
	Print Name	Signature	Date
Dean or Executive:			
	Print Name	Signature	Date
Human Resources:			
	Print Name	Signature	Date

STAFFING REQUISITION

Section 1: EMPLOYEE STATUS INFORMATION – <i>Attach resignation letter/email</i>			
Effective Date of Change or Last Day Worked:			
Employee Name being Replaced:	Manager Name:		
Position:	Withdrawal of workload?	Partial	Full
Reason:			
Other Comments:	Rehire:	Yes	No

Section 2: FACULTY WORKLOAD INFORMATION, if applicable					
Course Code	Workload Type <i>(Lec, Lab, SmGrp)</i>	Original Hours Allocated	Total Hours Taught	Hrs. Left to be Taught	Replace? Yes/No

Section 3: STAFF REQ:	REPLACEMENT REQUIRED?	OR	NEW POSITION?
	Yes	No	Yes
<i>Title/Position (Attach Current/Revised Job Description):</i>			
<i>Hours per Week/Days of Work:</i>			
<i>Hiring Manager:</i>	<i>Status:</i>		
<i>Salary/Rate of Pay:</i>	<i>Division (name and GL#):</i>		
<i>Classification:</i>			
<i>Is Budget Available?</i>	Yes	No	<i>*Must attach proposal or justification</i>
<i>Finance Approval Signature: _____ (*required)</i>			
<i>Other/Comments (Benefits, vacation entitlement, etc.):</i>			

Section 4: HIRE AUTHORIZATION			
Hiring Director:			
	Print Name	Signature	Date
Dean or Executive:			
	Print Name	Signature	Date
Human Resources:			
	Print Name	Signature	Date