University of Regina

Faculty of Arts

RECRUITING AND APPOINTING ACADEMIC STAFF

July 2008
Preface

Few responsibilities we as academics have are more important than those associated with membership on a search committee, recruiting and evaluating potential colleagues and recommending the preferred candidate to the Dean of Arts and senior administration of the University.

Successful recruitment depends on many factors, including timeliness, efficiency and rigorous organization, clarity, and transparency of process. Above all, it depends on all those engaged in the search process understanding how their roles interact with and support the roles of others. It is crucial that search committee members, and indeed all colleagues, have a detailed knowledge of procedures and regulations at the University and Faculty levels.

Equally important is a clear realization of the time commitment involved in recruitment and evaluation. Dossiers, letters of reference, and sample publications need to be read; interviews and research presentations need to be attended; candidates need to be taken to and from the airport and shown around the campus and the city. During the time the committee interviews and evaluates candidates, its activities should be the highest administrative priority of each of its members.

By their enthusiasm and hospitality, committee members can also play a major role in convincing candidates that the city and University of Regina are excellent places to work and live.

The materials gathered here are intended to assist heads, support staff, members of search committees, and all academic staff members by providing in a single handbook all, or nearly all, of the information necessary.

Chief among the materials are excerpts from the *Academic Policies and Procedures Manual*, the *Procedures Guide for Recruitment and Appointment of Academic Staff*, the *Collective Agreement*, and the Faculty of Arts *Handbook*. We have also included examples of advertisements, candidates’ itineraries, and other materials used in the recruitment process.

We hope that this *Handbook* assists colleagues to recruit the best possible candidates to the Faculty of Arts at the University of Regina.

Acknowledgements

For materials, suggestions, and other contributions to this *Handbook*, thanks are owed to Joanne Bonneville (Department of French); Rose-Marie Bouvier (Faculty Administrator); Ben Cecil (Geography); John Conway (Sociology and Social Studies); Paul Gingrich (Sociology and Social Studies, retired); Donna Glass (Secretary to the Dean); Harvey King (formerly Associate Dean, Undergraduate); Lynn Wells, Associate Dean, Research and Graduate; Stephen McClatchie (formerly Associate Vice-President Academic); Gina Holm (Dean’s Office); Sandy Crawford (Dean’s Office) Debbie Pelletier, Sarah Savage, and Diane Vandenberghhe (formerly of the Dean's Office); and Neil Brotheridge and Tricia van Hardeveld (Human Resources).

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1 In the Faculty of Arts at the University of Regina, some departments act as a committee of the whole in recruiting and interviewing academic staff members. Other departments appoint search committees that act with delegated authority in the matter of recruitment. In the present document, the terms committee and search committee are understood to apply to both modes of procedure.
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</table>
1. **OVERVIEW OF RECRUITMENT PROCESS**

<table>
<thead>
<tr>
<th>Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring/Summer</td>
<td>1. Recruitment for faculty position approved; Department discusses needs, as well as how the recruitment process will be carried out and documented</td>
</tr>
<tr>
<td>June/August</td>
<td>2. Advertisements drafted, approved by Dean, and published; departments circulate ads to listservs, professional associations, etc.</td>
</tr>
<tr>
<td>September/October</td>
<td>3. Committee meets to develop list of questions to be asked of all candidates, and to determine interview procedures; Committee meets with Equity Officer; recruitment package assembled by Committee</td>
</tr>
<tr>
<td>End of November/early December</td>
<td>4. Applications received by Dean’s Office and reviewed by Committee or department as a whole</td>
</tr>
<tr>
<td>December</td>
<td>5. Committee/department chooses shortlist; recommends 2 or 3 candidates to be interviewed; Dean approves this shortlist for interviews; Department makes arrangements for campus visits and interviews</td>
</tr>
<tr>
<td>January/early February</td>
<td>6. Committee/department conducts interviews and reference checks; Candidates meet with Dean and Vice-President (Academic); Committee discusses candidates; formulates recommendation to Dean</td>
</tr>
<tr>
<td>By end of first week in February</td>
<td>7. Committee chair conducts reference checks; recommends candidate to Dean; Dean accepts or rejects recommendation; Committee Chair prepares Recruitment Report (Appendix G)</td>
</tr>
<tr>
<td>Second week in February</td>
<td>8. If candidate is acceptable, Dean discusses candidate with Vice-President (Academic); Dean makes offer to candidate</td>
</tr>
<tr>
<td>Mid-February</td>
<td>9. After candidate accepts, Dean’s Office prepares paperwork for Human Resources and President’s Advisory Committee on Faculty Appointments</td>
</tr>
</tbody>
</table>

**Note**

Normally these procedures are to follow the dates specified here and on page 7. Unforeseen circumstances, such as illness or resignations, may require some modification of these dates. Special circumstances and hirings conducted outside these normal dates will be determined in consultation with the Dean’s Office.
### DATE GRID FOR 2008-2009

<table>
<thead>
<tr>
<th>WHEN</th>
<th>WHAT</th>
<th>WHO</th>
<th>SEE PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>By 13 June</td>
<td>Advertisements drafted and sent to Dean’s Office for approval</td>
<td>Department/Dean’s Office</td>
<td>44</td>
</tr>
<tr>
<td>July through early September</td>
<td>Advertisements placed in <em>CAUT Bulletin, University Affairs, CHE Online</em></td>
<td>Faculty Admin. / HR</td>
<td>7, 14, 23, 24, 30, 45, 56</td>
</tr>
<tr>
<td>July through early September</td>
<td>Advertisements/link to Arts webpage circulated to discipline-specific listservs, mailing lists, personal contacts</td>
<td>Department/Committee</td>
<td>7</td>
</tr>
<tr>
<td>August – September</td>
<td>Committee meets to develop list of questions, interview procedures; Committee meets with Equity Officer</td>
<td>Committee/HR</td>
<td>7, 15, 16, 28, 48, 49, 67</td>
</tr>
<tr>
<td>September – November</td>
<td>Applications are received; recruitment package assembled</td>
<td>Committee</td>
<td>65</td>
</tr>
<tr>
<td>Friday 28 November 2008</td>
<td><strong>4:30 p.m. deadline</strong> for receipt in Dean’s Office of applications, letters of reference, and supporting materials</td>
<td>Candidates/Referees Dean’s Office</td>
<td>7, 45</td>
</tr>
<tr>
<td>Week of 8 December</td>
<td>Committee meets to review applications, check publications, and develop shortlist</td>
<td>Committee</td>
<td>7</td>
</tr>
<tr>
<td>By Wednesday 17 December</td>
<td>Committee recommends 2 or 3 candidates to Dean for interviews</td>
<td>Committee</td>
<td>16, 67</td>
</tr>
<tr>
<td>By 4:30, Friday 19 December</td>
<td>Dean approves candidates to be interviewed; chair of committee contacts candidates and arranges campus visits and interviews</td>
<td>Dean/Ctte Chair/Dept secretaries</td>
<td>7, 48</td>
</tr>
<tr>
<td>Late December/early January</td>
<td>Candidates’ itineraries developed and confirmed; recruitment package sent</td>
<td>Committee chair/dept secretaries</td>
<td>7, 63</td>
</tr>
<tr>
<td>12-23 January or earlier</td>
<td>Campus visits, interviews take place</td>
<td>Committee</td>
<td>7</td>
</tr>
<tr>
<td>Friday 6 February or earlier</td>
<td>Committee chair recommends preferred candidate to Dean <strong>and conducts telephone reference checks</strong></td>
<td>Committee chair</td>
<td>12, 17, 21, 22, 28, 30, 48, 50, 60</td>
</tr>
<tr>
<td>9-11 February</td>
<td>Dean discusses candidate with Vice-President (Academic)</td>
<td>Dean/VPA</td>
<td>21, 30</td>
</tr>
<tr>
<td>By 13 February</td>
<td>Committee Chair prepares Recruitment Report using checklist on p. 7; sends report to Dean Chair</td>
<td>Committee Chair</td>
<td>7, 31</td>
</tr>
<tr>
<td>11-13 February</td>
<td>Dean contacts preferred candidate</td>
<td>Dean</td>
<td>28</td>
</tr>
<tr>
<td>16-20 February</td>
<td>Dean’s Office prepares paperwork for Human Resources and President’s Advisory Group on Faculty Appointments</td>
<td>Dean’s Office</td>
<td>189, 21, 22, 23, 31</td>
</tr>
</tbody>
</table>
3. **CHECKLIST OF TASKS: RECRUITMENT COMMITTEE CHAIR**  
*(For completing Recruitment Report, Appendix G)*

**Preliminaries (June - August)**

- Agree upon recruitment procedures. Do these procedures detail how all candidates will be treated in exactly the same way, whether external or internal? Are they in writing?
- Begin to document the recruitment process.
- Draft the advertisement.
- Specify that samples of published work, where available, are to be submitted as part of the application.
- Send the draft advertisement to the Dean for approval.
- Indicate any special requirements for the advertisement (e.g., journals other than *University Affairs* and *CAUT Bulletin* in which it should appear).

**Advertisement of Position (September - October)**

- Consult with Committee and Department members regarding appropriate listservs, email lists, and other electronic media specific or appropriate to the discipline or area of specialization. Forward a link to the advertisement on the Human Resources webpage to these electronic fora.
- Determine the contents of the package of recruitment materials.
- Invite the Equity Officer to meet with the Committee.
- With the Committee, agree upon a slate of questions to be asked of each candidate, whether external or internal. *(See Appendix K for examples).*

**Initial Review of Applications (Week of 8 December)**

- Provide all department members the opportunity to review the applications and give input.
- Have Committee members verify and read shortlisted candidates’ publications.
- Meet with the Dean to present the shortlist and ask for permission to interview.

**Preparations for Interviews (Late December- January)**

- Contact shortlisted candidates and establish their itineraries.
- Send to shortlisted candidates a package of recruitment materials containing information on the Department, the Faculty, the University, and the city.
- Schedule interviews and presentations so that every Committee member can be present at each.
- Inform the Dean’s representative to the Committee of each shortlisted candidate’s schedule, and ensure that the representative is available for all interviews and research presentations, as well as meetings of the Committee.
- Set up shortlisted candidates’ meetings with Dean and Vice-President (Academic) or designate.
- Print out the agreed-upon interview questions (with space allowed for Committee members’ notes) and circulate them to all members of the Committee.
- Inform Committee members of the time of each candidate’s interview and research presentation, and remind members they are to be present at each of these as a condition of voting on the candidate to be recommended to the Dean. Ensure that all department members are informed.

**Visit to Campus and Interview Process (January)**

- In consultation with the Committee, agree upon individual members’ responsibilities with regard to candidates’ itineraries, trips to and from airport and hotel, campus tours, and social occasions. Determine whether a real estate tour is needed for external candidates.
- Publicize candidates’ research presentations to all colleagues via campus email.
4. PROCEDURES
GUIDE FOR
RECRUITMENT AND
APPOINTMENT OF
ACADEMIC STAFF

(from President’s Advisory Group on Faculty Appointments)

Source:
http://www.uregina.ca/hr/ApptComm/ApptCommittee.htm
4.1 **Purpose**
This Procedures Guide is intended to assist the University community when recruiting academic staff. The guide identifies the person delegated by the University to make the various academic appointments and brings together a number of resources to aid Faculties in attracting, selecting and appointing the appropriate candidate.

The decision to make an academic appointment is likely the single most important decision in a Faculty. Therefore, the provisions in this document, the *Collective Agreement*, and specific Faculty procedures, as determined through Faculty consultation, should be closely observed.

4.2 **Obtaining Approval To Recruit**
Generally, approval to recruit has been delegated to the Dean. For contract positions, such as Sessional Lecturers, recruitment is subject to budget considerations, and will proceed in accordance with established practice within the Faculty. Copies of the established procedures for faculty recruitment are maintained in each Faculty, and are reviewed or amended from time to time in accordance with Article 12.2 of the collective agreement between the University of Regina and the University of Regina Faculty Association.

Approval to recruit for tenure-track positions – whether to replace faculty who have retired or resigned, or for newly created positions – is obtained from the Vice-President (Academic). Typically, approval to recruit for tenure-track positions follows budget and planning discussions held with the Vice-President each spring.

