

**LETTER OF UNDERSTANDING**  
**between**  
**WILFRID LAURIER UNIVERSITY**  
**and the**  
**WILFRID LAURIER UNIVERSITY FACULTY ASSOCIATION**

**Re: Articles 8, 13, 14 and 22 of the Collective Agreement between the University and WLUFA for Full-time Faculty and Professional Librarians**

Whereas the Parties are committed to non-discrimination under Article 8, and to fairness and equity in appointments under Articles 13, 14, and 22; and

Whereas the Parties agree to provide education and guidance on best practice in hiring to Members and others who participate in the evaluation and recommendation of candidates for appointment;

The Parties agree that the guidelines for fair and equitable procedures in appointments, as specified below, shall be made available to Deans, Associate Deans, Department Chairs, Temporary Chairs, Program Coordinators, chairs of Department (or equivalent) Appointment and Promotion Committees, under 13.10, and other Members involved in the evaluation and recommendation of appointments under Articles 13 and 14;

The Parties further agree that the chairs and members of Appointment and Promotion Committees shall follow the guidelines below in their respective committee's procedures for the assessment of applications and interview of short-listed candidates for appointment.

**Guidelines for Fairness and Equity in Appointments**

**Appointments:**

Appointment procedures shall be in accordance with Articles 13 and 14 of the Full-time Collective Agreement. The procedures set out below shall serve to clarify and make consistent appointment procedures so that fair hiring practices and employment equity principles can be more adequately implemented.

(1) **Advertisements**

Each advertised full-time appointment should have its own unique description with the components outlined in the details below. Advertisements appearing in different media must be consistent.

The following components should be in all advertisements for each position:

- The area of specialization.
- The Department, or the Department and Area (for Departments with Areas), or the Program (for programs that are not Departments), or Faculty (in Faculties without Departments) of the appointment.
- The rank of the position: When the advertised appointment could be made at more than one rank, there should be separate short lists for each rank.
- The type of position: Tenure-track, limited-term, etc.
- The duties and responsibilities of the position: These duties and responsibilities should be explicitly identified in the advertisement and must coincide with the evaluative criteria to be used in the search.
- The qualifications required for appointment.
- The application package: The materials required to evaluate the candidates against the duties and responsibilities of the position must be stated to allow the systematic evaluation of candidates. Typically this will include a *curriculum vitae*, a teaching dossier (or equivalent record of teaching philosophy and practice), samples of published work, and names of referees.
- The submission of information: Candidates should be informed to whom the application package should be addressed
- The contact person: Candidates should be given the name of a contact person if questions need to be answered.
- Deadline date:
  - Potential applicants should be entitled to rely on the deadline date and should not be subject to any disadvantage for having submitted the application on, or just before, the deadline date. As well, applicants should not be subject to any advantage (over others who also met the deadline date) for having submitted the application well in advance of the deadline date. Applications received after the deadline date may only be considered if they are received prior to the first meeting of the Appointments Committee to review the applications, and if the Appointments Committee approves of the late acceptance of the application.
- Employment Equity Statement: The employment equity statement set out in Article 22.2.2(a) of the Collective Agreement must be in the advertisement: "Wilfrid Laurier University is committed to equity and values diversity. We welcome applications from qualified women and men, including persons of all genders and sexual orientations, persons with disabilities, Aboriginal persons, and persons of a visible minority."
- Immigration Regulations: The statement from Human Resources Skills Development Canada regarding immigration must be included in the

advertisement: "All qualified candidates are encouraged to apply; however Canadians and permanent residents will be given priority." The current regulations allow simultaneous advertising, interviews and consideration of Canadians and non-Canadians with priority given to Canadians.

- Self-Identification Process: The advertisement should provide candidates with a means to self-identify so that the information may be used in the development of the short list. Women do not need to self-identify; however, members of the other designated groups must self-identify to be considered for employment equity. It would be unwise to ask candidates to self-identify in their application letters without adequate monitoring of the appointments process. Candidates may self-identify, in confidence, to the Dean or appropriate Associate Dean in the Faculty of the appointment. This individual would then track the progress of these candidates through the development of the short list.

