

Carleton University
ACADEMIC HIRING CHECKLIST

Before you Begin	✓
NOTE: All resources are available on the Deputy Provost's intranet site on the Faculty Affairs page under "RESOURCES FOR ACADEMIC HIRING COMMITTEES".	
<ul style="list-style-type: none"> Review Carleton's Academic Hiring Policy, including roles and responsibilities of the parties involved in the process. 	
<ul style="list-style-type: none"> Review strategic plans (your unit's, your Faculty's, and the University's). 	
<ul style="list-style-type: none"> Review your Faculty's equity statistics on the OIRP website (Use your MC1 login). 	
Requesting a Position	✓
<ul style="list-style-type: none"> Complete the online Recruitment Request Form (in Carleton Central) and: <ul style="list-style-type: none"> ATTACH Recruitment Justification (as required) PLUS Departmental Ratios from OIRP website (Use your MC1 login) PLUS, the Academic Appointment Advertising form (may be submitted separately) Approvals for the online system: Chair/Director →Dean/UL's Admin Officer→Dean/UL→Provost→Manager, Faculty Affairs→Finance Admin Officer→AVP, Finance→FINALIZED 	
<ul style="list-style-type: none"> For CRC positions, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS. 	
<ul style="list-style-type: none"> Upon approval by Provost and Vice-President (Academic), positions can be advertised immediately. 	
Appointing the Hiring Committee	✓
<ul style="list-style-type: none"> Ensure the membership selection process is fair, transparent and objective, communicated within the academic units, and (as appropriate) approved by the Academic Unit Faculty Board. 	
<ul style="list-style-type: none"> Include representation from tenured/confirmed and preliminary academics and from various fields/sub-disciplines represented in the unit or program. 	
<ul style="list-style-type: none"> Have gender diversity and at least one individual from one of the four designated groups (women, Indigenous peoples, persons with disabilities, and racialized or visible minorities). 	
<ul style="list-style-type: none"> Make all reasonable efforts to reflect the university community at large in terms of the four designated groups. 	
<ul style="list-style-type: none"> Include an academic from another academic unit (Faculties) or teaching area group (Spratt). 	
<ul style="list-style-type: none"> For Indigenous Positions – Must include at least two Indigenous Committee members; NOTE the AVP (Indigenous Teaching, Learning, and Research), Office of the Provost may provide assistance 	
<ul style="list-style-type: none"> NOTE – Students, staff, alumni may participate in the open portions of the hiring process only. 	
<ul style="list-style-type: none"> Ensure that equity, diversity, and inclusion are considered in all aspects of the committee's work. Consider appointing an Equity and Diversity champion (required for CRC positions) 	
<ul style="list-style-type: none"> Ensure the Hiring Committee membership approved by the Dean/University Librarian. 	
<ul style="list-style-type: none"> All CUASA members must have signed the Confidentiality Acknowledgment for CUASA members 	

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<ul style="list-style-type: none"> All Committee members should review the Conflict of Interest Advice as well as Carleton's Policy and Procedures Regarding Conflict of Interest and Conflict of Commitment. For the purposes of academic hiring: <i>A conflict of interest refers to a situation where financial, professional or other personal considerations may compromise or have the appearance of compromising an individual's professional judgment in the performance of his or her duties or in the exercise of his or her fiduciary obligations as a member of a faculty hiring committee</i> 	
<ul style="list-style-type: none"> In all cases, should a conflict of interest emerge, the Hiring Committee Chair should consult with the Dean/University Librarian who will determine how to handle the conflict. 	
Training	✓
<ul style="list-style-type: none"> Biennially, all hiring committee members are expected to complete Equitable and Inclusive Academic Hiring Training, including Equity, Diversity, Unconscious Bias, and Assessment Guidelines (in person or online) 	
<ul style="list-style-type: none"> For Indigenous positions, the AVP (Indigenous Teaching, Learning, and Research) will provide additional training/background regarding Carleton's initiatives and identity. 	
<ul style="list-style-type: none"> For CRC positions, the Chair must contact CORIS for additional training on reporting requirements. 	
<ul style="list-style-type: none"> Review all key documents, including relevant policies, Collective Agreements, and Guidelines which have been made available on the Deputy Provost's intranet site. 	
Developing Assessment Criteria and Considering Applications	✓
<ul style="list-style-type: none"> The job advertisement, position description (if applicable), and interview questions should accurately reflect the assessment criteria upon which each applicant will be considered. 	
<ul style="list-style-type: none"> A rubric may be helpful for longlisting, shortlisting, and interviewing and for each step a new rubric should be used. <p>NOTE: While rubrics can help to remove bias, committee members should also be careful that the assessment does not add bias.</p>	
<ul style="list-style-type: none"> Sample assessment rubrics are available on the Deputy Provost's Academic Hiring Resources intranet. 	
Preparing the Job Advertisements and Advertising	✓
<ul style="list-style-type: none"> The job advertisement, position description (if applicable), and interview questions should accurately reflect the assessment criteria upon which each applicant will be considered. 	
<ul style="list-style-type: none"> Standard advertising text is required, including the statements: <ul style="list-style-type: none"> "Carleton University is committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression"; and "All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority". 	