An academic appointment can take many forms at the University of Regina. In the following chart you will find the various academic appointment types and the delegated authority for appointments.
<table>
<thead>
<tr>
<th>Type of Appointment</th>
<th>Approval to Recruit Delegated to:</th>
<th>Advertising</th>
<th>Search Conducted</th>
<th>Recommendation</th>
<th>Process and Timeline (from receipt of recommendation to apt letter sent)</th>
<th>Authority to Appoint</th>
<th>Info Provided to:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Probationary (tenure track)</strong></td>
<td>VP (Ac)</td>
<td>HR / Faculty See APPM, policy 4.3.3</td>
<td>Per individual unit hiring procedures (APPM, policies 4.4.1 – 4.4.9)</td>
<td>Dean to VP (Ac)</td>
<td>VP (Ac) to HR HR to PAGFA HR prepares letter for President and Dean signature. HR notifies Dean-10 day turnaround</td>
<td>President</td>
<td>Board</td>
</tr>
<tr>
<td><strong>Renewal of Probationary</strong> (Refer to Collective Agreement Article 14.2.2)</td>
<td>President</td>
<td>N/A</td>
<td>N/A</td>
<td>Dean to HR HR to PAGFA</td>
<td>HR prepares letter for President and Dean signature. HR notifies Dean - By March 31st</td>
<td>President</td>
<td>Board</td>
</tr>
<tr>
<td><strong>Continuing (with tenure)</strong> (Refer to Collective Agreement Article 14.2.3 &amp; 14.2.4)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Dean to HR to PAGFA</td>
<td>HR prepares letter for President and Dean signature HR notifies Dean (By March 31)</td>
<td>President</td>
<td>Board</td>
</tr>
<tr>
<td><strong>Terms (initial)</strong> (Refer to Collective Agreement Article 14.2.1)</td>
<td>Dean (3 years or less)</td>
<td>HR / Faculty See APPM, policy 4.3.3</td>
<td>Per individual unit hiring procedures (APPM, policies 4.4.1 – 4.4.9)</td>
<td>Dean to HR for verification (prior to appointment) Dean to VP (Ac)</td>
<td>Appointment Letter prepared by Faculty - 10 day turnaround Appointment Letter prepared by HR - 10 day turnaround</td>
<td>Dean</td>
<td>VP (Ac)</td>
</tr>
<tr>
<td></td>
<td>VP (Ac) (4 or 5 years)</td>
<td>N/A</td>
<td>N/A</td>
<td>Appointment Letter prepared by Faculty – 10 day turnaround</td>
<td>Appointment Letter prepared by HR- 10 day turnaround</td>
<td>VP (Ac)</td>
<td>President</td>
</tr>
<tr>
<td><strong>Terms (re-appt)</strong></td>
<td>Dean (3 years or less)</td>
<td>N/A</td>
<td>N/A</td>
<td>Dean to HR for verification (prior to appointment) Dean to VP (Ac)</td>
<td>Appointment Letter prepared by Faculty – 10 day turnaround</td>
<td>Dean</td>
<td>VP (Ac)</td>
</tr>
<tr>
<td></td>
<td>VP (Ac) (4 or 5 years)</td>
<td>N/A</td>
<td>N/A</td>
<td>Appointment Letter prepared by HR- 10 day turnaround</td>
<td>Appointment Letter prepared by HR- 10 day turnaround</td>
<td>VP (Ac)</td>
<td>VP (Ac)</td>
</tr>
<tr>
<td><strong>Instructor Term (continued Indefinitely)</strong> (initial)</td>
<td>VP (Ac)</td>
<td>HR/Faculty See APPM, policy 4.3.3</td>
<td>Per individual unit Hiring procedures (APPM, policies 4.4.1-4.4.9)</td>
<td>Dean to VP (Ac) VP (Ac) to HR HR to PAGFA</td>
<td>HR prepares letter for President and Dean signature HR notifies Dean</td>
<td>President</td>
<td>Board</td>
</tr>
<tr>
<td>Type of Appointment</td>
<td>Approval to Recruit Delegated to:</td>
<td>Advertising</td>
<td>Search Conducted</td>
<td>Recommendation</td>
<td>Process and Timeline (from receipt of recommendation to apt letter sent)</td>
<td>Authority to Appoint</td>
<td>Info Provided to:</td>
</tr>
<tr>
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</tr>
<tr>
<td><em>Instructor</em> Term (continued indefinitely) (renewal) (Refer to Collective Agree. Art.14.2.4)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Dean to VP (Ac) VP (Ac) to HR HR to PAGFA</td>
<td>HR prepares letter for President and Dean signature HR notifies Dean – By March 31st</td>
<td>President</td>
<td>VP (Ac) – Annually</td>
</tr>
<tr>
<td><strong>Instructor Limited –Term (initial)</strong></td>
<td>VP (Ac)</td>
<td>HR / Faculty See APPM, policy 4.3.3</td>
<td>Per individual unit hiring procedures (APPM, policies 4.4.1 – 4.4.9)</td>
<td>Dean to HR for verification (prior to appointment)</td>
<td>Appointment Letter prepared by Faculty – 10 day turnaround</td>
<td>President</td>
<td>VP (Ac)</td>
</tr>
<tr>
<td><em>Instructor (Limited Term) (re-appt)</em> (refer to Collective Agreement Article 14.2.1)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Dean to HR for verification (prior to appointment)</td>
<td>Appointment Letter prepared by Faculty – 10 day turnaround</td>
<td>Dean</td>
<td>VP (Ac)</td>
</tr>
<tr>
<td><em>Sessional Lecturer</em></td>
<td>Dean</td>
<td>HR website</td>
<td>N/A</td>
<td>Dept Head to Dean</td>
<td>Appointment Letter prepared by Faculty</td>
<td>Dean</td>
<td>VP (Ac) – Annually</td>
</tr>
<tr>
<td><em>Adjunct Professor (Graduate Studies &amp; Research)</em></td>
<td>Dean</td>
<td>N/A</td>
<td>N/A</td>
<td>Dept Head to Dean Dean to Dean of FGSR</td>
<td>Appointment Letter prepared by FGSR</td>
<td>Dean FGSR</td>
<td>VP (Ac) – Annually</td>
</tr>
<tr>
<td><em>Adjunct Professor</em></td>
<td>Dean</td>
<td>N/A</td>
<td>N/A</td>
<td>Dept Head to Dean</td>
<td>Appointment Letter prepared by Faculty</td>
<td>Dean</td>
<td>VP (Ac) – Annually</td>
</tr>
<tr>
<td><em>Associate Dean</em></td>
<td>VP (Ac)</td>
<td>N/A</td>
<td>Unit consulted As per individual unit hiring procedures (APPM, policies #4.4.1 – 4.4.9)</td>
<td>Dean to VP (Ac)</td>
<td>VP (Ac) Appointment Letter prepared by HR - 5 day turnaround</td>
<td>VP (Ac)</td>
<td>Board</td>
</tr>
<tr>
<td>Department Heads</td>
<td>VP (Ac)</td>
<td>Dean informs Faculty or Dept. of possibility</td>
<td>Unit consulted as per individual unit hiring procedures (APPM, policies #4.4.1 – 4.4.9 &amp; the Collective Agreement Article 15.1.1)</td>
<td>Dean to VP (Ac)</td>
<td>VP (Ac) Appointment Letter prepared by HR - 5 day turnaround</td>
<td>VP (Ac)</td>
<td>Board</td>
</tr>
</tbody>
</table>
4.4 Search Committees

Search Committees are established and operate according to the procedures developed in each Faculty and in accordance with the collective agreement. In addition to the Search Committee, all members of a Department should be familiar with the appointment procedures and participate in the selection of faculty, even if this means only attending a lecture or seminar presented by the candidate. In the interest of fairness to all candidates, Committee members must be diligent in their assessments and subsequent recommendation, and **are therefore required to attend all interviews and candidate presentations.**

Search Committees may include members who are not tenured, or are from other Faculties, Departments or Federated Colleges. In those disciplines with a very low representation of designated groups, the Committee should include colleagues from other units who are members of the designated groups.

Consideration should also be given to designating an Employment Equity Advisor for each search committee. This person, who could be external to the unit, would monitor and support the search process with regard to principles of employment equity, and observe on practices that ensure fairness in the hiring process. Members of the Search Committee should have training in recruitment techniques for persons from designated groups.

4.5 Selection Committee Preparation

To begin, members of the Search Committee should discuss search results for the past year, including successes, failures, and areas for improvement. The Committee should invite the Manager of Employment Equity to make a brief (half-hour) presentation regarding the University of Regina’s Employment Equity policy and goals for the University.

The Committee should discuss and identify possible barriers to equity candidates. It should also discuss the benefits of hiring a designated group candidate, as compared to the disadvantages. This point in the process would be an opportune time to discuss concepts of fairness and equal treatment and their impact on designated group candidates.

The Committee should determine how the various steps in the hiring process will be documented, so that the entire process is transparent and defensible. The Committee should establish ground rules about decision-making, such as how the Committee will decide whom to recommend to the Dean. For example, if the process identifies two equal candidates—one from a designated group and the other from a non-equity group—how will the Committee decide which person to recommend?

> “An objective pre-screening process is one that consistently evaluates all candidates against the same criteria.”

4.6 Developing and Applying Appropriate Criteria

The literature shows that pre-determined criteria established before reviewing curricula vitae provides a consistent method of evaluating all candidates. This is an inclusive practice that provides opportunities for candidates from designated groups to compete.

Ensure that all criteria are used to evaluate every candidate’s application, that the same indicators for each criterion are used, and that the measurement of each criterion is the same for all. If criteria, indicators, and measures are used inconsistently, it will be very difficult to compare different candidates’ knowledge, skills, and abilities.

The selection criteria should relate to essential knowledge, skills, and abilities. Selection criteria should be at the appropriate level, and not at the level of a fully functioning incumbent.

Jobs should be analyzed to determine the physical requirements and to identify possible accommodations or modifications for applicants with disabilities.

<table>
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<tr>
<th>Criteria Chart: Faculty Search for Assistant Professor</th>
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<tr>
<td>Other Skills</td>
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<td>Graduate Students</td>
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<td>Teaching</td>
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<td>Faculty</td>
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<td>Record of Publications: Traditional and not. Theoretical Orientation.</td>
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<tr>
<td>Type, length of Supervision</td>
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<td>Effectiveness of Supervision, other Related experiences.</td>
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<td>Interpersonal Skills</td>
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<td>Type, length.</td>
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<td>Formal and Non-traditional.</td>
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<td>Identify how to Measure, Hint: ask “Complementary”</td>
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<td>For the skills that were used, choose how to measure effectiveness and the result).</td>
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<td>Candidates</td>
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<td>Equity</td>
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<td>Candidate #1</td>
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<td>Candidate #3</td>
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<td>Candidate #4</td>
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4.7 Advertising The Opportunity

The qualifications, responsibilities and requirements established by the Search Committee should be the basis for the wording of the advertisement (see Appendices D and E for a sample copy of an advertisement and advertising deadlines). The ad usually provides information about the Department and requests a curriculum vitae, as well as transcripts of degrees, proof of credentials, samples of published work, and the names of three referees.

It is essential that the position be advertised as widely as possible. Typically, the University will, at a minimum, advertise in CAUT Bulletin and University Affairs. It is important to set the due date for applications to be received only after determining the lead-time required by the various publications. Ads should be forwarded to Human Resources for review with particular emphasis on wording to meet the equity and immigration requirements.

All recruitment advertising must contain the following statement: “All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority. The University of Regina is committed to achieving a representative workforce. Qualified diversity group members are encouraged to self-identify on their applications” (see Appendix D, page 55).

In addition to traditional forms of recruiting, maximum use should be made of the Faculty and University websites. Applicants should be directed to the sites for additional information about the program, colleagues and other aspects of our University that may prove pivotal in the applicant’s decision to apply.

Search committee members are encouraged to use their network of colleagues across Canada and the world as part of the recruitment effort. Faculty should be encouraged to take copies of academic opportunities with them when attending seminars and presenting papers. Other universities should be contacted to identify current or former students who may be interested in the position.

To catch the interest of non-traditional audiences, consider placing ads in papers and journals with specific audiences. These include the women's PhD Network, The Canadian Research Institute on the Advancement of Women (CRIAW) Newsletter, SWAAC (Senior Women in Academic Administration in Canada) newsletters, The First Perspective or similar publications.

“The assumption that barriers faced by each group are the same suggests that all four groups have similar problems in the workplace. The profiles of the groups in the labour force suggest otherwise. The barriers women have faced have in many instances resulted from their role in the home. Racial minorities are well represented in professional and technical categories, as well as in operational categories, but limited in senior management jobs… The position of aboriginal peoples and people with disabilities is again different from the other two groups. The principal employment issue in both instances is access to work. This means that hiring is a particular critical focal point.”

4.8 Strategies for Reviewing Curricula Vitae and Shortlisting

Construct a criteria chart to establish a list of indicators, a scoring method and relative weight for each skill category.

Develop candidate profiles and ensure that a profile is developed on at least one designated group candidate. The literature shows that designated group candidates may have non-traditional career paths. Extended periods of time to complete the PhD or career interruptions are common. These non-traditional career paths should not disqualify candidates.

