TEMPORARY HIRING PROCESS

Automated in iCIMS November 1, 2017

Presented by:
Teesha Petker, HR Partner
Kayla Saint-Onge, Talent Acquisition Specialist

UNIVERSITY OF WATERLOO
YOUR HR SUPPORT TEAM:

Michelle Watson
HR Partner

Teesha Petker
HR Partner

Renee Radigan
HR Partner

Glenda Rutledge
HR Partner

John Savoski
HR Partner

Allison Stewart
HR Partner

Michelle Watson
HR Partner

Lisa Carson
Manager, HR Partners

Michelle Hollis
Director, HR Client Services

Kayla Saint-Onge
Talent Acquisition Specialist

Shirley
HR Administrator, Client Services

TEMPORARY HIRING PROCESS
DEFINITIONS

• **Temporary Appointment Staff** – Staff members with definite-term appointments for periods exceeding three months

• **Staff** - Those persons on the University payroll whose principal appointments are other than faculty

• **Casual Earnings Staff** – Employees who are employed for less than three months or on an intermittent basis or who do not have regularly scheduled hours of work, or who are employed under an arrangement where they may elect to work or not when requested to do so.

• **Secondments** – Fixed term opportunity for a Staff member to gain valuable experience in another Organizational Unit

• **Temporary Reassignments** – Used for short term coverage to give staff within the Organizational Unit an opportunity to developer broader skill sets.
BACKGROUND

*Delivering professional, employee-focused services with integrity*

The new temporary appointment process was created in order to provide improved HR support to managers throughout the hiring process, to provide appropriate due diligence during candidate selection to mitigate risk to the university, and to ensure that the best candidate is being hired.

BASELINE CONCERNS

- Decentralized process
- Lack of equity
- No approval prior to hiring
- No references or past UW employment reviewed
- Notice and Severance obligations not identified until end of contract if at all
- No formal offer letter, poor candidate experience
DID YOU KNOW?

- Over 1,000 temporary appointments issued across campus in 2016!
- Temps make up 30% of staff on campus
- 39% of full time hires started as temporary staff
- Majority of turnover happens within the first two years – we need to get it right!

PILOT GROUP

- Pilot began October 1, 2016 in Student Services

  Intent:
  - Identify and address challenges
  - Continue to streamline
  - Understand the hiring manager’s perspective
  - Determine time spent on each step and overall timeline
PILOT FEEDBACK

- 82% new appointments, 18% extension of existing appointment
- 100% were satisfied or extremely satisfied with the new process
- 100% felt that their hiring needs were met within a reasonable amount of time
- Value adds:
  - HR Partner support
  - Salary equity and due diligence checks

“I like this process because everything can be put in place before recruitment begins. Great job!”

“Ensuring due diligence by checking severance obligations, reference checks, and past UW service.”
PAST

Temporary Employment Appointment Form will no longer be accepted as of November 1, 2017.

FUTURE

✓ Student Employment Form
✓ Co-ops
✓ UTA
✓ NSERC
✓ USRA

Extensions to existing temporary appointments will be processed in iCIMS
MITIGATION OF RISK

- Financial – Notice and severance
- Past UW employment
- Reputation
- Legal – ESA
- Hidden workforce
BENEFITS TO HIRING MANAGERS

Increased support from HR:
- Posting process
- Hiring best practices
- Candidate management
- Offer letter
- Due diligence
- Salary recommendations
- Notice and severance obligations
- Benefit/Pension eligibility

Better candidate experience:
- Clear and consistent process
- Formal offer letter
- Clear and consistent communication in relation to employment and benefits
THREE STEP PROCESS

1. iCIMS Requisition
2. Recruitment & Selection
3. Offer
**TEMPORARY HIRING PROCESS MAP**

**REQUISITION**
- Hiring Manager enters requisition into ICIMS
  - Job description required

**RECRUITMENT & SELECTION**
- HR reviews requisition and job description
  - Approvals obtained
  - Advertise role?
    - Yes: Role posted on HR Careers site
    - No: Hiring Manager to source candidates
  - Contract Extension

**OFFER**
- HR completes due diligence checks
  - Hiring Manager conducts reference checks
  - Hiring Manager and HR discuss offer details
  - Offer approval
  - HR issues offer letter to candidate

**Process Change Alert**
- Approvals must be obtained before a temporary employee is hired
- Due diligence checks will be completed before the candidate is hired
- Offer letter will be issued to the successful candidate
**iCIMS REQUISITION**

**POSITION INFORMATION**

- **Job Title** *
  - Make a Selection

- **Requisition Type** *
  - Make a Selection
  
  - Mission Critical (net new)
  
  - Replacement for permanent loss (resignation/retirement/other)

  - Secondment/Temp Reassignment/Temp Appointment (Contract)

- **Department/Org Unit Code** *
  - Make a Selection

- **Full Time Equivalent (FTE)**
  - Make a Selection

- **Hours per Week** *
  - Make a Selection

  - Regular Full-Time
  
  - Regular Part-Time

  - Irregular Part-Time

  - Regular Recurring

  - Secondment/Temp Reassignment/Temp Appointment (Contract)

- **Job Status** *
  - Make a Selection

  - Secondment/Temp Reassignment/Temp Appointment (Contract)

- **Grade/USG From** *
  - Make a Selection
Position #(If replacing a regular staff position on a temporary basis)

Make a Selection

Name of the Person Being Replaced (If Applicable)