(2) Conference Recruitment:

Conference Recruitment should only be used to broaden the pool of candidates, not to narrow it. An applicant must not be eliminated from consideration because of discussions at a conference. Deviations from the practice (for example, a hiring late in the academic year) can only take place with prior consent of the Dean.

(3) Review of Applications and Development of a Short List

The review of applications and development of the short list is the next critical step in the appointments process. In particular, the short-list stage is critical for the implementation of employment equity. Fair and equitable assessments of the candidates make it possible for the applications from members of the designated groups to be systematically evaluated. Equity intervention is most effective at this stage of the appointments process.

- Prior to the development of the short list, preferably at the time of the construction of the advertisement, the Appointment Committee should develop an evaluation grid or assessment form based upon the qualifications (and supporting material) identified in the advertisement (see Article 13.11.7 and 14.9.9). Committees cannot introduce new qualifications after the posting of the advertisement.
- The person with administrative responsibility for procedural correctness and equity should ensure that all applications are complete and request additional information or materials required by the Appointment Committee.
- The development of the short list must be in compliance with Article

13.5.8 or 14.9.7 of the Agreement.

- After the deadline date, the Appointment Committee must meet to evaluate the applicants and create the short list. Prior to the meeting, each member should complete a copy of the evaluation grid or assessment form for all the candidates to facilitate the meeting. At the meeting, each applicant should be evaluated against the qualifications identified in the advertisement; not relative to the other candidates.

(4) Approval of the Short List by the Dean / University Librarian

As many short-listed candidates as possible should be approved for interview. The Appointment Committee should prepare a report which includes the information required under Article 22.2.3 (f) of the Agreement and the evaluation grid or assessment form used to assess and rank the candidates. The committee must consider carefully if there are other candidates — a woman or other designated group member — who should be included on the short list. This report and the curriculum vitae of the top-ranked candidates should be given to the Dean or University Librarian at the time of the approval of the short list for interview.

(5) Interview

The interview must be standardized for all candidates being considered for a particular type of position — tenure-track or limited-term.


- Candidates for a faculty appointment should be provided with an interview schedule and the details for an academic presentation and/or a teaching presentation.
- Appointment Committee members must make every effort to attend the full interview segments (the interview, research presentation, teaching presentation) for all candidates. There should be a consistent majority of members attending all interview segments for all candidates.
- Subject to 13.5.8 or 14.9.7, as appropriate, internal applicants should be advised to apply for the position as if they were external to the University. Appointment Committee members should systematically review the application material of internal candidates as if they were external candidates, but will also review the Official File as part of the application documentation as required under Article 13.10.3 or 14.8.3 of the Agreement. Under 13.5.8 or 14.9.7, as appropriate, Members who meet these qualifications shall be placed on the short-list and interviewed for the position. Non-qualified candidates must not be interviewed on a courtesy basis.
- All candidates must be given the same instructions and similar settings for their presentation(s).
- A set of standard questions should be prepared in advance to serve as a guide during each candidate's interview with the committee. The

questions should conform to the Ontario Human Rights Commission's interview guidelines for permissible questions.

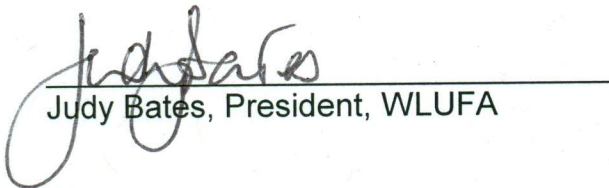
(6) Post-Interview Evaluation

Candidates must be evaluated by the Appointment Committee on their performance during the interview. There should be a separate evaluation grid or other instrument for the post-interview evaluation based on the components of the interview. The post-interview evaluation should use criteria relevant to the segments of the interview. For example, the interview grid would include an evaluation of the candidate's presentation(s), interview with the committee, interaction with students, etc. Departmental members should be canvassed for feedback using similar criteria.

*Guidelines adapted from the Memorandum of Understanding between Wilfrid Laurier University and Wilfrid Laurier University Faculty Association, August 28, 2007.*

  
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Max Blouw, President, WLU

May 28, 2009  
Date

  
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Judy Bates, President, WLUFA

May 14, 09.  
Date