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<ul style="list-style-type: none"> • A template is available on the Deputy Provost's Academic Hiring Resources intranet site. 	
<ul style="list-style-type: none"> • Advertisements are posted in University Affairs, the CAUT Bulletin, the Partnership Board (for Librarian positions), Carleton's Academic Jobs website, sent to CUASA and CUPE 4600, Unit 2. 	
<ul style="list-style-type: none"> • For Indigenous positions, the Hiring Committee may wish to seek a review/comments from the AVP (Indigenous Teaching, Learning, and Research). 	
<ul style="list-style-type: none"> • For CRC appointments, other text may apply (please see the Academic Appointment Advertisement Form) and the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS. 	
<ul style="list-style-type: none"> • All advertisements must be recent (ie maximum 12 months between advertisement and start date). 	
<ul style="list-style-type: none"> • Where an international candidate holds a term appointment and the university wishes to transition this employee to a permanent position, should a Labour Market Impact Assessment be required, the University must re-advertise the position. 	
<ul style="list-style-type: none"> • Seek additional opportunities to advertise, including the four designated groups: women, Indigenous peoples, persons with disabilities, and racialized or visible minorities. (The Manager, Faculty Affairs, the Director, Human Rights and Equity, Department of Equity and Inclusive Communities, and/or the Director, CORIS can provide support.) 	
<ul style="list-style-type: none"> • Ensure other advertisements link to the full advertisement on the Deputy Provost's website 	
Confidentiality and Access to Candidate Files	✓
<ul style="list-style-type: none"> • Ensure that candidate application files are kept confidential, including: letter of application, referees' letters, teaching dossiers, portfolio samples. 	
<ul style="list-style-type: none"> • Inform candidates that documents publically available, such as CVs may be made available to the academic unit and the university community. Reference letter cannot be made available under any circumstances. 	
<ul style="list-style-type: none"> • Provide access to candidate application files to the Dean/University Librarian, Provost and Vice-President (Academic), and the Vice President (Research and International) (as applicable). 	
Shortlisting	✓
<ul style="list-style-type: none"> • Submit the shortlisted candidates form (available in the Faculty Affairs Toolkit) and anticipated expenses to the Dean/University Librarian which may include: <ul style="list-style-type: none"> • Summary of qualifications for each candidate as they meet the advertised requirements (max 500 words) including: highest degree; required certifications; immigration status; teaching experience; work experience; reference letters highlights; research productivity; estimated interview expenses; other details. • Summary of hiring process (max 500 words), including: list of places the position was advertised by the Academic Unit; number of applications received; assessment criteria; interview schedule; other details. 	
<ul style="list-style-type: none"> • For CRCs, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS 	
<ul style="list-style-type: none"> • Upon approval by the Dean/University Librarian, the Manager, Faculty Affairs will send a welcome email that will also fulfill Carleton's Collective Agreement and other legal hiring requirements, the candidate's Banner ID, and information about Carleton and Ottawa. (As required, this letter may also be used to secure a travel visa for interviews.) 	

