



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

## Amendments

Approved by the Board of Directors

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## INTRODUCTION

This policy is intended to apply to all positions offered by the Alma Mater Society of Queen's University Incorporated (AMS). However, the sheer number and diversity of positions offered and the many forms of recognition make exceptions inevitable. Wherever possible these exceptions or the non-applicability of certain sections are noted.

Nevertheless, a document such as this cannot possibly anticipate all the myriad of questions, issues, and exceptions that inevitably arise. In the event that a matter is not directly addressed by this document, and in particular in the event time deadlines do not permit full adherence to the procedures contained herein, the AMS Executive shall be responsible for determining the proper course of action, and be allowed departure from procedure in these special circumstances. Any departure requires approval of 2/3 members of the Executive. In the exercise of their discretion, the Executive shall be guided as much as possible by the spirit of this document.

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

This document is to apply to all positions within the Alma Mater Society, including but not limited to, full-time and part-time paid positions either hourly wage, salaried, or commissioned, as well as volunteers.

## **DEFINITIONS**

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

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

The term “full-time salaried” means a position that works thirty (30) or more hours per week.

The term “Senior Management” collectively means the Office Directors, Commissioners, Managing Director of the Student Life Centre, and Director of Clubs.

The term “Executive” means the person or persons who have been elected as President, Vice-President (Operations) and Vice-President (University Affairs).

The term “Permanent Staff” means the person or persons who are full-time and permanent staff of the AMS.

The term “Rehire” means an hourly-waged staff who held the same hourly-waged position in the previous academic year and has been selected to be rehired for the same position.

## **1. GUIDING PRINCIPLES**

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

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

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

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

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

## **2. ELIGIBILITY OF EMPLOYEES**

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

**2.2** Students who wish to be considered for a full time salaried position and take more than 9.0 course units in each of the fall and winter semesters shall declare their intention at the time of interview, and request written permission from the executive at that time.

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

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

**2.5** The eligibility requirements set out in this policy are applicable at the time of hiring and must be satisfied over the duration of the individual's employment. Students working during the summer months must be returning to Queen's University, as AMS members, in the ensuing academic year.

**2.6** 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 employment, the individual must obtain a written letter of exemption from the Executive. This letter must be kept in the employee's staff file.

**2.6.1** Individuals who have been terminated from the AMS for disciplinary reasons within the last year, or have received 5 or more demerits during their employment in the given service, shall not be eligible for exemption.

**2.6.2** Individuals who applied for rehire and were not rehired shall not be eligible for exemption.

**2.7** 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.

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

**2.9** 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 government service or committee that fulfills an essential function for the student body at large. Prior to waiving the above eligibility requirements, all reasonable efforts will be made to ensure the position has been made available to AMS members.

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

**2.11** 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.

**2.12** 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.

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

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

**2.15** 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.

### **3. WORK STUDY APPLICANTS**

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

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

**3.3** If a student receives a work study entitlement after they have worked shifts as part of their current contract, their wage shall be adjusted accordingly for the 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.

**3.4** It shall be the responsibility of the student to inform Human Resources Manager or 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.

**3.5** 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.

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

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

#### **4. JOB DESCRIPTIONS**

**4.1** 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.

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

#### **5. RECRUITMENT**

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

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

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

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

**5.5** Interviews, particularly for members of Senior Management, shall generally be scheduled on weekends and evenings to maximize the availability of applicants and minimize inconvenience. Every effort shall be made to conclude interviews before midnight.

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

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

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

#### **6. APPLICATIONS**

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

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

**6.2** The application page shall contain the following information:

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

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

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

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

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

**6.5.1** Responses shall not exceed one page (approximately 300 words).

**6.6** The application page for volunteer positions shall list no more than two 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.

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

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

**6.9** Applicants for AMS service staff positions shall be limited to applying to a maximum of two (2) positions within major AMS services. Applicants shall be informed at the end of their interview that they may resubmit the order of their preferences by a specified date.

## **7. NOTIFICATION TO APPLICANTS**

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

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

**7.3** Interview times shall be made available online by the hiring committee within 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.

**7.4** Should an applicant miss their initial scheduled interview without notice, they shall not be given an additional opportunity to interview for the position. The panel may use their discretion to offer a subsequent interview time in cases they deem to be exceptional.

**7.5** All rehire positions shall be selected by the outgoing management team first 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.

