TYPE:	Employment-Related
TITLE:	Recruitment and Selection
NO.:	EMPL-309
RESPONSIBILITY:	Associate Vice President, Human Resources + Equity
APPROVED BY:	Durham College Leadership Team
EFFECTIVE DATE:	October 2025

1. Introduction

Durham College's (DC) values underscore its organizational culture and behaviour in delivering on its purpose. DC is committed to recruitment and selection practices that maintain a creative, innovative, diverse, and talented workforce. A successful hiring process is best accomplished through a collaborative effort between the Human Resources department and individual hiring managers.

2. Purpose

The purpose of this policy and procedure is to provide a framework for ensuring a clear process leading to the selection of qualified employees and effective hiring practices.

3. Definitions

Refer to [Durham College's Standard Definitions](#).

4. Policy statements

4.1. People are DC's most valuable asset.

4.2. The dignity of individuals and the integrity and confidentiality of the recruitment process are fundamental to the College's hiring procedures.

4.3. Recruitment and selection procedures will be clear, accessible, and consistently applied.

4.4. DC actively encourages recruitment strategies to build a strong and diverse applicant pool, which include Indigenous persons and members of equity-deserving groups.

4.5. All individuals involved in administering hiring processes play a vital role in ensuring that new employees reflect, and contribute to, a positive and inclusive work environment that is diverse, respectful and representative of the communities served.

4.6. The paramount criteria in employee selection are:

4.6.1. Alignment with the purpose and values of DC.

4.6.2. Academic and/or professional credentials in accordance with position requirements; and specifically EMPL-316 when hiring Academic Employees.

4.6.3. Demonstrated skills, achievements, and experience related to the position, including transferable skills.

5. Procedure

For full-time positions within all three staffing groups (academic, administrative and support staff):

5.1. Prior to Position Posting

5.1.1. Financial approval

The hiring manager must submit a completed Salary Allocation and Position Approval Form (SAPA). The SAPA must be signed by the hiring manager, next level supervisor and submitted to Finance. Finance will confirm and forward to Human Resources.

5.2. Job description and job requirements

5.2.1. For support staff and administrative positions, the job description will be jointly drafted or revised by the hiring manager and the HR Generalist to ensure that the qualifications, job duties and scope of responsibility reflect the current needs of the position.

5.2.2. For new support staff and administrative positions, or positions with significant changes, the updated job description will be reviewed by the Human Resources department to determine the appropriate compensation range.

5.3. Posting a vacancy

    5.3.1. The position posting will be drafted from the updated job description. The hiring manager provides final review and approval prior to posting. The posting will follow the college template in terms of providing required information about the position responsibilities as well as the required knowledge, skills, abilities and credentials or certifications required in order to successfully perform the role.

    5.3.2. Human Resources is available for consultation and advice to the hiring manager as needed, on options available to support generating a strong applicant pool.

5.4. Consideration of Internal Applicants

    5.4.1. All job opportunities are posted for at least five business days over a two-week period. Bargaining unit positions are posted and advertised in accordance with the provisions of the appropriate collective agreement. Internal postings will appear on the employee intranet, ICE – Information Centre for Employees.

    5.4.2. In accordance with collective agreements, when a vacancy occurs within the bargaining unit, internal applicants will be identified by Human Resources and given first consideration by the hiring manager, prior to reviewing applications from employees who are not defined as internal to the bargaining unit and external candidate applications.

    5.4.3. Human Resources will forward applications to the hiring manager for review. Directions for utilizing the applicant tracking software are available on ICE.

5.5. External job posting

    5.5.1. External job postings are placed on the DC website. Other websites, social media, and print advertisements may be used as additional methods of attracting a suitable applicant pool. Hiring managers may advise their HR Generalist of any websites or publications that are specific to the area of expertise being sought.

5.6. Disclosure of applicant identity

    5.6.1. Full-time and part-time employees of DC are required to contact the Associate Vice President, Human Resources and Equity to disclose the identity of any family member who has applied for a position at the College. Refer to policy EMPL-303 for conflict of interest and disclosure requirements in the hiring process.

5.7. Screening resumes and online applications

    5.7.1. Short-listing of applicants will be done by the hiring manager, who will ensure that all applicants selected to move forward in the process meet or exceed the academic and experience qualification requirements, along with any other requirements specified in the posting.

    5.7.2. Where internal applicants do not possess the necessary academic credentials, experience, knowledge, skills, abilities, and/or posted qualifications required to meet the job requirements, the internal candidate will be contacted by the hiring manager to advise that they will not be interviewed and to discuss what the applicant might do to be prepared for the next opportunity.