In the shortlist process, focus on those qualifications, skills and abilities that pertain to the job. Optional knowledge, skills and abilities that individuals bring with them as functions of their personality, work and study experiences can only be considered complementary. Applicants should not be screened out on skills or experience requirements that are not essential to the job. Any such requirements should be clearly laid out in the job posting and cannot be “added on” later. Shortlist all applicants who appear to meet the qualifications and the criteria for the position.

Review the criteria if there are any designated group candidates who are close to, but not among, the top three on the shortlist. Ensure that the criteria did not unnecessarily eliminate these candidates. Review their CVs again. Consider whether these candidates should be interviewed. Consider contacting them about future opportunities, noting what else they could do to qualify for future positions.

“By and large the systems and practices we customarily and often unwittingly adopt may have an unjustifiably negative effect on certain groups in society.”

Judge Rosalie Abella, 1984

4.9 Strategies for Interviewing (see also Appendix K, page 65)

A consistent approach to interviews is recommended. It is easier to consider each applicant’s responses fairly, and weigh them against a previously thought-out range of ideal responses, if all candidates have been asked the same questions.

The Search Committee should develop a set of core questions based on job-related criteria. These questions should be asked of all candidates in a similar manner.

Committee members should reach agreement on what constitutes good or poor responses before the interviews begin. It may be a good idea to note “expected/acceptable” answers under each question.

The scope of information sought by the Committee should be the same for each candidate. Ensure that the processes and the practices used for interviewing job applicants are non-threatening for all candidates. Consider the differing communication and work styles that the applicants might bring, depending on their cultural background, gender, age, and life experience. Encourage each other to be aware of these differences, and do not inadvertently penalize candidates if these styles differ from your own.
Seek description of behaviours and examples in responses to questions regarding interpersonal skills. This will enable applicants to respond in concrete ways that will encourage objectivity in applicant’s responses.

Three examples of how to do this are:

- asking candidates to identify specific skills used in real-life situations;
- asking them to describe real life scenarios, the part they played, and how the scenarios came to conclusion; and,
- asking candidates to describe what they might do in hypothetical situations.

Make sure that any questions relating to a person’s disability are bona fide and job-related. Ask candidates if they have a pre-determined condition that may require accommodation in the workplace.

Give all candidates the opportunity to ask questions of the Search Committee.

**Please note:** **Internal candidates are not permitted to attend the presentations of other candidates in the hiring process.**

Conduct interviews and tours in facilities that are accessible to people with disabilities and that do not present physical barriers (no ramps, heavy doors, narrow passageways, or poor lighting).

The Saskatchewan Human Rights Commission (SHRC) prohibits asking questions about the candidate’s marital status, religion, family circumstances or ethnic background. Human Resources can provide a summary from the Commission that will give you guidelines as to what can and cannot be asked.

> “At present, society’s disadvantages are disproportionately assumed by the four designated groups”

Judge Rosalie Abella (1984)

### 4.10 Deciding Whom To Recommend

How will the Search Committee decide whom to recommend to the Dean? If the Search Committee has not already identified this process, now is the time to develop it. Before beginning a comparison of the candidates, revisit earlier discussions about “how to decide” to discourage the development of polarized positions from which it is difficult to reach a compromise. Identifying how the decision to recommend a particular candidate was made will also make the decision transparent and defensible.

In coming to a recommendation, the Committee should keep in mind that applicants should not be screened out on skills or experience requirements that are not essential to the job. The Committee should consider any long-term benefits for the department of hiring a designated group member into a tenure-track position.
4.11 Reference Checks and Transcripts

The reference check is a valuable tool to be used in conjunction with the recruitment/selection process, because it offers more insight into the candidate’s abilities and qualifications. The reference check should be used where new appointments, transfers or promotions are involved.

Academic advertisements typically ask for three references along with official transcripts. **It is the responsibility of the Search Committee Chair to follow up written references with a phone call.**

A transcript is considered official only if it is received in an envelope from the issuing university and is sealed and signed across the seal or bears an official University stamp. Transcripts in languages other than English or French must be accompanied by a certified literal translation. If transcripts do not indicate that the degree was awarded, a copy of the degree certificate is to be included. If the transcripts are from the University of Regina, they must be requested from the Office of Registrar.

The Dean’s Office will ensure that certified transcripts are received directly from the granting institutions, and will review them thoroughly. No appointments will be made without certified transcripts.

**Tips for reference checks**

- Reference checks are done by the Chair of the Search Committee.
- Before calling a referee, obtain confirmation from the applicant that it is permissible to make contact.
- Reference information must be kept strictly confidential.
- Is the referee appropriate?
- Give the referee a brief description of the position being applied for.
- Ask open-ended questions. (See guide below.)
- Check for misrepresentation of education, work experience, dates, positions and responsibilities.
- Be consistent with questions, and document your findings.

**Sample questions to be used in telephone reference checks**

1. We would like you to verify some of the information (dates of employment, degrees, publications, responsibilities, and duties) that has been provided by the candidate.
2. How would you rate the candidate’s expertise in his/her field?
3. How would you describe the candidate’s ability to meet deadlines?
4. How would you describe the candidate’s teaching abilities?
5. How would you rate the candidate’s communication skills?
6. How would you rate the candidate’s initiative/problem-solving skills?
7. Would you recommend this candidate for the position described?
8. How would you describe the candidate’s leadership abilities?
9. Why did the candidate leave your institution?
10. What other relevant information can you provide about this candidate?
11. Would you hire the candidate for a similar position at your institution?
4.12 Recruitment and Candidates’ Travel Expenses (see also page 48)

The costs associated with advertising, candidate travel, meals and hotel expenses, as well as any entertainment costs associated with the interviews, are the responsibility of the Faculty. The University’s “Travel: Allowable Expenses Policy” (see Financial Services Policy number 30.05.10.07) details the expenses that may be reimbursed to a candidate.

Candidates should be directed to make their own travel arrangements.

In a very few cases it may be necessary to invite the candidate for a second visit to Regina, or to include an invitation to the spouse to travel with the candidate to Regina. The costs associated with this additional travel are also the responsibility of the Faculty.

4.13 Procedures for Obtaining Reimbursement For Interview Expenses

Where candidates are incurring some direct costs of travel, they should be provided with a Travel Reimbursement Form and advised to submit the form, with receipts, to the Chair of the Selection Committee. The form is signed by both the candidate and the Dean before it is sent to Financial Services.

4.14 President’s Advisory Group on Faculty Appointments

PAGFA exists to advise the President on all initial tenure-track, initial instructor and continuing appointments.

Membership

- Vice-President (Academic)
- Vice-President (Research and International)
- Board member (appointed by the Chair)
- Director of Human Resources

Duties and Responsibilities

- Recommendations on initial tenure-track, initial instructor and continuing appointments will be forwarded to the President by the Vice-President (Academic).
- The Director of Human Resources will provide the President with information regarding the search process.
- The Vice-President (Academic) will comment on the quality of the candidate, the faculty’s plans and priorities and how this appointment is consistent with them.
- The Vice-President (Research) will advise the President regarding the research record and research potential of the candidate.
Meetings

Meetings will be called as needed by the Director of Human Resources, with the expectation that they will take place weekly during the late winter and early spring. The President’s Advisory Group on Faculty Appointments schedule is on the Human Resources Website: http://www.uregina.ca/hr/ApptComm/PAGFA.htm

4.15 Types of Appointments

A. Tenure-Track Appointments

A tenure-track appointment is for a period of one year, except in the case of the first period of appointment, which will normally be for two years, or a specified portion in excess of twelve months. Tenure-track appointments may be renewed, but no individual may serve more than five consecutive years in a probationary capacity. (See Art. 14.4.2.5 of the Collective Agreement between the University and the Faculty Association, reproduced here on page 40).

Exceptions: Time spent in a term appointment shall count towards the fulfillment of probation, if the member subsequently receives a probationary appointment, provided that in the judgment of the President’s Advisory Group on Faculty Appointments Committee, the time spent in the term appointment is appropriately related to the new appointment (See Art.14.4.2.7). When an academic staff member takes a leave for an entire academic year, the period on leave does not count as part of the five-year maximum probationary period. Under special circumstances the probationary period may be extended, at the request of the member and with the concurrence of the University, for one or two additional years (See Art. 14.4.3.4).

Foreign Recruitment Process: Please see page 24

Remuneration: Salary upon appointment should typically be at the base of the range of pay established for that position as per the Collective Agreement. Salary offers may take into consideration the experience of the candidate, the equitableness of the offer, market conditions affecting recruitment and the availability of alternate qualified candidates. Consultation regarding salary and rank should take place with the Vice-President (Academic) prior to a verbal offer being made.

Recommendation for Appointment: The Dean will submit a written recommendation to the Vice-President (Academic) for consideration by the President’s Advisory Group on Faculty Appointments. Documentation required for appointment recommendations include the original and one copy of the Academic Appointments Form, current curriculum vitae, official transcripts, reference letters, and University of Regina Recruitment and Selection Report and supporting information.

Letter of Appointment: Human Resources will prepare the letter of appointment for signature by both the President and the Dean. See sample letter at Appendix B.

Renewal: Tenure-track appointments may be renewed by subsequent one-year appointments which in total do not exceed five consecutive academic years. In some
exceptional circumstances, such as a leave, the tenure-track appointment may exceed the total five-year period (see Art. 14.4.3.4).

**Letter of Renewal:** The authority to offer a renewed tenure-track appointment, up to and including a third year, resides with the Dean. All renewals into a fourth or fifth year are to be considered extraordinary, require a positive recommendation by the Vice-President (Academic), and will be reported to the Board. Reappointment of a tenure-track employee is an indication that s/he has met the basic expectations for the position, and, in instances where concerns have been raised, there is a clear indication that steps are being taken to address them. Normally, when such renewals are made it must be clear to the candidate that unless tenure is awarded no employment contract with the University will be offered after the fifth year.

**B. Appointment with Tenure**

The authority to offer tenure to a tenure-track employee resides with the President following a positive recommendation from the Dean and the President’s Advisory Group on Faculty Appointments.

In some situations an applicant may be awarded tenure upon initial appointment at the University. The authority to make appointments with tenure resides with the President, following a positive recommendation from the President’s Advisory Group on Faculty Appointments.

Human Resources will distribute the courtesy copies of the signed letter of acceptance, once all conditions of the appointment have been met. Along with the signed letter of acceptance, they will forward a copy of the Academic Appointment Form, transcripts and curriculum vitae to the Dean of Graduate Studies and Research for Accreditation purposes.

Please refer to the Faculty of Graduate Studies and Research Accreditation/ Appointment Procedures (Appendix H) for additional requirements.

**C. Term Appointments**

A term appointment for periods of up to five years may be made for any academic position. A term appointment has a terminal date, which is stipulated in the letter of appointment. There is no obligation on the part of the University to renew or extend the appointment beyond that date. Should the University wish to extend or renew an appointment, it will endeavor to notify the employee six weeks prior to the expiry of the term appointment. Term appointments normally will be for twelve months and will coincide with the academic year.

**Exceptions:** See Article 14.4.2.3 of the *Collective Agreement* with URFA.

**Advertising:** Except in unusual circumstances, term appointments will be advertised. Such advertisements will adhere to the University’s equity policy with respect to advertising.

**Remuneration:** Salary upon appointment should typically be at the base of the range of pay established for that position as per the *Collective Agreement*. Salary considerations
should be discussed with the Director of Human Resources and/or the Vice-President (Academic) prior to any offer being made. Salary considerations may include the experience of the candidate, the equitableness of the offer, market conditions and the availability of alternate qualified candidates.

**Recommendation for Appointment:** The authority to make an appointment up to three years is delegated to the Dean. Appointments in excess of three years, or for any renewal of term that exceeds three years, are delegated to the Vice-President (Academic). Documentation required for appointment recommendations include *Academic Appointments Form*, *curriculum vitae*, official transcripts, reference letters, and *University of Regina Recruitment and Selection Report for Academic and Administrative Staff Members* and supporting information as outlined in the form. This information must be forwarded to Human Resources for verification purposes.

**Letter of Appointment:** The letter of appointment is prepared by the Dean’s Office and is signed by the Dean if the appointment is less than 3 years. (See the sample letter at Appendix B.)

**This information must be forwarded to Human Resources for verification:**

- Draft of the appointment letter
- Conditional offer (if applicable)
- Copy of advertisement
- Academic Appointments Form
- Curriculum vitae of shortlisted candidates
- Official transcripts for recommended candidate
- Reference letters
- University of Regina Recruitment and Selection Report and supporting information as outlined in form.

Human Resources will distribute the courtesy copies of the signed letter of acceptance, once all conditions of the appointment have been met. Along with the signed letter of acceptance, they will forward a copy of the Academic Appointment Form, transcripts and curriculum vitae to the Dean of Graduate Studies and Research for Accreditation purposes.

Please refer to the Faculty of Graduate Studies and Research Accreditation/Appointment Procedures in Appendix H for additional requirements.