## **8. WAGED STAFF AND VOLUNTEER PRE-SELECTION**

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

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

## **9. SENIOR MANAGEMENT HIRING COMMITTEES**

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

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

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

- i) Managing Director of the Student Life Centre
- ii) Hiring Committee: Executive Elect., General Manager (or other Permanent Staff designated by General Manager if required)
- iii) Office Directors Hiring Committee: Executive-elect, General Manager (or other Permanent Staff designated by General Manager if required)
- iv) Commissioners and Director of Clubs
- v) Hiring Committee: Executive-elect, General Manager (or other Permanent Staff designated by General Manager if required)

## **10. SERVICES HIRING COMMITTEES**

**10.1** Prior to reviewing applicants, all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the Director of Human Resources or their direct report(s) before the application deadline.

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

**10.3** Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current 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. Hiring committee members that know an applicant shall speak last when deliberating on the applicant.

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

- i) Head and Assistant Managers (first round interview): The AMS Pub Services, Common Ground, Queen's Student Constables, Publishing & Copy Centre, Tricolour Outlet, Walkhome and Studio Q.
- ii) Hiring Committee: Vice-President (Operations), another member of the Executive, Retail Operations Officer.
- iii) New Staff Hiring Committee: Head Manager and at least two Assistant Managers.
- iv) Front Desk Staff Hiring Committee: Vice-President (Operations) or a delegate, Vice-President (University Affairs) or a delegate, Payroll and Administrative Assistant or another permanent staff member.

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

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

**10.7** The hiring committee 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).

## **11. GOVERNMENT HIRING COMMITTEES**

**11.1** Prior to reviewing applicants all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the Director of Human Resources or their direct report(s) before the application deadline.

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

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

i) Salaried Government Managers

Hiring Committee: Vice-President (University Affairs), the Managing Commissioner or Department Head, one other member of AMS Senior Management.

ii) Deputy Commissioners and Honorarium Government Managers

Hiring Committee: the Commissioner or Manager to whom the Deputy reports, two additional Commissioners or Government Managers

iii) Committee Chairs

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

iv) Committee Members

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

v) General Volunteers

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

## **12. OFFICE HIRING COMMITTEES**

**12.1** Prior to reviewing applicants, all hiring committees shall meet to establish criteria by which the successful applicant shall be chosen. The predetermined criteria and interview questions shall be reviewed by the Director of Human Resources or their direct report(s) before the application deadline.

**12.2** Hiring committee members shall declare in advance of an interview any significant existing or past relationship with an applicant. Where reasonable, no hiring committee member shall conduct an interview with an applicant who is their current or former partner, current or planned housemate, or a candidate to whom they are directly related.

The person shall remove themselves from the interview process and find a suitable replacement where/if necessary. Hiring committee members that know an applicant shall speak last when deliberating on the applicant.

**12.3** Composition of various hiring committees (unless otherwise specified, designations refer to incoming

AMS personnel):

- i) Salaried Office Managers  
Hiring Committee: President, the Managing Office Director, one other member of AMS Senior Management
- ii) Deputy Directors  
Hiring Committee: the Office Director or Manager to whom the Deputy reports, two additional Office Directors or Office Managers
- iii) Committee Chairs  
Hiring Committee: The Deputy Director or Manager to whom the chair directly reports, and two additional Deputy Directors, Office Managers or the Office Director overseeing the supervising deputy.
- iv) Committee Members  
Hiring Committee: Supervising Deputy Director, Committee Chair(s). If this does not constitute a committee of three, another Deputy, Committee Chair, or Manager from the Office shall be added to the hiring committee (another deputy from another office may be substituted.)
- v) General Volunteers  
Hiring Committee: Committee Chair(s) and/or Deputy Director to comprise of a panel of three.

### **13. RESIGNATIONS**

**13.1** Any student who has resigned from a position shall not be eligible to apply for the same position from which they have resigned until the academic year following the one in which they resigned.

**13.2** In the event that a salaried employee resigns part way through their term, their appropriate supervisor may choose to open hiring only to the other staff members within the same department, subject to the approval of the Executive and Director of Human Resources and prior to a decision to open the position broadly.

**13.3** In the event that a senior volunteer resigns part way through their term, their appropriate supervisor may choose to open hiring only to the other volunteers within the same department, subject to the approval of the Executive and Director of Human Resources and prior to a decision to open the position broadly.

### **14. INTERVIEW PROCEDURES**

**14.1** At the beginning of the interview the hiring/selection committee shall:

- i) provide introductions;
- ii) state the expected time commitment and salary/remuneration (if appropriate);
- iii) state any expected training requirements, including time commitments prior to the start date;

- iv) state that everyone interviewed will be asked the same core set of questions and that follow-up questions may differ between candidates;
- v) state that time will be provided at the end of the interview for questions and comments from the applicant;
- vi) if relevant, state that the hiring committee has the discretion to fill a particular position from among the entire pool of applicants, e.g. an individual applying for Campus Activities may be selected for any member of AMS Senior Management position.