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<p style="text-align: center;">Candidate Visits and Interviews</p>	✓
<ul style="list-style-type: none"> • Sample assessment rubrics and interview questions are available on the Deputy's Provost's site 	
<ul style="list-style-type: none"> • Ensure that any requests for right to accommodation during the interview process are addressed. (The Manager, Faculty Affairs can provide assistance as required.) <ul style="list-style-type: none"> • You may wish to consider: accessible room, share materials in advance (if possible), dietary or religious considerations for menus and locations. 	
<ul style="list-style-type: none"> • Ensure the core itinerary for candidate visits is identical and include language regarding request for accommodations (ie "Accessibility is a strategic priority and applicants selected for an interview are invited to contact the Chair as soon as possible to ensure that appropriate arrangements may be made.") 	
<ul style="list-style-type: none"> • Candidate visits may include: <ul style="list-style-type: none"> • a formal interview with the hiring committee, at which the same questions are asked of each candidate; • a teaching demonstration (if possible); • a public presentation of the candidate's research or other scholarly activity (as appropriate) or, in the case of the Library, a topic decided upon by the hiring committee; • an opportunity to meet with other faculty colleagues; • an opportunity to meet with students; • a meeting with the Departmental Board and Management Committees (as appropriate) or, in the case of the Library, the home Department; • a private meeting with the unit/program Chair/Director; • a meeting with the hiring Dean or designated representative; • a meeting with the Vice-President (Research and International) or designate (required if CRC); • a meeting with the Assistant Vice-President (Indigenous Teaching, Learning, and Research) (required if Indigenous position) • a meeting with the Manager, Faculty Affairs (if the candidate desires); • an offer of a visit to the Carleton University Academic Staff Association office (if the candidate desires). • Other activities are encouraged, such as: informal social events, a meeting with a representative of the Library, a meeting with a representative of Office of the Associate Vice-President (Teaching and Learning), and a campus tour, as time permits. <p>The candidate visits are as much about making Carleton attractive to the candidate as they are an opportunity for the candidate to put their best foot forward.</p>	
<p style="text-align: center;">Making Appointment Recommendations and Orientation</p>	✓
<ul style="list-style-type: none"> • Recommendations are based on the applicant's dossier and interviews 	
<ul style="list-style-type: none"> • Complete the online Academic Appointment Form (in Carleton Central) and: <ul style="list-style-type: none"> • ATTACH the CV • PLUS the letter of application • PLUS the recommendation from the hiring committee* • Approvals for the online system: Chair/Director → Dean/UL's Admin Officer → Dean/UL → Finance Admin Officer → AVP Finance → Provost → Manager, Faculty Affairs → FINALIZED 	

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<p>*The recommendation to be submitted to the Dean/University Librarian should include:</p> <ul style="list-style-type: none"> • The hiring committee membership. • A rationale for the appointment recommendation. • As appropriate: <ul style="list-style-type: none"> ○ A rank-ordered list (as appropriate) of recommended candidates or a single recommended candidate (as appropriate) as well as any pertinent notes from the interview process or findings to supplement the shortlist report; and ○ A copy of the shortlisted candidate report approved by the Dean to provide details on the qualifications of the candidates and a summary of the hiring process; and ○ Relevant details from the interviews. • Supplementing the requirements outlined in the policy, the recommendation should also document: <ul style="list-style-type: none"> ○ If current CUASA members applied for the position, whether they were interviewed or not and, if a CUASA member is not recommended, how the recommended candidate's qualifications are "demonstrably superior". ○ <u>If the recommended candidate(s) indicated that they are NOT legally entitled to work in Canada, you MUST include a summary chart of all candidates who indicated that they ARE legally entitled to work in Canada that includes:</u> <ul style="list-style-type: none"> ▪ The qualifications per the job advertisement across the top and the applicants (who indicated that they are legally entitled to work in Canada) across the left-hand side ▪ For each candidate who indicated that they ARE legally entitled to work in Canada, please check whether they met the qualification or not. ▪ <i>NOTE: In accordance with Canadian law, in order to hire an international candidate, Carleton University must show that there were no qualified Canadians/permanent residents in the applicant pool.</i> • The Manager, Faculty Affairs will contact the Academic Unit directly to complete the relevant paperwork for immigration. 	
<ul style="list-style-type: none"> • The Dean/University Librarian is responsible for negotiations with the recommended candidate and forwarding the terms of negotiation (template available) confirmed by the candidate to the Provost and Vice-President (Academic). 	
<ul style="list-style-type: none"> • For CRC appointments, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS. 	
<ul style="list-style-type: none"> • The Provost and Vice-President (Academic) and Vice-President (Academic) will make the final offer of employment. 	
<ul style="list-style-type: none"> • All new academics are invited to meet with the Manager, Faculty Affairs and the Onboarding Guide on the Deputy Provost's site is a good starting point. 	
<ul style="list-style-type: none"> • Make every effort to welcome and facilitate orientation for new academics 	
<ul style="list-style-type: none"> • For records management, please see the Best Practices for Keeping Records and the Guidelines on the Retention and Disposal of Faculty Personnel Records 	

Should you have any questions, please contact:
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