### 4.16 Initial Letter of Appointment

**Term** – Human Resources will prepare the letter of appointment for signature by both the President and the Dean.

**Limited Term** - The letter of appointment is prepared by the Dean’s Office and is signed by the Dean. The Dean notifies unsuccessful candidates in writing.

The following information must be forwarded to Human Resources for verification:

- Draft of the appointment letter
- Academic Appointments Form
4.17 **Salary on Appointment**

The salary on appointment will normally be at the base of the applicable range. Offers made above the base will only be made following discussion with Human Resources and a review of equity and market considerations.

Human Resources will distribute the courtesy copies of the signed letter of acceptance, once all conditions of the appointment have been met. Along with the signed letter of acceptance, they will forward a copy of the Academic Appointment Form, transcripts and curriculum vitae to the Dean of Graduate Studies and Research for Accreditation purposes.

Please refer to the Faculty of Graduate Studies and Research Accreditation/Appointment Procedures in Appendix H for additional requirements.

4.18 **Statements Covering Special Conditions**

From time to time, certain conditions will need to be included in letters offering appointments with the University. Use the following statements where there are conditions attached to the appointments being offered:

- **Please note that upon proof of completion of the PhD degree, your rank will be raised to Assistant Professor at a salary of $_____ per annum. Completion of the PhD is a necessary but not sufficient requirement for an appointment with tenure. As well, official transcripts must be sent from the granting institution(s).**

- **Please note that this appointment is conditional upon completion of the PhD degree, but the PhD is not a sufficient requirement for an appointment with tenure. As well, official transcripts must be submitted.**

- **Please note that this appointment is subject to receipt of official transcripts. Transcripts that are neither English nor French must be translated and certified by an official translator.**

- **Please note this appointment is conditional upon meeting the eligibility criteria of Citizenship and Immigration Canada to obtain an Employment Authorization.**

4.19 **Foreign Academics/Advertising for Faculty Appointments**

All advertisements are sent to Human Resources for review with particular emphasis on wording to meet the equity and immigration requirements.

Human Resources will place and pay for ads with the *CAUT Bulletin* and *University Affairs* in the following manner:
- One ad placed monthly describing all vacant positions.
- The ad will consist of a general description the U of R and a very brief description of each position and Faculty website.
- Each position will be advertised up to three times, depending on the closing date of the competition.

**Process for Requesting the Appointment of Foreign Academics**

A Committee comprised of Human Resources Development Canada (HRDC), Citizenship and Immigration Canada (CIC), the Canadian Association of University Teachers (CAUT) and the Association of Universities and Community Colleges (AUCC) has changed its policy to allow simultaneous advertising domestically and internationally for academic job vacancies, it retained the requirement that foreign academics could only be offered a position if there were no qualified Canadian or permanent residents who had applied.

**The following statement must be included in advertisements:** “All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.”

The advertisement must be run in media that give maximum exposure to Canadians and Permanent Residents. The following are some examples: “University Affairs”, “CAUT Bulletin”, Canadian academic journals and national English and French newspapers.

A minimum interval of one month must be maintained between the publication of the advertisement and the close of the competition, in order to allow candidates sufficient opportunity to submit an application. This requirement also applies to summer school vacancies at post-secondary institutions.

If the foreign Academic is the successful applicant, the university’s HR Department will send the following information to the HRDC with the validation request:

a) Foreign Worker Application (filled out by the Academic Head);
b) Foreign Academic Recruitment Summary sheet (filled out by the Academic Head);
c) copies of all ads, newspaper, journal, and Internet (dates of publication, etc.);
d) candidate’s resume;
e) a written statement from the Academic head briefly describing the search process and justification for hiring a foreign worker; and
f) a copy of the Appointment letter.

Applications forms may be downloaded from HRDC’s website: http://www.hrsdc.gc.ca/en/epb/lmd/fw/forms.shtml

**Foreign Worker Applications:**

There are two types of Foreign Worker Requests submitted by Universities or Colleges. The following outlines those situations, and the procedures used for advertising in those situations:

**Temporary Request (Term Position):**

Foreign Workers are permitted temporary entry into Canada where it has been determined that there are no Canadians/Permanent Residents qualified and available to accept the position. The Foreign Worker is normally recruited where there is an identified skill shortage in Canada, and where the admission of the Foreign Worker is used as a “bridging” mechanism until a qualified Canadian can be found or trained. When a temporary request is submitted to the Foreign Worker office and validation is made, **it is with the understanding that the Employer will**
continue to recruit in Canada for that position. The evidence and the results of this continued advertising will be required in any requests to extend the admission of a Foreign Worker.

Tenure-track Requests:
If the position was advertised originally as a tenure-track position, and a Foreign Worker was the successful candidate, HRDC does not require that the institution continue to advertise for that position. HRDC requires an updated letter of “probationary appointment” and, once reached, a letter of “continuing appointment” for each’ temporary” request for extension for the Foreign Worker.

Any request to extend (or renew) a Confirmation of Offer of employment must be received in HRDC’s Foreign Worker Department two months prior to the expiry date of the Foreign Worker’s Employment Authorization (work visa).

Candidates in a permanent (tenure-track) position can apply for permanent Canadian residence through Saskatchewan Immigrant Nominee Program (SINP) see www.uregina/hr/SINP.

Temporary Appointments
The North American Free Trade Agreement (NAFTA) allows exceptions to the rule that Canadians must be given the first opportunity for positions. American or Mexican citizens may be considered at the same time as Canadian citizens and permanent residents.

An American or Mexican citizen can apply for a work permit at the Canadian port of entry and does not have to obtain a Confirmation of Offer of Employment from HRDC. However, they must provide the following documents at the port of entry:

A) Evidence of citizenship (passport or birth certificate);
B) A letter from the institution providing full details of the temporary appointment including:
   • The nature of the position offered,
   • Arrangements for remuneration,
   • Educational qualifications required,
   • Duration of the appointment
C) Evidence the applicant holds at least a baccalaureate degree.

Other Positions that are HRDC Exempt
Post-Doctoral Fellows;
Research Award Recipients;
Eminent individuals-leaders in various fields:
   Guest Lecturers;
   Visiting Professors
Canada Research Chair Positions (National Confirmation in place);
Temporary appointment of citizens from Chile as allowed by the Canada Chile Free Trade Agreement.

For further information call Delephine Gall, Human Resources, at 585-5627. If Delephine is not available, call Brenda Kerr at 585-4164.
Saskatchewan Immigrant Nominee Program (SINP)

For immigrants wishing to move to Saskatchewan and become permanent residents of Canada, SINP and the federal government have made an agreement that allows Saskatchewan to nominate up to 200 (set number) applicants who will make an economic contribution to the province.

This program is for full-time permanent employees (those in tenure-track positions qualify) who have an existing work permit. The individual must have worked at least six months in the job.

How To Apply

There are two steps to receiving a Canadian visa:

**Step 1 – SINP Application**

Submit an application to Immigration /SINP. Applications must include the relevant SINP forms along with the appropriate federal immigration forms and a nomination letter from the Director of Human Resources of the University of Regina (Incomplete applications will be refused).

If an application is approved, the Province will forward a nomination certificate directly to the federal Department of Citizenship and Immigration Canada (CIC).

**Step 2 – Application to a Citizenship and Immigration Canada Visa Office**

Individuals nominated by Saskatchewan must then submit their applicable fees to the appropriate Canadian visa office. CIC may also require the applicant to submit additional information to support their federal application.

Please see SINP’s website for more details: [http://www.immigrationsask.gov.sk.ca](http://www.immigrationsask.gov.sk.ca)

SINP Applications forms - Skilled Worker/Professional:
[http://www.immigrationsask.gov.sk.ca/sinp/immig_forms.htm](http://www.immigrationsask.gov.sk.ca/sinp/immig_forms.htm)

Please contact Tricia van Hardeveld (585-5626) at Human Resources if you have any questions regarding the process or application forms.
5. ACADEMIC POLICIES AND PROCEDURES MANUAL

(Academic Policy 100.42—University Search Procedures for the Hiring of New Faculty)

Source:
http://www.uregina.ca/presoff/vpacademic/PoliciesAndProcedures/Administrative/100.42.shtml
5.1 **Search Procedures**

Each Faculty will establish hiring procedures in accord with Article 12 of the University of Regina – URFA collective agreement. All faculty search procedures will address the issues indicated below. In departmentalized Faculties, Department procedures should also be included if they differ from the Faculty-wide procedures. **All search procedures will be in writing and copies will be provided to HR, URFA and the President’s Office.***

5.2 **Probationary and Continuing Appointments**

1) Normally, all searches for new and replacement positions will be authorized by the Vice-President (Academic) by 30 June of each year following approval of the University budget by the Board.

2) A search committee will be established within the academic unit in accord with the unit’s search procedures. All members of the unit will be informed of the search and the composition of the search committee.

3) The search committee will undertake a proactive search in which candidates are aggressively sought. Special efforts will be made to seek candidates from the four equity groups – the University Equity Officer is available to assist and advise the committee. It is expected that in all searches quality equity candidates will be recruited and interviewed.

4) As part of the interview process each candidate will be assessed for research and teaching expertise and potential. This may include one or more of:
   - submission of articles and other published material
   - presentation of a research seminar
   - written statements on research and teaching
   - interview questions that address research and teaching, and
   - presentation of a teaching seminar.

5) During the campus visit, each short-listed candidate will meet for half an hour with a Vice-President, an Associate Vice-President, or the Dean of Graduate Studies and Research.

6) The Dean, having determined the preferred candidate, will meet with the Vice-President (Academic) to discuss the candidate, the salary and any special circumstances regarding the appointment.

7) Reference checking will be undertaken by the chair of the search committee and a random selection of articles will be reviewed (for assistance in locating articles contact the University Librarian). The Dean will then communicate with the preferred candidate. These must be submitted prior to the start date of the appointment.

8) The Dean will submit the appointment package to the Vice-President (Academic). If in agreement with the Dean’s recommendation, the Vice-President (Academic) will forward it to the President. Within ten days (assuming approval by the President) the official
appointment letter will be provided to the successful candidate. If the Vice-President (Academic) rejects a Dean’s recommendation, rationale will be provided to the Dean. With the Dean’s agreement, the Vice-President (Academic) would be prepared to meet with the search committee or Department, as appropriate.

5.3 **Term Positions**

1) Normally, all searches for term appointments (up to three years) will be authorized by the Dean by June 30th of each year following approval of the university budget by the Board.

2) A search committee will be established within the unit in accord with the unit’s search procedures. All members of the unit will be informed of the search and the members of the search committee.

3) The search committee will undertake a pro-active search in which candidates are aggressively sought. Special efforts will be made to seek candidates from the four equity groups. The University Equity Officer is available to assist and advise the committee. It is expected that in all searches quality equity candidates will be recruited and interviewed.

4) As part of the interview each candidate will be assessed for research and teaching expertise and potential. This may include one or more of:

   - submission of articles and other published material
   - presentation of a research seminar
   - written statements on research and teaching
   - interview questions that address research and teaching, and
   - presentation of a teaching seminar.

5) The Dean, having determined the preferred candidate, will determine a salary that is reasonable with respect to experience and consistent with salary offers made to comparable recent appointees.

6) Reference checking will be undertaken by the chair of the search committee and a random selection of articles will be reviewed (for assistance in obtaining articles contact the university librarian). The Dean will then communicate with the preferred candidate. Once negotiations are complete the candidate will be asked to arrange for the submission of original transcripts to HR. These must be submitted prior to the start date of the appointment.

7) There may, on occasion, be an emergency situation in which a term appointment will have to be approved and made within a very short time-frame. While every effort will be made to follow the normal procedures, an abbreviated process may be deemed necessary. Any abbreviated process will include some reasonable level of consultation with faculty in the academic unit.

8) There may also be cases of very specialized appointments for which a full search is not appropriate. For example, an opportunity may arise to appoint a high-profile individual for a limited period of time. Should such an opportunity arise, approval must
immediately be sought from the Dean before it is pursued. As usual, consultation will take place with faculty in the academic unit.

5.4 Administrative Procedures for New Faculty Appointments

5.4.1 Approval To Initiate a Search

The Vice-President (Academic) distributes hiring information to the Dean with the budget letter in May/June. Information provided includes results of last year’s searches and new approved authorizations for searches in the current fiscal year. A copy of this information is forwarded to Human Resources and Financial Services.

Throughout the year, should changes be made to approved searches, information is updated and forwarded from the Vice-President (Academic) to the Dean, Human Resources, and Financial Services. As each appointment is approved by the President, Human Resources incorporates this information into the annual hiring search report.

5.4.2 Advertising

The search committee prepares the ad describing the position to be filled and identifies the closing date for applications. Human Resources reviews the ad with particular emphasis on wording to meet equity and immigration requirements. Advertising is governed by the Human Resources Advertising Policy for Faculty Positions.

