

Policy on Appointments, Appointments Committee, and Equitable Hiring Practices

Oversight Body: CSU Appointments Committee; CSU Council of Representatives

Date Passed by Council: 2021-07-12

Date of Next Review: July 2023

Related policies, bylaws, legislation: CSU By-Laws, CSU Code of Conduct, CSU Positions Book, CSU Sexual Violence & Safer Spaces Policy, other Policy Books in Standing Regulations, Federal and Provincial legislation on Designated Groups

Definitions

“Acceptable standing” means an academic standing that indicates a GPA above 2.0 as defined in the undergraduate student calendar

“Anomalous ranking” means a candidate ranking that is significantly different from other Committee member’s rankings of the same candidate.

“Black People and People of African Descent” refers to people belonging to the African diaspora.

“Chair” means the Chair of the CSU Appointments Committee, unless specified otherwise.

“Committee” means the CSU Appointments Standing Committee, unless specified otherwise.

“Conflict of interest” is a situation in which a committee member has an interest, financial or otherwise, which could possibly corrupt the motivation or decision-making of that individual. This includes: a familial or personal relationship (romantic, close friendship, business), a previous negative work experience outside the CSU, or financial gain.

“Council” means the Council of Representatives of the Student Union.

“Council-Elect” means the candidates elected to Council in the Annual General Election who have not yet started their mandate officially.

“Designated Groups” includes Indigenous People, Black People and People of African Descent, other Racialized People and Visible Minorities, People with Disabilities, 2SLGBTQIA+, Language Minorities, Ethnic Minorities, and Women are considered Designated.

“Ethnic minorities” refers to groups of people who differ in race or color or in national, religious, or cultural origin from the dominant group.

“Ex officio” means holding a position or office by virtue of another position or office held.

“Indigenous people” includes First Nations (status or non-status), Inuit and Métis people, as well as

Native Americans and Alaskan Natives from the USA.

“Intersectionality” refers to the ways that aspects of a person’s social and political identities, and marginalizations including class, ability, race, gender expression, religion, ethnicity, etc., face different barriers to employment and other opportunities. These identities are thus best understood as overlapping and mutually constitutive rather than isolated and distinct.

“Intersectional approach” refers to an approach to equitable hiring that acknowledges discrimination, particularly systemic discrimination, due to sexual orientation and identity, gender and gender identity, race, economic status, ethnic and religious background, immigration status, national origin, and ability, among other aspects of one's identity, and that this systemic discrimination is a barrier to employment opportunities. Moreover, an intersectional approach must give precedence to individuals whose personal and work-related experiences can inform and bolster inclusivity, equity, and safer spaces in the workplace for the groups they represent, and not just for themselves as members of that group. Candidates themselves must show an understanding of intersectionality, and commitments to ensuring that they can provide a diversity of perspectives representative of their positionality, and to advocating for inclusivity, equity, and safer spaces for those of positionalities different from their own.

“Language minorities” refers to people whose primary language is neither French nor English and who only have minimum professional fluency in English or French.

“Mandate” means the period of time that a representative holds office, starting on June 1st of every year and ending on May 31st of the following year.

“People with Disabilities” refers to people who have a long-term, persistent or recurring physical, mental, sensory, psychiatric, or learning impairment and who either consider themselves to be disadvantaged in employment because of that impairment and the functional limitations it causes, or who believe that an employer might consider them to be disadvantaged.

“Racialized People and Visible Minorities” refers to people (other than Indigenous peoples) who are non-white, regardless of their birthplace or citizenship. It also refers to those with a mixed racial background who self-identify as a person of colour (i.e., non-white), including those who have a mixed Indigenous and visible minority ancestry. This definition does not include transracial individuals who assert a racial identity for themselves which differs from their birth race.

“Student-at-large” means a member who is not a Representative, an Executive, the Chairperson or Council Secretary, the Chief Electoral Officer or a member of the Judicial Board.