Position info will now be uploaded into PeopleSoft

Job Description

Choose File

URL to Job Description

Organizational Chart

Choose File

Targeted Start Date

Duration (Please provide appropriate unit such as days, months or years e.g. 100 days, 3 months)

Job Posting Location

—Make a Selection—

Internally Only

Internally and Externally

Externally Only

Extension

No Posting Required
<table>
<thead>
<tr>
<th>Type</th>
<th>Approver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondment &amp; Temporary appointment requisition - Concurrent: internal and external candidates</td>
<td>1. Department head</td>
</tr>
<tr>
<td></td>
<td>2. EC member</td>
</tr>
<tr>
<td>Secondment offers</td>
<td>1. Hiring manager</td>
</tr>
<tr>
<td></td>
<td>2. Home department head</td>
</tr>
<tr>
<td>Temporary appointment offers</td>
<td>1. Hiring manager</td>
</tr>
<tr>
<td></td>
<td>2. Provost (if severance)</td>
</tr>
</tbody>
</table>
Pay is based on:

- Work being performed
- UW’s salary ranges & compensation policies
- UW’s pay equity policies
- Campus and departmental equity

Pay is NOT based on:

- Amount of funding $$
- Performance
- “I can get paid more if I worked somewhere else”

HR Partner will support and advise
FAQs:

1. How does pay equity apply to research-funded roles when the grant is for a specific amount?

2. What if we can only pay $50k for one year?

3. How are we supposed to remember this and explain it to our Faculty members?

5. I just want them to have benefits!

6. If I hadn’t called HR I wouldn’t have known about severance pay and wouldn’t have had to pay it!
**Process Change Alert**
- Approvals must be obtained before a temporary employee is hired
- Due diligence checks will be completed before the candidate is hired
- Offer letter will be issued to the successful candidate
HIRING MANAGER TOOL KIT

• Interview Guide & Template
• iCIMS Hiring Manager Instruction Guide
• Reference Check Guidelines
• Reference Check Consent Form
• Temporary Hire Process Map
TO POST OR NOT TO POST?

• Posting is optional!
  • Can post any day of the week unless also posted as a secondment
  • Can post for as long as you like
• Screening questions to assist with shortlisting candidates
  • Reduce time to fill
• Streamlined applicant review and filtering

FLOWCHART:
- Advertise role?
  - Yes: Role posted on HR Careers site
  - No: Hiring Manager to source candidates
APPLICANT REVIEW

Distance

Source

TEMPORARY HIRING PROCESS
## EXTENSIONS & KNOWN PREFERRED CANDIDATE

<table>
<thead>
<tr>
<th>Extension</th>
<th>Known Preferred Candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter requisition</td>
<td>Enter requisition</td>
</tr>
<tr>
<td>- <em>USG validation required</em></td>
<td></td>
</tr>
<tr>
<td>Obtain approvals</td>
<td>Obtain approvals</td>
</tr>
<tr>
<td>HR uploads candidate into requisition</td>
<td>Conduct Interview</td>
</tr>
<tr>
<td>- <em>Recommended</em></td>
<td></td>
</tr>
<tr>
<td>Follow usual offer process</td>
<td>HR uploads candidate into requisition</td>
</tr>
<tr>
<td></td>
<td>Follow usual offer process</td>
</tr>
</tbody>
</table>
HR DUE DILIGENCE CHECKS

- Notice and severance obligations
- Benefit and pension eligibility and cost (if required)
- Past UW employment
- Professional credentials (if required)
- Background checks (if required)
- Salary equity
OFFER LETTER BENEFITS

• **No guessing**: benefit eligibility and vacation entitlement are specified

• **Better candidate experience**: terms of employment are specified and agreed to in advance

• **University is protected with legal termination clauses**

• **Sets expectations for the candidate**
Consider partnering with the Dean Group for your search:

Dean Group is a professional search firm base out of Kitchener/Waterloo. We specialize in both contract and permanent recruitment locally and globally. Since 2008 Dean Group as been the primary vendor for providing recruitment services to University of Waterloo. Our areas of expertise are executive search to entry level contracts.

Dean Group places the highest degree of importance on quality standards. Every step of our process is designed to create a customized, controlled, measurable and validated recruitment strategy for our clients’ requirements. Our philosophy is never to cut corners and we do not compromise our quality standards in order to fill a request.

It is crucial in our recruitment process to develop an understanding of the position requirements, work environment, organizational culture, fit and corporate direction. Information provided by University of Waterloo’s hiring team is essential in building the profile of each search. This is an integral part of the development of our client partnerships and placement success.

If you are in need of contract or temporary recruitment please contact:

Name: Annmarie White
Email: awhite@deangroup.ca
Office: 519-568-7778
Mobile: 5192770522
KEY TAKEAWAYS

• Approvals before hire

• Job description is required – plan ahead

• Due diligence checks for candidates

• Offer letter through iCIMS – no verbal offers in advance

• Reach out anytime to your HR Partner or the Talent Acquisition Specialist
YOUR HR SUPPORT TEAM:

Rochelle Davies
HR Partner

Teesha Petker
HR Partner

Renee Radigan
HR Partner

Glenda Rutledge
HR Partner

John Savoski
HR Partner

Allison Stewart
HR Partner

Michelle Watson
HR Partner

Lisa Carson
Manager, HR Partners

Michelle Hollis
Director, HR Client Services

Kayla Saint-Onge
Talent Acquisition Specialist

Shirley Yu
HR Administrator, Client Services