5.4.3 Appointment Package

On completion of the search, the Dean forwards to the VP (Academic) an appointment package consisting of:

- a copy of the conditional offer
- a copy of the advertisement
- a recommendation from the Dean indicating the rationale for appointing the recommended candidate
- Academic Appointment Form
- Curricula vitae of recommended candidate and shortlisted candidates
- Transcripts of recommended candidate
- Letters of reference for recommended candidate

5.4.4 Appointment Process

On approval of the Vice-President (Academic), the appointment package is forwarded to Human Resources for processing. A recommendation is then taken via the President’s Advisory Group on Faculty Appointments (PAGFA) to the President.

All PAGFA members receive:

- Agenda
- Recommendation from Dean
- Appointment form
CV of recommended candidate

HR ensures a full appointment package is available at the meeting.

5.4.5 Appointment Approval

The President and Dean sign the offer of employment letter. It will include a date by which the offer, if not accepted, will be withdrawn.

This letter is copied to the Dean, Human Resources, URFA and Financial Services. Depending on the circumstances of the appointment the Dean should clarify all additional terms of the appointment (e.g. teaching assignment, research support, lab support, research leave) in writing to the candidate.

5.4.6 Acceptance

On receipt by Human Resources of the signed acceptance from the candidate:

- The Dean is informed.
- The CV is sent to the Faculty of Graduate Studies and Research for graduate accreditation purposes.
- The hiring report is updated by HR.
- HR undertakes all other appointment steps.

5.5 Human Resources Advertising Policy For Faculty Positions

1) All advertisements for faculty positions are forwarded to Human Resources for review with particular emphasis on wording to meet the equity and immigration requirements.

2) CAUT Bulletin and University Affairs

HR will place and pay for ads with the CAUT Bulletin and University Affairs in the following manner:

- One ad placed monthly listing all vacant positions.
- The ad will consist of a general description of the U of R and a very brief description of each position and Faculty website.
- Each position will be advertised up to three times, depending on the closing date of the competition.

Human Resources may also place the ad in an Aboriginal publication.

3) All ads will be placed on the University website.

4) Faculties and departments are responsible for all other advertising. Special attention must be paid to ensuring the ad reaches equity candidates.
5.6 **Procedures for Joint Appointments of Faculty**

**Background**

A joint appointment allows an individual to make significant contributions with respect to both teaching and research in two distinct academic units (for example Music in the Faculty of Fine Arts and the Faculty of Education, or two departments in the same Faculty) and advances the University’s commitment to interdisciplinary collaboration.

Joint appointments are discussed in Article 12.6 and 13.8 of the *Collective Agreement* between the University of Regina and the University of Regina Faculty Association.

12.6 *Where an appointment is made with responsibilities in more than one Faculty or equivalent unit, and/or more than one department or equivalent unit, the academic staff member shall be informed in writing, at the time of the appointment, regarding the procedures to be used under Article 17 for Performance Review. A copy of the procedures shall be provided to the Faculty Association along with the appointment letter.*

13.8 *Interdisciplinary appointments may be made but shall indicate the primary Faculty and department to which a member is assigned …*

**Procedures**

1) Joint appointments may arise as follows:
   a) Deans may identify a need for a joint appointment and, with approval, undertake a search to fill that need.
   b) An individual may request a joint appointment prior to commencing employment or the Dean may suggest it.
   c) Faculty members may ask to be considered for a joint appointment under Article 12.6 of the collective agreement.

2) For administrative and reporting purposes each joint appointment will consist of a primary and a secondary academic unit. If the primary academic unit is a department, the primary Faculty will be the Faculty in which that department is located.
   a) The individual will report to the Dean (respectively head) of the primary academic unit.
   b) The individual will participate in the activities of each academic unit and will have full voting privileges in each.
   c) Teaching and administrative assignments will be made by the Dean (or head as appropriate) of the primary academic unit following consultation with the Dean (or head as appropriate) of the secondary unit.
   d) If conflicts arise over the assignment of teaching or administrative duties, they will be resolved by the Dean if both academic units are in the same Faculty or by the Vice-President (Academic) if two Faculties are involved.

3) The Dean of the primary Faculty will be the dean responsible for career review recommendations and decisions. The criteria document of the primary Faculty will inform all decisions and recommendations. The career review process will be as follows:
   a) There will be two initial reviewers (one from the primary and one from the secondary academic unit) both of whom will submit a report.
   b) The peer review committee will be that of the primary Faculty. The committee will receive a report/recommendations from both initial reviewers.
c) Prior to making a decision or recommendation to the President the Dean will consult (if applicable) with the Dean of the secondary unit.

4) The joint appointee will, on appointment, be provided with a copy of these procedures. The letter of appointment will further clarify teaching and administrative expectations in the two units.
6. COLLECTIVE AGREEMENT 2005-2008

Source:
6.1 University of Regina / Faculty Association
Collective Agreement 2005-2008

Article 12 – Appointments

12.1 All academic staff appointments shall be made by the University after consideration of recommendations presented by the appropriate Dean or equivalent. Such recommendations shall be made only after consultation in committee with the appropriate Department(s) or equivalent unit(s), or, other procedures as determined by the consultation in committee provided for in Article 5.13. If the University rejects a recommendation, the Department shall be informed of the reasons for the University’s decision.

12.2 The Dean or equivalent shall ensure that appropriate procedures are established and followed to enable academic staff members within the department or equivalent unit to participate appropriately in the process of recruitment. To this end, the members of a Department shall participate in the appointment process within the Department through established procedures.

When establishing the procedures noted above, the Dean or equivalent (or designate) shall consult with the academic staff members of the appropriate unit in committee. Appointment procedures shall be reviewed from time to time by the Dean and the members of the appropriate unit. The Dean shall maintain copies of these procedures. The University employment equity policy shall be appended to such procedures.

Such a review is to be initiated either at the request of the Dean or equivalent (or designate) or the academic staff members of the appropriate unit, as ascertained by a motion to that effect passed at a meeting of the members of the unit. Members of the unit and the Faculty Association shall be informed in writing of the new appointment procedures before they are implemented.

12.3 Signed written recommendations and statements by academic staff members of the Department or equivalent unit with respect to the proposed academic appointment shall be appended to the recommendation(s) forwarded by the Dean or equivalent to the University and shall be destroyed once a decision has been made.

12.4 Except in unusual circumstances, all academic staff positions shall be advertised, and such advertisements shall adhere to the University’s employment equity policy with respect to advertising.

Sessional vacancies shall be advertised through a web-site operated by Human Resources. These web advertisements shall be posted at least three months before the beginning of the semester to which they apply. All web advertisements shall be posted on the first business day of the month; the closing date for receipt of applications shall be the last business day of that same month. The posting shall include the course number and title (where these are known). If circumstances preclude an advertisement from being posted in the normal way, the Faculty Association shall be informed in a timely manner.

Candidates whose applications for appointment are unsuccessful shall be so informed in writing.
12.5 Academic staff members shall be granted library privileges and an email account when their appointment letter is issued and shall retain these services for at least four months after their appointment ends. For members whose appointments have not yet commenced or have already terminated, the timing and extent of library privileges may be constrained by legal agreements between the University of Regina Library and its service providers.

12.6 Where an appointment is made with responsibilities in more than one Faculty or equivalent unit, and/or more than one department or equivalent unit, the academic staff member shall be informed in writing, at the time of the appointment, regarding the procedures to be used under Article 17 for Performance Review. A copy of the procedures shall be provided to the Faculty Association along with the appointment letter.

12.7 Letters of appointment for sessional lecturers shall indicate whether and under what conditions the academic staff member is to be compensated should the course in question be cancelled. Normally sessional lecturers shall be compensated if the course is cancelled less than one month prior to when it is scheduled to begin. Normally, compensation shall consist of a cash payment equal to one-quarter of the appropriate sessional stipend.

Article 13 – Appointment Categories and Compensation

13.1 Faculty
Every appointment to the faculty is made at one of the following ranks:
   Professor
   Associate Professor
   Assistant Professor
   Lecturer

13.2 Librarians
Every appointment of a librarian is made at one of the following ranks:
   Librarian IV
   Librarian III
   Librarian II
   Librarian I

Throughout the Collective Agreement, the position of “Archivist” is included in the general title of “Librarian”.

13.3 Laboratory Instructors
Every appointment of a laboratory instructor is made at one of the following ranks:
   Laboratory Instructor III
   Laboratory Instructor II
   Laboratory Instructor I

13.4 Any of the titles outlined in Articles 13.1, 13.2 and 13.3 may be prefixed by the term "Visiting".
The term "Visiting" denotes an academic staff member who holds a position at another institution and is appointed to a temporary position at the University.

13.5 **Instructors**

Every appointment of an Instructor shall be one of the following ranks:

- Instructor III
- Instructor II
- Instructor I

The rank of appointment shall be determined as follows:

**Instructor I**: the academic staff member possesses a bachelor's degree or equivalent relevant professional experience.

**Instructor II**: the academic staff member possesses a master's degree and has relevant teaching experience, or possesses a four-year bachelor's degree or equivalent and has four years of relevant teaching experience prior to appointment at this rank.

**Instructor III**: the academic staff member possesses a PhD or other terminal degree, and has some relevant experience, or possesses a master's degree and five years of relevant teaching experience prior to appointment at this rank.

The Dean or designate, in consultation with the appropriate department head or equivalent, shall determine what professional experience is the equivalent of a bachelor’s degree and what teaching experience is relevant.

13.6 **Sessional Lecturers**

Every appointment of a Sessional Lecturer shall be to one of the following ranks:

- Sessional Lecturer III
- Sessional Lecturer II
- Sessional Lecturer I

The rank of appointment shall be determined as follows:

**Sessional Lecturer I**: the academic staff member possesses a Bachelor’s degree or equivalent relevant professional experience.

**Sessional Lecturer II**: the academic staff member possesses a master's degree, or possesses a four-year bachelor's degree or equivalent and has taught 12 three credit hour courses, or equivalent, at the University of Regina (excluding the Federated Colleges) since July 1, 2002.

**Sessional Lecturer III**: the academic staff member possesses a PhD or other terminal degree, or possesses a master's degree and has taught 15 three credit hour courses at the University of Regina (excluding the Federated Colleges) since July 1, 2002.
The Dean or designate, in consultation with the appropriate department head or equivalent, shall determine what professional experience is the equivalent of a bachelor’s degree and what teaching experience is relevant.

If an academic staff member moves from a Sessional Lecturer I to a Sessional Lecturer II on the basis of experience and subsequently obtains a master’s degree, only 9 additional three-credit hour courses, or equivalent, after the conferring of the degree are required for movement to Sessional Lecturer III.

An ESL/Institut français Sessional Lecturer shall move from one Sessional Lecturer rank to the next either by meeting the educational requirement specified above or upon the completion of eighteen hundred (1800) hours of instruction since July 1, 2004.

Applications for appointment as a Sessional Lecturer shall include a curriculum vitae and a teaching dossier. The teaching dossier should contain a statement of the teaching philosophy as well as course outlines, assignments, examinations and other relevant documentation.

In recognition of experience and demonstrated success, the University shall give preference in sessional contracts to individuals who have been academic staff members for at least three semesters in the past three years. This provision shall be subject to the members having received satisfactory evaluations and being qualified to teach the course(s) in question.

13.7 An academic staff member with an appointment in the laboratory instructor or librarian category who is appointed by the University to teach one or more courses shall be appointed as a Sessional Lecturer. The level of appointment shall be in accordance with the qualifications outlined in Article 13.6.

13.8 Academic Unit Assignment
Academic staff members are assigned to Faculties (and, where appropriate, to departments or equivalent units). Interdisciplinary appointments may be made but shall indicate the primary Faculty and department to which a member is assigned. This shall determine the unit to which the member belongs for actions arising pursuant to Article 25. With the prior written concurrence of the member, duties may be assigned outside of the Faculty (or department) to which the individual member is assigned. Any assignments that cross faculties or departments shall be stated in writing, with a copy to the Faculty Association, before they are to take effect.

13.9 All academic staff members shall be compensated in accordance with Appendix A.

Article 14 – Nature of Appointments
The University supports the concept that a full-time academic staff enhances the academic reputation of the University and shall plan its employment practices, as it is financially able to do so, in accordance with this view.

14.1 The University shall appoint academic staff members in one of the following categories:
14.1.1 **Full-Time**
A full-time appointment is one in which the academic staff member is working full-time on a year-round basis.

14.1.2 **Reduced**
A reduced appointment is one in which the academic staff member works on a year-round basis at less than full time, for some part of each year at full time, or for some part of each year at less than full time.

14.2 **Conditions Governing Reduced Appointments**

14.2.1 No full-time academic staff member shall be required to accept an appointment that is not full-time.

14.2.2 An academic staff member holding an appointment with tenure may request a transfer to a reduced appointment with tenure. Such transfers shall not be withheld unreasonably.