“Regulations” means the regulations inside this Policy

“Women” refers to people who self-identify as women. We recognize that gender identity is not binary, and that there are many folks who identify as non-binary, gender non-conforming, agender, two-spirit and otherwise outside of the binary of ‘men’ and ‘women’. This policy specifically addresses women because of federally designated requirements – but acknowledges the gaps associated with that definition of gender.

“2SLGBTQIA+ people” includes Two-Spirit, Lesbian, Gay, Bisexual, Trans, Queer, Intersex and Asexual. This group refers to people whose sexual orientation is not heterosexual/straight, and/or

those whose gender identity does not align with the sex they were assigned at birth (i.e., who are not cisgendered).

Context and Considerations

The CSU acknowledges that members of Designated Groups have historically faced and are continuing to face barriers to employment and advancement as well as social, economic, and political barriers and are systemically entrenched;

The CSU recognize that gender identity is not binary, and that many people identify as non-binary, gender non-conforming, agender, two-spirit and otherwise outside of the binary of 'men' and 'women'. This policy specifically addresses women because of federally designated requirements – but acknowledges the gaps associated with that definition of gender.

The CSU acknowledge that it is not enough to simply claim to be non-racist and non-discriminatory, and that an active anti-racist and anti-discrimination approach is necessary to address discrimination on all levels.

Purpose

The CSU is committed to ensuring our workforce implements equity and diversity, works against internalized biases and systemic oppression, and reflects our membership. This policy ensures equitable and accountable decision-making regarding appointments to seats on governing bodies within the CSU and the University.

Scope

1. This policy applies to the Appointments Committee and any decisions to appoint positions within the CSU that arise from the Executive Team or the Council of Representatives which are not filled through Council or by Executives as part of their office, and which do not have specific appointments procedures set out in any other CSU regulations or which are deferred to the Appointments Committee by Council.
2. Any ordinary motion, resolution or regulation that deviates from these regulations can only be adopted with a clause stating that the motion operates regardless of the Code of Standing Regulations. The clause must state which article(s) are not to be applied towards the motion. Such a motion requires a 2/3 majority vote and will cease to have effect four months following its approval. Further, no section of these regulations may be notwithstanding consecutive times.
 - 2.1. Notwithstanding this, sections 1.1., 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4. 3.2.1., 4.5.2., 4.5.3. or 4.8. in this policy cannot be notwithstanding under this clause.
3. In the case of any discrepancy between these regulations and the By-Laws, the latter shall prevail. In the case of any discrepancy between the policy books of the Standing Regulations and any other regulations, this policy shall prevail.

Policy Statement

1. Board of Governors

- 1.1. The two seats for Board of Governors shall be appointed in the following manner:
 - 1.1.1. The Executive shall appoint the student Governor from among itself, to be ratified by Council at its June Meeting.
 - 1.1.2. The “alternate governor” shall be a Councilor appointed by the Council at its June Meeting.
 - 1.1.2.1. In the case that no Councilor is appointed at the June Meeting, the Council may decide to task the Appointments Committee with appointing a student-at-large, to be ratified by Council
- 1.2. Students appointed to the Board of Governors need to meet the eligibility requirements set out in the University Bylaws.
- 1.3. All student Governors, whether elected or appointed, must sign a standardized form, at the time of their nomination or appointment, as the case may be, stating:
 - 1.3.1. They accept to attend all Board of Governors meetings.
 - 1.3.2. They agree to write a report to CSU Council after every Board of Governors meeting, in conjunction with the Academic Caucus, on their work as Governors on both the Board of Governors and on its committees, subject to their confidentiality requirements.
- 1.4. The term for seats on the Board of Governors is for one year, from July 1st until June 30th.
- 1.5. Any vacancy on the Concordia University Board of Governors can be filled by Council as they see fit for the unexpired term of the vacant seat.