    5.7.3. The notification to unsuccessful internal candidate(s) must be made prior to considering external candidates.

5.8. Screening interview – optional

    5.8.1. Shortlisted candidates may be invited to participate in a telephone or virtual interview, prior to an in-person interview, as part of the candidate selection process.

    5.8.2. The telephone or virtual interview may be conducted by the HR Generalist, hiring manger or both.

5.9. Selection committee interview

    5.9.1. Typically, three to seven employees will be invited to constitute a selection committee, and will include individuals with different perspectives and expertise. The selection committee should be diverse, and representative of the college community. Where appropriate, the selection committee will have representation from all three staffing groups.

    5.9.2. The selection committee will be chaired by the hiring manager of the vacant position. Human Resources will participate in all interview processes for full-time vacancies. Exceptions may be made through discussion with the Associate Vice President, Human Resources and Equity. The interview panel for subsequent round(s) of interviews will be determined by the hiring manager, in consultation with the Human Resources representative.

    5.9.3. It is the responsibility of the hiring manager, acting in the role of chair of the selection committee, to advise members of the selection committee that the identity of all applicants is to be held in confidence and must not be revealed outside of the selection committee, even after the successful candidate has been announced. Inquiries from candidates should be directed to the hiring manager or to Human Resources.

5.9.4. It is the responsibility of the hiring manager as chair of the selection committee to ensure that none of the panel members have any conflict of interest by participating in the interview process. Individuals will remove themselves from participating in a selection process that involves family members or close personal friends. There may be other situations that constitute a conflict of interest; where there is any doubt, the hiring manager will consult with Human Resources prior to conducting interviews.

5.9.5. Managers may arrange interviews on their own or contact their HR Generalist for assistance with contacting candidates, inviting panel members, booking an interview room and/or creating interview packages. Only applicants who have been short-listed are eligible to participate in an interview.

5.9.6. Where both internal and external advertising has been done and there is a shortage of qualified applicants, hiring managers may seek approval to interview under-qualified applicants through discussion with the Associate Vice President, Human Resources and Equity.

5.9.7. All interview candidates will be invited to indicate whether they require accommodation in order to support their participation in the selection process. This responsibility rests with the College employee contacting the applicants to advise them of the details with regard to the interview time, place and expectations of the interview.

5.10. Skills demonstration

5.10.1. A skills demonstration, such as a work simulation, presentation, role-play, testing, or pre-interview assignment, may be incorporated into the selection process. The proposed skills demonstration will be sent to Human Resources prior to the interviews for review.

5.10.2. Candidates will be advised of any skills demonstration requirements at the time that their interview is scheduled. A demonstration of instructional skills is mandatory for all academic faculty hires.

5.11. Interview Rating Form

5.11.1. Interview committee members will use the Interview Rating Form provided by Human Resources to record notes, compare interviewees to assist with determining the most suitable candidates based on the information provided during the interviews. In the competency column, managers should identify the skill or behaviour each question is designed to measure.

5.11.2. Committee members will take accurate notes during the interview process. Each candidate will be ranked and documentation will be retained to support the hiring decision. Circle the proper rating based on the candidate's responses using the scale (1 = very weak, 5 = very strong). Documenting the types of answers and proper use of the evaluation form provides support for hiring decisions

5.12. Legislative compliance

5.12.1. Ontario Human Rights Code (OHRC)

- The OHRC prohibits actions that discriminate against people based on a protected ground in a protected social area. Employment is a protected social area, and the protected grounds are: Age, Ancestory (including colour and race), Citizenship, Ethnic Origin, Place of Origin, Creed, Disability, Family Status, Marital Status (including single status), Gender Identity and Gender Expression, Receipt of Public Assistance (in housing only), Record of Offenses (in employment only), Sex (including pregnancy and breastfeeding), Sexual Orientation.

- The job description, job posting and the entire selection process, must include statements and questions related to bona fide requirements of the position. Should any information based on the protected grounds, which is not related to bona fide requirements of the job, arise in the recruitment or selection process, it must not be used in consideration of a candidates suitability for the job.

5.13. Reference checks

5.13.1. Reference checking is a confidential process used to validate and confirm the information provided by a candidate. Information to be validated includes: confirming employment history; verifying experience and qualifications; and obtaining knowledge of past or current work performance.

5.13.2. Candidates may be asked to provide a list of references to contact, which should include current and previous supervisors. Referees may also include customers, clients or peers who have direct knowledge of the candidate's work record and performance. The list of references should identify the professional relationship of each referee to the candidate.