14.2.3 No academic staff member on a reduced appointment shall be required to accept an assignment of duties beyond those stipulated in the letter granting the reduced appointment. If a member agrees to take on additional duties, the member shall receive pro-rated pay and benefits for this work. The Faculty Association shall be notified in a timely manner of any such change in duties.

14.3 The University shall assign all appointments to one of the following types:

14.3.1 **Sessional**
A sessional appointment is one in which the academic staff member is hired to teach one or more courses in a particular semester.

14.3.2 **Term**
A term appointment has a terminal date, normally one to five years from the appointment date.

14.3.3 **Tenure-Track**
A tenure-track appointment is normally for a period of two years when an academic staff member is first appointed and may thereafter be renewed annually. Tenure-track appointments shall be renewed when duties have been performed in a satisfactory manner and it is deemed that the academic staff member should be given a further opportunity to progress toward an appointment with tenure.

14.3.3.1 The period during which an academic staff member holds a tenure-track appointment is referred to as the probationary period.
14.3.4 With Tenure

An appointment with tenure (also referred to as “a tenured appointment”) shall be granted when the academic staff member has met the relevant performance standards and shows promise of future contributions that will enhance the University’s academic reputation. Normally the member’s eligibility for an appointment with tenure shall be determined during a prior probationary period at the University. An appointment with tenure shall continue indefinitely subject only to Articles 19 and 25 or to retirement.

14.4 Conditions Governing Appointment Types

14.4.1 Sessional

14.4.1.1 The University shall work to reduce the proportion of appointments that are of the sessional type.

14.4.2 Term

14.4.2.1 The terminal date of term appointments shall be stipulated in the letter of appointment.

14.4.2.2 Should the University wish to extend or renew a term appointment, it shall send the academic staff member notice of its intention at least six weeks before the term appointment expires. The academic staff member is not obliged to accept such an offer of extension or renewal.

14.4.2.3 Term appointments other than a visiting appointment shall normally be for twelve months. Term appointments may be made for less than twelve months in unusual circumstances such as:

- when unforeseen circumstances prevent or delay a position from being filled before the beginning of the academic year;

- when an academic staff member is granted leave for a period of less than twelve months;

- when necessitated by planning decisions arising under Article 5;

- when the candidate’s availability limits the appointment.

14.4.2.4 Appointments shall be made at the academic category and rank appropriate to the academic staff member’s qualifications.
14.4.2.5 No academic staff member shall hold a term appointment, or a series of term appointments, for more than five consecutive years. An appointment in the sixth consecutive academic year shall be an appointment with tenure. Members shall be deemed to have held a term appointment in a given academic year if they held a term appointment during any part of that academic year.

14.4.2.6 **Term Appointments at SIPP and SPHERU**
Notwithstanding Article 14.4.2.5, a term appointment at these institutions may be held for more than five consecutive years if the funding for the appointment principally derives from sources external to the University. The letter of appointment shall specify the funds upon which the appointment is based and indicate that the appointment is not subject to the provisions of Article 14.4.2.5. Members shall be notified in writing, with a copy to the Faculty Association, of any changes in the funding sources upon which their appointments are based.

14.4.2.7 Time spent in a term appointment shall count towards the fulfillment of the probationary period if the academic staff member subsequently receives a tenure-track appointment. This condition may be waived if, in the judgement of the Dean or equivalent and with the agreement of the member, the duties of the term appointment were significantly different from those of the new appointment.

14.4.2.8 Academic staff members reappointed to term positions in the same subject areas and members with multi-year contracts shall receive any applicable scale increase and be eligible (subject to performance review) for career-growth increments.

14.4.2.9 The conditions outlined in this Article (14.4.2) may be waived with the prior agreement of the Faculty Association.

14.4.3 **Tenure-Track**

14.4.3.1 Tenure-track appointments may be renewed but no individual may serve more than five consecutive years in a probationary capacity. Not less than three months before a tenure-track appointment is to expire, the University shall inform the academic staff member whether it will let the present appointment lapse, renew the tenure-track appointment for another year, or grant the member an appointment with tenure.

14.4.3.2 After the first tenure-track appointment, no new special conditions shall be attached to subsequent renewals of an
14.4.3.3 The period of a leave that lasts an entire academic year shall not be counted toward the five-year maximum on tenure-track appointments.

14.4.3.4 Under special circumstances, at the request of the academic staff member and with the concurrence of the University, the probationary period may be extended for one or two additional years to a total of six or seven years. The University’s concurrence shall not be withheld unreasonably. Reasons for a negative decision shall be communicated in writing to the member.

14.4.3.5 The conditions outlined in this Article (14.4.3) may be waived with the prior agreement of the Faculty Association.

14.5 Instructors
Instructors may be appointed to term, tenure-track, or tenured appointments. Appointments to the position of Instructor I, II, or III shall be in accordance with Article 13.5.

Notwithstanding Article 14.3.4, an Instructor holding a tenure-track or tenured appointment may be terminated because of the reduction or elimination of an academic program. Instructors shall receive at least six months’ written notice of termination. The termination date shall be June 30th unless the member agrees otherwise in writing.

If the circumstances causing the cancellation of an Instructor’s position change, the Instructor shall be recalled at the earliest opportunity to the position held at the time of discontinuance, provided that the change in circumstances occurs within five years of the day upon which cancellation of the appointment became effective. Where two or more Instructors within a unit have had their appointments discontinued and are eligible for recall, academic staff members shall be recalled by seniority, as measured by initial date of appointment to the Instructor category.

When Instructors have less than full-time appointments, such Instructors shall be given the opportunity of having their appointments increased to full-time appointments prior to any new Instructors being appointed in the units where these Instructors hold their appointments. Such Instructors’ modified appointments shall then be included in the thirteen per cent (13%) limit under Article 5.7.

14.9 Appointment Offer and Acceptance
Each academic staff member engaged by the University shall be sent an appointment letter setting forth the conditions of the appointment. The appointment letter shall indicate the URL (uniform resource locator) for the Faculty Association website, specify
the conditions under which the member shall become eligible for benefits, and describe the benefits that are available.

An appointment shall not be deemed to have been accepted unless the academic staff member indicates acceptance in writing within the time limit specified in the appointment letter.

A copy of the appointment letter shall be forwarded to the Faculty Association immediately once the University receives notice that an appointment has been accepted. The Faculty Association shall also be notified of any subsequent changes to the terms of employment. Such notice shall be given in a timely manner and before the new terms of employment have been implemented.
7. FACULTY OF ARTS HANDBOOK

Source:
7.1 Faculty Recruiting Procedures

In accordance with the Collective Agreement each department/academic area must have a set of guidelines setting out procedures to be followed. The Dean will appoint to each recruiting or search committee an individual from outside the department/area to observe the recruiting process.

The following procedures and guidelines reflect existing procedures in the Faculty of Arts. These are designed to assist academic units in the Faculty of Arts in the recruitment for tenure-track positions and to ensure adherence to the relevant provisions of University and Faculty Procedures and the Collective Agreement.

7.2 Initial Permission to Begin Recruitment

Where vacancies can be anticipated, authorization should be sought well in advance of the date the position is to be filled. Advertising should be initiated only after the Faculty has obtained authorization to recruit from the Vice-President (Academic). Typically, the authorization to fill positions will be obtained through the annual presentation and discussions of the Faculty budget. Follow-up to the budgeting process will include authorization on those positions that may be filled.

After permission to proceed has been secured the Dean will formally notify the department, school or program (hereafter academic unit) to proceed.

7.3 Initial Steps Within Academic Units

1) Establish Written Procedures

In accordance with Articles 12.2 and 5.13 of the Collective Agreement, each academic unit must establish appropriate recruitment procedures to facilitate the participation of all academic staff in academic appointments. In the Faculty of Arts we assume that this refers to those academic staff holding probationary or continuing appointments. The Collective Agreement requires that these procedures be such as to offer all academic staff an opportunity to participate, that they be periodically reviewed, that copies of these procedures be provided to the Dean’s Office, and that URFA be informed when they are reviewed. Such procedures will specify how the advertisement will be prepared, how Search Committees are selected, their role and terms of reference, operating guidelines for candidate review, interview and selection, and the role of the Committee of the whole in the final decision.

2) Prepare Advertisement

The academic unit will, in accordance with these procedures, prepare an advertisement. The head will discuss the advertisement with the Dean, who is responsible for approving it and authorizing its distribution. Except in unusual circumstances, tenure-track appointments will be advertised nationally, and such advertisements will adhere to the University’s equity policy with respect to advertising. All advertisements for faculty positions are prepared by the department and then forwarded to the Faculty Administrator for review with particular emphasis on wording to meet the equity and immigration requirements.
**Equity Statement:** All recruitment advertising must contain the following statement: “All qualified candidates are encouraged to apply; however, Canadian citizens and permanent residents will be given priority. We value diversity in the workplace.”

Human Resources will place and pay for ads with the CAUT Bulletin and University Affairs in the following manner:

- One ad placed monthly listing all vacant positions at the University of Regina.
- The ad will consist of a general description of the University of Regina and a very brief description of each position and University website.
- Each position will be advertised up to three times, depending on the closing date of the competition.
- Human Resources may also place the ad in Aboriginal publications.
- All advertising requires the prior approval of the Dean. All ads will be placed on the University website.

Faculties and departments are responsible for all other advertising. Special attention must be paid to ensuring the ad reaches equity candidates. For more details see the Equity Manual at [http://www.uregina.ca/hr/Employment_Equity/EquityManual.html](http://www.uregina.ca/hr/Employment_Equity/EquityManual.html)

**All candidates’ applications and letters of reference are to be sent directly to the Dean’s Office. If candidates apply directly to a department, the materials will be forwarded to the Dean’s Office. The Dean’s Office receives and acknowledges all letters of reference.** Copies are sent to the departments.

### 7.4 Search Committee

The academic unit involved in the recruitment will establish a Search Committee in accordance with its procedures. The Dean will name a non-voting Dean’s Observer to the Committee who shall prepare a report on processes and procedures for the Dean when the process is complete.² All Search Committees will hold a meeting with the University of Regina Equity Officer prior to beginning its review of applicants. In unusual circumstances the Dean and the unit head may agree to add external voting members.

### 7.5 Search and Selection

The unit’s recruitment procedures will govern the procedures for the initial review of candidates and the selection of candidates for a short list. **Once a short list is established the head of the unit will consult with the Dean regarding arrangements for the next stage. The Dean must approve the required travel expenditures. The Faculty’s guidelines for interview expenses must be adhered to. The interview process and the procedures for making a final recommendation will occur as specified in the Recruitment Procedures. The Search Committee will undertake a systematic assessment of the candidate’s scholarly work and a reference check.**

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² This report should not be confused with the University’s Recruitment and Selection Report, which is completed by the chair of the Committee (see Appendix E).
7.6 On-Site Visits

The number of candidates to bring in, normally 2 or 3, is at the discretion of the Dean.

The Faculty Administrator has responsibility for the advertising/recruiting budget. For information about advertising and allowable expenses, contact the Faculty Administrator (4150).

Please consider spreading each candidate’s visit over a 2-day period. Remember, the recruitment process is designed to attract the best possible candidates to positions in our Faculty. We need to treat them well. The additional expense is minimal, and a 2-day “window” will make it much easier for committees to schedule the interview, the research presentation, the meetings with the Dean and Vice-President, and all the other activities. A candidate in one of our 2005-06 searches wrote to say how greatly he appreciated the two-day visit, because it enabled him to take time to get to know the University. Several of his other interviews (he had five) were so fast that they were little more than a blur.

Specific dates will be set aside for meetings with the Dean and the Vice President. Itineraries (See Appendix J) should be completed and sent to the candidates along with the department/campus/city information package obtained from the Dean’s Office. The Dean’s Office is to receive an electronic copy of the itinerary prior to the visit.

Normally, candidates will make their own travel arrangements and then complete a reimbursement form while here, attaching a copy of their ticket. The Faculty will also reimburse the individual for any taxis. When reimbursement forms are used (receipts are required), please include a mailing address. The applicant’s birth date or SIN number must be included on the form, which is then forwarded to the Dean’s Office for approval.

Once travel arrangements are completed, the department is to arrange accommodations using a previously negotiated hotel rate or with the University residence.

The Faculty covers the cost of a luncheon and/or an evening meal that includes the candidates along with the department’s selection committee. Alcohol expenses should be kept to a minimum – e.g., wine with a meal. A maximum of $750 is allowed per advertised position, regardless of the number of candidates brought in, for entertainment expenses. If the department is taking the candidate(s) off campus for meals, a faculty member will have to pay for the meal personally (cash or credit card) and complete a reimbursement form, attaching receipts (itemized meal receipt to be included). Again the reimbursement form should be forwarded to the Dean’s Office for approval. The Department’s procurement card should be used for lunch or dinner at the University Club.