**14.2** At the conclusion of the interview the committee shall:

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

**14.3** All applicants shall be asked the same set of core questions that shall be submitted to the Director of Human Resources before the application deadline.

**14.4** For service staff, committee members, and general volunteers, no more than three questions shall be asked. Additional questions may be added, subject to the approval of the Director of Human Resources.

**14.5** For committee chairs, deputies, and any other volunteers with direct reports, three to four interview questions shall be asked. Additional questions may be added, subject to the approval of the Director of Human Resources.

**14.6** For any salaried or management-level employee, four to six interview questions shall be asked. Additional questions may be added, subject to the approval of the Director of Human Resources.

**14.7** The following shall be considered acceptable:

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

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

**14.9** 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.

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

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

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

**14.13** Group interviews are only permitted as an acceptable interview method when approved by a member of the Executive or Executive-Elect. The format of this interview must be approved by the Director of Human Resources.

## **15. INTERVIEW EVALUATION OF THE APPLICANT**

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

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

## **16. REFERENCE CHECKS**

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

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

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

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

**16.5** An applicant wishing to use a reference out of the country may provide an email address for contacting the reference.

## **17. SELECTION**

**17.1** The hiring panel must conduct interviews for the position for which they are hiring. The exception to this is AMS committees functioning as a collective.

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

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

**17.4** The Executive-elect may offer positions of the members of AMS Senior Management to any of the applicants, regardless of the position(s) to which they have applied.

**17.5** Applicants may only apply for a maximum of two members of AMS Senior Management positions. They must submit one application for their first choice position, and note their second choice position in the provided space on the application page.

**17.6** Applicants may only apply for a maximum of three Managerial positions, not including member of AMS Senior Management positions.

## **18. NOTIFICATION TO APPLICANTS**

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

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

**18.3** The hiring committee shall make every reasonable effort to notify all unsuccessful applicants as soon as possible after the successful applicant has accepted the position.

**18.4** 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 30<sup>th</sup>, applicants may be notified earlier subject to the approval of the current Vice President (Operations) and Director of Human Resources.

## **19. SERVICE STAFF REHIRES**

**19.1** Services shall be permitted to rehire up to a maximum of 30%

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

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

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

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

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

## **20. ELIGIBILITY OF PREVIOUS EMPLOYEES**

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

**20.2** No student shall be eligible to be a member of Senior Management for more than two years, unless as an elected Executive.

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

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

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

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

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

**20.8** A student in an Information Technology support position shall be eligible to be rehired in accordance with AMS rehire policy. Additionally, Information Technology support staff exceeding the amount set out in the AMS rehire policy may be hired at the discretion of the executive.

**20.9** 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 committee decides that none of the other applicants are in any way capable of satisfying the job description, or there are some other extraordinary circumstance.

**20.10** The Director of Human Resources shall not be eligible to apply for any salaried, staff or volunteer position in the year in which they hold or have held the 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 Vice-President Operations must give notice in their report for the following Assembly.

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

## **21. COMMENCEMENT OF EMPLOYMENT**

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

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

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

## **22. RATIFICATION – CORPORATION AND OFFICES**

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

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

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

## **23. RATIFICATION – GOVERNMENT**

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

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

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

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

## **24. AMS COMMITTEES FUNCTIONING AS COLLECTIVES**

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

**24.2** 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 (e.g. if a member joins half way through the year and needs to be filled in on what the committee has done to date.)

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

## **25. GENERAL OFFICE SUPPORT STAFF/CASUAL OR LIMITED TERM WORK**

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

**25.2** The hiring for miscellaneous positions (e.g. assembly scribe, board scribe) shall be conducted by the Executive or AMS Senior Management member or manager 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 document 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.

**25.3** In the event that a head manager determines their service needs to hire additional staff in response to either employee loss or increased work volume, the appropriate supervisor may request to open a hiring period, which is subject to the approval of the Vice-President (Operations) and Director of Human Resources.

**25.4** 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.

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

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

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

## **26. RECORDS RETENTION**

**26.1** 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 Service Manager shall be required to review and confirm the relevant content of the database containing a list of employees or volunteers under their supervision by no later than December 1 of each year.

**26.2** 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.

**26.3** Employee records including performance evaluations and all information relating to demerits and other disciplinary action shall be maintained by individual services in a standardized format and transferred to the Director of Human Resources for review and storage at the end of each academic year, which should normally occur in April.

**26.4** Employment records for a staff member who has been terminated shall be transferred to the Director of Human Resources within a week of the termination.

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

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

## **27. FALL TERM HIRING PERIOD**

**27.1** 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,

**27.2** Given the training and licensing requirements mandatory for all students who are hired to work for Queen's Student Constables and The AMS Pub Service, these two services shall conduct hiring for 100% of their staff in the winter hiring period.