5.13.3. Before forwarding references to Human Resources, candidates must sign a Reference Check Consent Form to grant permission to obtain information from the selected references. A copy of this form will be included in interview packages.

5.13.4. Human Resources will conduct the reference checks for selected applicants. HR Generalists will support hiring managers in identifying any specific areas they wish to verify through the reference check process.

5.14. Approval of hire

    5.14.1. Once a candidate has been identified as suitable for hire, the Competition Summary Form, along with the proposed hire's resume, the job posting, reference checks, rationale to support the hiring of the candidate, along with student feedback (where applicable) from Human Resources is forwarded to the appropriate member of the Executive Leadership Team (ELT) for approval, followed by approval of the Associate Vice President, Human Resources and Equity.

    5.14.2. No verbal offer of employment will be made until the offer letter has been reviewed and signed by the Associate Vice President, Human Resources and Equity.

    5.14.3. Once the offer letter has been signed by the Associate Vice President, Human Resources and Equity, the HR Generalist will inform the hiring manager who will then make the offer to the successful candidate and advise the HR Generalist of the candidate's acceptance of the offer.

5.15. Notifying unsuccessful candidates

    5.15.1. The hiring manager will contact all unsuccessful candidate(s) interviewed and advise them that they were not selected for the position, and where requested, provide feedback. The HR Generalist may be asked to assist with this process.

5.16. Confidential Files

    5.16.1. All files associated with recruitment and selection processes are confidential and will be returned to Human Resources.

5.17. Other than Full-time Hiring, Faculty

    5.17.1. Other than full-time faculty hiring is managed by the hiring manager, typically an Associate Dean within an academic Faculty.

    5.17.2. The hiring manager is responsible for ensuring faculty hires meet the credential, experience and other requirements.

5.17.3. Human Resources can assist in generating a candidate pool for faculty teaching in a particular area of specialty through advertising and maintaining an online bank of applications.

5.17.4. On approval from the supervisor, full-time DC employees in administrative or support staff roles who are in good standing, are permitted to accept contracts for teaching work. To be eligible, the probationary period must be successfully completed in advance of the start of teaching work.

5.17.5. To confirm their approval, the supervisor completes a 'Teaching Contract Approval' form. When reviewing requests, supervisors will give consideration to the requirements of the employee's full-time position, including work schedule. Generally, the hours of work associated with these teaching contracts will take place outside of the regular work schedule of the full-time position; however, if the request to teach also includes a request to modify the full-time work schedule, there will be agreement in advance on when the full weekly hours will be worked. The required approvals must be obtained in advance of accepting any teaching work.

5.17.6. Additional teaching work is restricted to a maximum of one course per semester, which is typically the equivalent of three (3) Teaching Contact Hours per week.

5.18. Other than Full-Time Hiring, Support Staff

5.18.1. Other than full-time support staff hiring will follow the terms set out in the relevant collective agreement, which includes posting regular part-time positions for five business days and giving consideration to internal applicants. Financial approval will be approved by the hiring manager, and submitted directly to Human Resources.

5.18.2. Human Resources will identify internal candidates to be given consideration in the selection process.

5.18.3. The hiring manager will lead the hiring process, with support from Human Resources as needed.

5.19. Other than Full-Time, Administrative Staff

5.19.1. Human Resources should be consulted in advance about any non-full-time administrative staffing requirements.

5.20. Credential Verification

5.20.1. Human Resources will manage the verification process of credentials for all employees hired into academic positions, and will retain the verification records in the employee file.

5.20.2. Formal academic qualifications considered for all staffing groups are those which constitute the norm in post-secondary institutions in the province of Ontario. International credentials will require an equivalency evaluation.

6. Accessibility for Ontarians with Disabilities Act considerations

Accessibility for Ontarians with Disabilities Act (AODA) standards have been considered in the development of this policy and procedure and it adheres to the principles outlined in the College's commitment to accessibility as demonstrated by the Multi-Year Accessibility Plan.

7. Non-compliance implications

Non- compliance with this policy and procedure may result in violations of collective agreements, the Ontario Human Rights Code and/or the Accessibility for Ontarians with Disabilities Act. It may also result in increased employee turnover and reputational harm.

8. Related forms, legislation or external resources

- Academic Employees Collective Agreement
- Accessibility for Ontarians with Disabilities Act
- Administrative Staff Compensation Guidelines
- Administrative Staff Terms and Conditions of Employment
- Ontario Human Rights Code
- Salary Allocation and Position Approval Form (SAPA)
- Support Staff Collective Agreement
- Teaching Contract Approval form
- Competition Summary Form
- Reference Check Consent Form