All invoices, etc., associated with the recruitment process must be forwarded to the Faculty Administrator as soon as possible. Departments should keep a running total of all entertainment expenses.

7.7 Final Recommendation

The academic unit involved will provide all the required documentation for the Dean’s approval. The Dean is responsible for approving and communicating the results of the recruitment to the Vice-President (Academic).
Note: The University of Regina’s Employment Equity Policy aims to ensure that no person be denied employment or be disadvantaged in promotion or advancement for reasons not related to ability and/or work performance. It is a planned approach to removing systemic barriers in employment, which have had an adverse impact on members of four designated groups: aboriginal persons, persons with disabilities, members of visible minorities, and women. For current information about the University’s policy, contact the Employment Equity Officer in Human Resources.

7.8 Moving Allowance – New Appointees

At the time of appointment the University will assist new faculty members and administrative staff with the cost of relocation of domicile or travel to the Regina area (unless the individual already resides within 50 kilometers of the University) in accordance with the following conditions.

For recruits who are Canadian residents an up-front lump sum payment of one month’s salary will be made. For international recruits, the amount is increased to one and one-half month’s salary. These amounts may be increased only upon submission of a written request by the Dean, preferably at the time the appointment is recommended. Such a request is subject to the approval of the Vice-President (Academic) for academic appointments or the Vice-President (Administration) for administrative appointments.

This allowance is classed as taxable income but tax is not withheld when the allowance is paid. It is the individual's responsibility to retain his or her moving receipts and to make the permitted moving expense deductions against income on his or her annual tax return. The amount of the allowance to be paid will be stipulated in the appointment letter.

Non-Canadian residents accepting University of Regina appointments may, at the time of appointment and before a taxable moving allowance is paid, request to be reimbursed (through Financial Services) for actual moving expenses incurred instead of receiving a moving allowance in advance. In the event that the individual's claim for reimbursement is less than the moving allowance granted, the balance will be paid by Human Resources as taxable income.

7.9 Faculty Appointments

When making a recommendation to the Dean for an appointment, the Head of the Department/Academic Unit will ensure that all documentation is complete. This includes filling out and signing the Academic Appointment Form and the Recruitment/Selection Report (See Appendix G), and attaching the curriculum vitae, transcripts, and at least three letters of reference pertaining to the recommended candidate. In addition, the curricula vitae for the next two nearest candidates must accompany the recommendation.

Following receipt of the recommendation from the Department/Academic Unit, the Dean will make his/her own recommendation to the President for an appointment. When a decision to appoint has been made, payroll information is completed by the Dean's Office.
7.10 Employment of Members Of The Same Family

(Collective Agreement)

7.10.1 Academic Appointment

There shall be no discrimination practiced with respect to any academic staff member by reason of family relationship. No member of the academic staff or officer of the University shall take part in formal discussions regarding the application of the terms and conditions of employment of a member of that person's family.
8. APPENDICES
APPENDIX A
Sample letter for Tenure-Track Appointment

Date

Address

APPOINTMENT:

We are pleased to offer you a tenure-track appointment as rank of discipline in the Faculty of Arts at the University of Regina, for the period __________ to __________. Following this initial appointment you will be reviewed annually until tenure is decided. Your salary will commence at the rate of $________ per annum, (subject to any negotiated increases) and you will receive an Accountable Professional Expense Account (APEA) of $1,275 per fiscal year. You will be provided with a taxable moving allowance in the amount of $_____ (1/12th of your annual salary OR 1.5x your monthly salary) from which to deduct Canada Revenue Agency allowable moving expenses. Please contact the Human Resources at (306) 585-4808 to arrange for payment of your moving allowance upon your arrival. A copy of the University’s policy on moving expenses is enclosed for your information.

(STATE SPECIAL CONDITIONS IF ANY)

The University of Regina is committed to supporting your academic career by providing opportunities for you to continue to develop your excellence in teaching and research. One of the mechanisms to accomplish this is through workshops and seminars offered by the Centre for Teaching and Learning (CTL). CTL offers a teaching institute (usually held in August) for new faculty and your Dean will assist you in scheduling your attendance.

The University shares the cost of contributions to the Academic and Administrative Pension Plan, and pays the full premiums for the salary continuance, dental, extended health care, and basic group life insurance plans. Details of the benefits package, other opportunities at the University, as well as links to information about Regina can be accessed at the Human Resources website (www.uregina.ca/hr/). The terms and conditions of your appointment are governed by the collective agreement with the University of Regina Faculty Association (URFA) a copy of which is available on the Human Resources website or you can also obtain a copy at Human Resources upon your arrival. Information about the Association can be accessed at URFA’s website (www.urfa.uregina.ca). Please note that membership in the Faculty Association is not compulsory, but payment of monthly dues is mandatory.

Please indicate your acceptance of this appointment by signing and forwarding the enclosed copy of this letter to Human Resources by date. In addition, please contact Human Resources at (306) 585-4808 upon your arrival to make an appointment to complete all the appropriate payroll and benefit forms, as salary cheques cannot be issued until all necessary documents are in order.

We are delighted you will be joining the University of Regina; together we can indeed share in the vision of our University.

_________________________  ___________________________
President          Dean of Arts

Enclosures
APPENDIX B
Sample letter for Term Appointment

Date

Address

APPOINTMENT:

We are pleased to offer you a _____-time, term appointment as rank of discipline in the Faculty of Arts at the University of Regina, for the period __________ to ___________. Your salary will commence at the rate of $_________ per annum (subject to any negotiated increases) and you will receive an Accountable Professional Expense account (APEA) of $1,275 per fiscal year, (pro-rated as necessary). You will be provided with a taxable moving allowance in the amount of $_____ (1/12th of your annual salary-in Canada OR 1.5 x your monthly salary-International) from which to deduct Canada Revenue Agency allowable moving expenses. Please contact Human Resources at (306) 585-4808 to arrange for payment of your moving allowance upon your arrival. A copy of the University’s policy on moving expenses is enclosed for information.

(STATE SPECIAL CONDITIONS IF ANY)

The University of Regina is committed to supporting your academic career by providing opportunities for you to continue to develop your excellence in teaching and research. One of the mechanisms to accomplish this is through workshops and seminars offered by the Centre for Teaching and Learning (CTL). CTL offers a teaching institute (usually held in August) for new faculty and your Dean will assist you in scheduling your attendance.

The University shares the cost of contributions to the Academic and Administrative Pension Plan, and pays the full premiums for the salary continuance, dental, extended health care, and basic group life insurance plans. Details of the benefits package, other opportunities at the University, as well as links to information about Regina can be accessed at the Human Resources website (www.uregina.ca/hr/). The terms and conditions of your appointment are governed by the Collective Agreement with the University of Regina Faculty Association (URFA), a copy of which is available on the Human Resources website or you can also obtain a copy at Human Resources upon your arrival. Information about the Association can be accessed at URFA’s website (www.urfa.uregina.ca). Please note that membership in the Faculty Association is not compulsory, but payment of monthly dues is mandatory.

Please indicate your acceptance of this appointment by signing and forwarding the enclosed copy of this letter to Human Resources by date. In addition, please contact Human Resources at (306) 585-4808 upon your arrival to make an appointment to complete all the appropriate payroll and benefit forms, as salary cheques cannot be issued until all necessary documents are in order.

We are delighted you will be joining the University of Regina; together we can indeed share in the vision of our University.

Dean of Arts

Enclosures
APPENDIX C
Sample letter for Term Re-Appointment

Date

Address

RE-APPOINTMENT:

We are pleased to offer to you a _____-time, term appointment as rank of discipline in the Faculty of Arts at the University of Regina, for the period __________ to __________. Your salary will commence at the rate of $________ per annum (subject to any negotiated increases) and you will receive an Accountable Professional Expense Account (APEA) of $1,275 per fiscal year.

(STATE SPECIAL CONDITIONS IF ANY)

The University of Regina is committed to supporting your academic career by providing opportunities for you to continue to develop your excellence in teaching and research. One of the mechanisms to accomplish this is through workshops and seminars offered by the Centre for Teaching and Learning (CTL). CTL offers a teaching institute (usually held in August) for new faculty and your Dean will assist you in scheduling your attendance.

The terms and conditions of your appointment are governed by the collective agreement with the University of Regina Faculty Association (URFA). A copy of the collective agreement, in addition to other information about the Association, can be accessed at URFA’s website (www.urfa.uregina.ca). You can also obtain a copy of the agreement at Human Resources. Please note that membership in the Faculty Association is not compulsory, but payment of monthly dues is mandatory.

Please indicate your acceptance of this appointment by signing and forwarding the enclosed copy of this letter to Human Resources by date.

Thank you for continuing to serve the Faculty of Arts and the University in this way, and best wishes for success in the years ahead.

Dean of Arts

Enclosures
APPENDIX D
Sample Advertisement

Department of ENGLISH
Tenure-track position in FANTASY LITERATURE

The Department of English in the Faculty of Arts invites applications for a tenure-track position at the level of lecturer or assistant professor. A completed PhD is required for appointment at the latter rank. Anticipated date of commencement is 1 July 2009.

The successful candidate should be a specialist in fantasy literature, with secondary interests in medieval literature, the romantics, or creative writing. The successful candidate will have the opportunity to develop new courses at the undergraduate and graduate levels.

The Department offers four-year majors and honours degrees, with an available concentration in creative writing. It also offers three MA streams: coursework plus thesis, coursework only, and creative writing. The Department has a strong record of teaching, research, and creative work, and has longstanding ties to the Saskatchewan writing community. Enquiries may be addressed to the Head, Dr Dorothy Lane, tel. 306.585.4465; dorothy.lane@uregina.ca. For more information on the Faculty of Arts, please refer to www.uregina.ca/arts.

Application packages, including a covering letter providing a statement of research and teaching interests, evidence of teaching effectiveness, a current curriculum vitae, and writing samples, should be sent to Dr Thomas Chase, Dean, Faculty of Arts, University of Regina, Regina, Saskatchewan, Canada, S4S 0A2; fax 306.585.5368. Candidates should also arrange for the forwarding of three (3) current letters of reference to the same address, as well as certified degree transcripts sent directly by the granting institutions. Review of applications will begin on 1 December 2008. Please note that electronic applications will not be accepted.

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

The University of Regina is committed to achieving a representative workforce. Qualified diversity group members are encouraged to self-identify on their applications.

# APPENDIX E

## University of Regina Academic Appointment Form

<table>
<thead>
<tr>
<th>Name (surname in caps)</th>
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<table>
<thead>
<tr>
<th>Present Address</th>
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<thead>
<tr>
<th>Moving Allowance</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Amount: In Canada (1 month)</td>
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<tr>
<td>Outside Canada (1.5 months)</td>
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<tr>
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<tbody>
<tr>
<td>Position No.</td>
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<tr>
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<th>Department / Faculty:</th>
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<tr>
<th>Status:</th>
<th>Term</th>
<th>Tenure-Track</th>
<th>With Tenure</th>
<th>Accreditation Level</th>
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<tr>
<th>Will be working on a</th>
<th>Full-time basis</th>
<th>or Reduced basis (i.e. ½ time)</th>
<th>as follows:</th>
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<tr>
<th>Salary Rate (annual full-time rate, to be prorated as required)</th>
<th>Step</th>
<th>Based on rates for the year</th>
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<th>Special Conditions</th>
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<th>Recommended</th>
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<td>(Signature)</td>
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<tr>
<th>by:</th>
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<tbody>
<tr>
<td>Department Head</td>
<td>Dean of ARTS</td>
</tr>
<tr>
<td>(Title-Dept Head/Equivalent)</td>
<td>(Title-Dean/Equivalent)</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Is this person eligible to accept employment in Canada?</th>
<th>Yes</th>
<th>No</th>
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<tr>
<th>Academic Degrees</th>
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<td>(including degree, year, granting institution)</td>
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<tr>
<th>Relevant Experience – Summary of Last Five Years:</th>
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## Required Attachments

1. Complete, current curriculum vitae
2. Official transcripts relevant to degrees issued by the institution(s)
3. At least three complete, signed letters of reference
4. U of R Recruitment/Selection Report

Additional relevant material may be attached.

<table>
<thead>
<tr>
<th>Approval</th>
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<tr>
<td>VP (Academic)</td>
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<tr>
<td>Manager E&amp;OD, HR</td>
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APPENDIX F

UNIVERSITY OF REGINA
RECRUITMENT/SELECTION REPORT
ACADEMIC AND ADMINISTRATIVE STAFF MEMBERS

The following report is to be completed by each person who brings a recommendation to an Appointment Committee or to the President for the appointment of a staff member in a term, probationary or continuing position. The information provided will give the University useful information about how the principles of employment equity are being applied.