**27.3** 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).

**27.4** Insofar as the intent of the fall hiring period shall be to provide opportunities for both students unable to participate in the winter 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:

- i) members who are in their first year of study at Queen's University;
- ii) members who were on exchange or otherwise studying off campus as a requirement of their academic program during the spring hiring period;
- iii) 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);
- iv) members who were unable to apply during the spring period due to extenuating circumstances, subject to the approval of the Director of Human Resources.

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

**27.6** The number of positions hired in the fall term, and the eligibility requirements applied to such hiring, shall be subject to change at the discretion of the Director of Human Resources and 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.

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

**28. EMPLOYMENT EQUITY TRAINING**

**28.1** The Executive-elect and all members of all AMS hiring committees shall participate in an Employment Equity training session delivered by the Human Resources Office, prior to hiring for any AMS position.

**29. HIRING COMMITTEE AGREEMENT**

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

## **APPENDIX A: HIRING PANELS**

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

### **ACADEMIC AFFAIRS COMMISSION**

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

### **CAMPUS AFFAIRS COMMISSION**

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

#### Orientation Roundtable Manager

- o Commissioner of Campus Activities
- o Vice-President (University Affairs)
- o A member of AMS Senior Management

#### Orientation Roundtable Coordinator

- o Incoming Orientation Round Table Coordinator
- o Commissioner of Campus Activities
- o A member of AMS Senior Management
  
- o NEWTs Head Gecko (NEWTs Chairperson)
- o Commissioner of Campus Activities
- o Vice-President (University Affairs)
- o A member of AMS Senior Management

#### NEWTs Executive

- o Commissioner of Campus Activities
- o Incoming NEWTs Head Gecko (NEWTs Chairperson)
- o A member of AMS Senior Management

#### FYNIRs Chair

- o Commissioner of Campus Activities
- o Vice-President (University Affairs)
- o A member of AMS Senior Management

#### FYNIRs Executive

- o Commissioner of Campus Activities
- o Vice-President (University Affairs)
- o A member of AMS Senior Management

#### Reunion Street Festival Manager

- Commissioner of Campus Activities
- Vice-President (University Affairs)
- Representative from Queen's Advancement Office

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

## **SOCIAL ISSUES COMMISSION**

- Deputy Commissioner of Social Issues (Indigenous Affairs)
  - o Commissioner of Social Issues
  - o Another member of AMS Senior Management
  - o A representative from Four Directions

## **ADVANCEMENT OFFICE**

- Director of Advancement
  - o President
  - o Vice-President (University Affairs) o Vice-President (Operations)
  - o General Manager (or other Permanent Staff designated by General Manager)
  - o Representative from Queen's Advancement Office

## **ELECTIONS TEAM**

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

- Deputy Returning Officer
  - o AMS Secretary
  - o Chief Electoral Officer
  - o Chief Returning Officer

## **JUDICIAL AND GOVERNANCE POSITIONS**

- Secretary
  - o Vice-President (University Affairs)
  - o President
  - o Permanent Staff Member

- Judicial Affairs Manager
  - o Vice-President (University Affairs)
  - o President
  - o Permanent Staff Member

Judicial Affairs Deputies and Clerk

- Judicial Affairs Manager
  - o Judicial Affairs Manager
  - o Vice-President (University Affairs)
  - o Secretary

- Judicial Committee Chair
  - o Secretary
  - o President
  - o Two members of assembly

## **CORPORATE HIRING COMMITTEES**

### **ASSISTANT MANAGER SECOND ROUND HIRING COMMITTEES**

- Common Ground and The AMS Pub Services Assistant Managers
  - Vice-President (Operations)
  - The AMS Pub Services Head Manager
  - Common Ground Head Manager
  - Retail Operations Officer.
  
- The Printing and Copy Centre and Tricolour Outlet Assistant Managers
  - Vice-President (Operations)
  - The Printing and Copy Centre Head Manager
  - Tricolour Outlet Head Manager
  - Retail Operations Officer.
  
- Walkhome and Queen's Student Constables Assistant Managers
  - Vice-President (Operations)
  - Walkhome Head Manager
  - Queen's Student Constables Head Manager
  - Retail Operations Officer.
  
- Student Life Centre and Studio Q Assistant Managers
  - Vice-President (Operations)
  - Student Life Centre Managing Director
  - Studio Q Head Manager
  - Retail Operations Officer.

### **OPERATIONS ANALYST**

- Operations Analyst
  - Vice-President (Operations)
  - President and/or Vice-President (University Affairs)
  - Retail Operations Officer and/or General Manager

**APPENDIX B: HIRING AGREEMENT**

Hiring Committee Agreement

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

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

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

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

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

Name: \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Hiring Committee: \_\_\_\_\_