FACULTY/DEPARTMENT/DIVISION: ________________________________

POSITION NO. __________________________

NAME OF PERSON BEING RECOMMENDED: ________________________________

TARGET DATE FOR APPOINTMENT: ________________________________

TERM    PROBATIONARY    CONTINUING

ADVERTISEMENT

INTERNAL

Date_________________

Number of Total Applicants________

EXTERNAL

Publication Name    Date

______________________    ______________________

______________________    ______________________

Number of Total Applicants________

Number of Total Equity Applicants ________

Did the advertisement specify that applications from four designated groups (aboriginal people, people with disabilities, visible minorities, and women) would be welcomed?

Yes    No

If no, explain______________________

(copy of advertisement is attached)
Did your selection committee decide that it would be desirable, if at all possible to appoint someone from one of the designated groups?
Explain:_________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

**SELECTION COMMITTEE**
Give names of chair, members, observers

<table>
<thead>
<tr>
<th>Name</th>
<th>Faculty/Department</th>
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<tbody>
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<td>5.</td>
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<td>6.</td>
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<td>7.</td>
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<td>8.</td>
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</table>

**INTERVIEW**
Shortlisted Candidates

<table>
<thead>
<tr>
<th>Name</th>
<th>Designated Group (if applicable). Please list which designated group</th>
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<tbody>
<tr>
<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
<td></td>
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<tr>
<td>5.</td>
<td></td>
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<tr>
<td>6.</td>
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</tbody>
</table>

Please list candidates from the employment designated group who were not shortlisted and include a brief explanation.
___________________________________________________________________________
___________________________________________________________________________

Describe how the educational qualifications were checked, and who did this.
___________________________________________________________________________
___________________________________________________________________________
### REFERENCE CHECKS

Conducted By:


### TENTATIVE OFFER

<table>
<thead>
<tr>
<th>Candidate's Name</th>
<th>Pay Level</th>
<th>Salary</th>
</tr>
</thead>
</table>

How will this appointment fit in with your plans for gender balance, and for fair representation from designated groups?

After the candidate being recommended, who were your next two choices? Attach curricula vitae.

### ISSUES OF EQUITY

**Salary Offer Substantiation:**
How was experience considered in the salary offered?

How does this salary compare to the last recent hires in Faculty/Department? (Please substantiate difference)

Were market pressures a consideration for this offer? If so, how?

Date: _______________  Signature/Title: _______________

Revised 20/06/01
APPENDIX G
FGSR- Accreditation/Appointment Procedures

There are two basic procedures for receiving accreditation in the Faculty of Graduate Studies and Research (FGSR):
1) at the time of appointment (there is a space on the Appointment Form for recommending an accreditation level), and
2) at the request of the Faculty Dean where the appointee will be employed.

1. Accreditation at Time of Appointment: follow this procedure for both probationary and term appointments.

The Appointment Form should have a recommendation of an accreditation level. If it does, please use the following procedure:

Once the Faculty Dean has signed the appointment letter and the package is ready to be sent to HR, send a copy of the letter, the Appointment Form, and the CV to the Dean of FGSR. After considering the recommendation for accreditation level on the Appointment Form, the Dean of FGSR will send the individual a memo welcoming him/her to FGSR and assigning an accreditation level. Please note that all term appointments are to be given A accreditation. Attached is a copy of the Terms of Reference for accreditation for use by your Dean in considering the level to be recommended. Note that the accreditation level on the Appointment Form is a recommendation only; final approval rests with the Dean of FGSR.

2. Accreditation of a Current Faculty Member

If for some reason an accreditation level is not indicated on the Appointment Form, and the Faculty Dean wishes a faculty member to be active at the graduate level at a later date, a memo must be sent to the Dean of FGSR recommending an appropriate accreditation level. For faculties with departments, the recommendation process begins at the department level, with a memo from the Department Head to the Dean of that academic unit. The Faculty Dean then sends a recommendation for accreditation, using the Terms of Reference as a guide, along with the recommendation of the Department Head and the faculty member’s CV, to the Dean of FGSR. The Department Head’s memo must include a rationale for the recommended level of accreditation (e.g., the credentials of the faculty member satisfying the criteria must be identified), and the Faculty Dean’s covering memo must support the Department Head’s rationale. Again, this is a recommendation only; final approval rests with the Dean of FGSR. Term appointments cannot have their accreditation level reviewed unless their appointment is changed to probationary.
3. Change of Accreditation Status

If a faculty member wishes to have his/her accreditation level upgraded or reviewed, a memo accompanied with an up-to-date *curriculum vitae* from the faculty member is sent to the Department Head/Faculty Dean requesting a review and providing a rationale for the change. A memo of support from the Department Head and/or Faculty Dean (along with a copy of the faculty member’s request and CV) is sent to the Dean of FGSR. The Faculty Dean should consult the Terms of Reference outlining the different categories and their responsibilities when making the recommendation.

Term employees can only hold an “A” level accreditation and may be reviewed only upon receiving a continuing appointment.

The same procedure applies when a Department Head or Faculty Dean wishes to have a faculty member’s accreditation level reviewed. However, in these cases, the initial requests are not made by the faculty member, but by the Department Head or Faculty Dean.
APPENDIX H
Dual Role/Intimate Consensual Relationships In Teaching and/or Employment

Issues

Dual role relationships refer to those in which the two individuals involved not only have a relationship as a result of the place of work or study, but also have a familial or “intimate personal” relationship, or develop such a relationship. (This is described in the 2000 University of Regina “Guidelines Regarding Personal Relationships Between Instructors and Students.”)

Dual role relationships may present several difficulties, especially when one person has decision-making authority about the work or study of another person - such as a supervisor and a staff person, or a faculty member and a student - and is also involved in an intimate consensual relationship with that person. In such cases, the fairness and/or integrity of employment, professional and/or pedagogical decisions may be threatened or called into question. Unless appropriate action is taken, actual or perceived issues about conflict of interest, abuse of power, breach of trust, and allegations of favouritism may arise, as may third party complaints about the dual party relationship, and its outcome. In any case where these actual or perceived effects exist, a negative environment for work and study may also result.

Professional, pedagogical, and ethical issues about the dual relationship must be considered, regardless of whether it deteriorates to the point where an allegation of sexual harassment is made.

Solutions

For these reasons, the University requires any university employee with a direct supervisory or educational responsibility for an employee, faculty member or student with whom he or she has been involved in an intimate personal relationship to take at least one of the following steps:

- inform his or her Dean or Director about the nature of the dual relationship (where deans or directors are themselves involved in a dual relationship, they will inform the person to whom they report); and/or
- divest themselves immediately of that employment supervisory or educational responsibility.

This means, for example, that an individual would not normally supervise, evaluate, or teach her or his spouse or partner, family member, or the person with whom she or he is involved in an intimate personal relationship, regardless of whether the relationship is based on mutual consent. Similarly, all teaching staff would not have or initiate an intimate personal relationship with a student while that student is a member of his or her class under his or her supervision.

In an exceptional circumstance where divesting responsibility is not possible, alternative arrangements for dealing with actual or perceived conflicts must be developed with the respective Dean or Director.
Consequences of Failure to Act

Failure to avoid, disclose, and/or divest oneself of employment and/or teaching responsibilities in a dual role relationship, including a mutually consenting intimate personal relationship, leaves an individual vulnerable to complaints or charges of professional misconduct under the University’s collective agreements with teaching and other staff, and/or the Inclusive Anti-harassment/Discrimination and Code of Conduct Policy.
APPENDIX I
Sample Recruitment Package

The contents of the recruitment package will vary from discipline to discipline, but should include at a minimum the items listed below.

The package should be sent by courier to shortlisted candidates as soon as they have agreed to be interviewed.

- Copy of the position advertisement
- Current undergraduate General Calendar (available from the Registrar’s Office)
- Current Graduate Studies and Research Calendar (available from FGSR)
- A copy of recent Faculty of Arts publications, such as Arts & Minds, Arts Works, etc. (available from the Dean’s Office)
- A copy of recent Departmental publications, such as newsletters, supplementary calendars, etc.
- Information about the City of Regina: recreation and cultural facilities, schools, real estate, etc. (available from Al Wilkins, Visitor Services Coordinator, Phone 790-4290; Fax 789-3171; Email al.wilkins@tourismregina.com; http://www.tourismregina.com).
APPENDIX J
Sample Itinerary For External Candidate

CANDIDATE’S ITINERARY
DR JEAN COUTEAU
21-22 January 2008

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Flight Information</th>
<th>Schedule Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 January</td>
<td>Toronto Regina</td>
<td>Fl #277</td>
<td>Arrives 13:37</td>
</tr>
<tr>
<td></td>
<td>Regina Toronto</td>
<td>Fl #276</td>
<td>Departs 07:05</td>
</tr>
<tr>
<td></td>
<td>Toronto Newark</td>
<td>Fl #766</td>
<td>Arrives 14:55</td>
</tr>
<tr>
<td></td>
<td>Radisson Plaza Hotel Saskatchewan</td>
<td>Confirmation No.: 264988TLS for two nights</td>
<td>(Continental Breakfast included)</td>
</tr>
</tbody>
</table>

21 January
1:40  Dr Smith to pick up at airport; check in at Hotel Saskatchewan
3:00-3:30  Dr Jones escorting candidate to meeting with Dr Maslany, Administrative Vice President (Academic) AH 527
3:30-4:30  Research Presentation: “Contemporary Moral Issues” (CL 344) (include any AV requirements)
4:30-5:30  Campus Tour
5:30  Dr Smith to return candidate to hotel
6:30  Dinner (on own at hotel)

22 January
Breakfast (on own at hotel)
8:00  Dr Smith to pickup candidate at hotel
8:30 – 9:00  Dr Jones escorting candidate to meet with Dr Chase, Dean of Arts (CL 426)
9:30 – 11:00  Interview with Search Committee (AH 433)
11:00 – 12:00  FREE TIME
12:00 – 1:00  Lunch with 2/3 members of Search Committee (University Club)
1:30 – 2:30  Meeting with students
3:00 – 4:00  Tour of city, including Wascana Park and residential areas
5:30  Dinner with 2/3 members of Search Committee at the Creek Bistro, 3414 13th Avenue

23 January
6:00  Hotel limousine to airport; depart
### APPENDIX K
Sample Question Log Sheet for Candidate Interviews

Since each academic position has its own set of requirements, the questions below are intended only as a guide. Prepared and agreed upon by the Committee, the questions are printed on sheets with space for Committee members to note responses, to compare those responses, and to use them in formulating their recommendation.

Interviews are generally between 60-90 minutes in length. **It is very important that the same questions be asked of each candidate, whether external or internal.**

A separate (public) research presentation by each candidate will also be given, to which all interested members of the campus community are invited.

### Research

**Committee Member 1** 1. The advertisement specifies several areas of research emphasis and teaching experience that we are looking for: [X, Y, and Z]. In which of these areas would you bring particular strengths to the University of Regina? How?

**Committee Member 2** 2. What do you know of the Saskatchewan [X] context? Tell us about your experience with the cluster of issues around [Y and Z].

**Committee Member 3** 3. Were you to be appointed, what research would occupy you in your first few years in the position?

**Committee Member 4** 4. The advertisement for the position specifies that candidates have “significant externally funded research.” Briefly describe your success in this area, and more importantly tell us about your plans for attracting external funding in the next few years.

**Committee Member 3** 5. How will you work over the next 3-5 years to enhance [departmental] research? What plans do you have that will lead to this department and program being known nationally for high-quality research and teaching in [areas X and Y]?

**Committee Member 2** 6. Tell us what “collaboration in research” means to you. Do you have experience building and working with research teams? How would you go about building a team here?

**Committee Member 1** 7. What experience do you have working on research projects and other initiatives with [identified groups in the community]?

**Committee Member 3** 8. What experience do you have with community-based research?
Teaching

Committee Member 2  9. If you've had an opportunity to look through the department’s website or the University’s General Calendar, would you comment on our undergraduate and graduate programs? Are there particular strengths or weaknesses you would identify?

Committee Member 4  10. What would you do to develop the profile of the X program in this department, and attract more students to it at both undergraduate and graduate levels?

Committee Member 1  11. Tell us something of your philosophy of teaching at both undergraduate and graduate levels.

Committee Member 2  12. Looking back over your teaching and graduate supervisory career, can you give us an example of a particular success? A particular challenge? How did you handle the latter?

Committee Member 3  13. If you were able to develop and teach a dream course, what would it be on? Tell us something about it.

Collegial/Public Service Issues

Committee Member 4  14. The successful applicant for this position will be a member of a department, a faculty, and a University. Apart from research and teaching, faculty members are obliged to give administrative service, and to provide public service. What administrative skills do you have? What public service role do you see yourself playing? How will you balance these obligations?

General

Committee Member 1  15. Are there any questions you wish to ask of us?
## APPENDIX L
### 2008-2009 Calendars

### July 2008 - June 2009

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### October 2008

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