2. Senate

- 2.1. The 12 seats are divided as follows
 - 2.1.1. CSU General Coordinator (ex-officio), or a delegate chosen by the General Coordinator.
 - 2.1.2. CSU Academic and Advocacy Coordinator (ex-officio)

Two (2) Representatives appointed by Council at the June regular meeting

- 2.1.3. Four (4) CSU members appointed by the Appointments Committee in accordance with these regulations and ratified by CSU Council.
- 2.1.4. One (1) elected senator from Arts & Science in the Annual General Election
- 2.1.5. One (1) elected senator from John Molson School of Business in the Annual General Election
- 2.1.6. One (1) elected senator from Engineering & Computer Science in the Annual General Election

- 2.1.7. One (1) elected Senator from Fine Arts in the Annual General Election
- 2.2. Students appointed to the Senate need to meet the eligibility requirements set out in the University Bylaws.
- 2.3. All student Senators, regardless of the manner of their appointment, must sign a form, at the time of their nomination or appointment, as the case may be, stating:
 - 2.3.1. They accept to attend all University Senate meetings.
 - 2.3.2. They agree to write a report to CSU Council after every meeting of Senate, in conjunction with the Academic Caucus, on their work as Senators on both Senate and on its committees, subject to their confidentiality requirements.
- 2.4. The term of seats on the Concordia University Senate shall be for 1 year from September 1st until August 31st.
- 2.5. Any vacancy on the Concordia University Senate can be filled by Council, with priority being given to other representatives from the faculty of the vacant seat, for the unexpired term of the vacant seat.
 - 2.5.1. In the case that an elected position was not filled during the General Elections, the Executive will reach out to the respective faculty association to receive a nomination from among the faculty association's members which the Appointments Committee will review. The appointment will be ratified by Council.
 - 2.5.2. If the faculty associations do not provide a candidate by August 15th, the Appointments Committee will be tasked with appointing the seat in accordance with these regulations.

3. Appointments Committee

- 3.1. The composition of the Appointments Committee shall be as set out in the policy on Council and Committees.
- 3.2. The Chair (or a designate assigned by the Chair) is tasked with:
 - 3.2.1. Ensuring the available position is appropriately advertised,
 - 3.2.2. Retrieving all applications upon the position closing,
 - 3.2.3. Performing an initial screen for minimum qualifications and forwarding appropriately qualified applications to the Committee members,
 - 3.2.4. Arranging training for Committee members,
 - 3.2.5. Collecting all electronic files and paperwork at each stage of the interview process for confidential filing,
 - 3.2.6. Communicating with the Candidates at appropriate intervals,
 - 3.2.7. Providing a brief summary statement on each successful candidate to Council outlining how the candidate fulfils the requirements, skills and expectations for the

position better than the other interviewed candidates.

3.3. The committee, including the Chair, will receive training in:

- 3.3.1. How to conduct an interview,
- 3.3.2. Grading responses and qualifications,
- 3.3.3. Recognizing their own possible bias.

4. Appointments Procedure & Equitable Practices for Appointments

4.1. Designated Groups

4.1.1. Designated Groups have been derived from federal and provincial legislation. These are:

- 4.1.1.1. Indigenous People,
- 4.1.1.2. Black People and People of African Descent,
- 4.1.1.3. Racialized People and Visible Minorities,
- 4.1.1.4. People with Disabilities,
- 4.1.1.5. Ethnic minorities,
- 4.1.1.6. Language minorities,
- 4.1.1.7. 2SLGBTQIA+ People,
- 4.1.1.8. Women

4.1.2. The Committee shall take an intersectional approach to the appointments process.

4.1.2.1. This approach acknowledges systemic discrimination due to sexual orientation and identity, gender and gender identity, race, economic status, ethnic and religious background, immigration status, national origin, and ability, among other aspects of one's identity, and that this systemic discrimination is a barrier to employment opportunities. Moreover, this intersectional approach shall give precedence to individuals whose personal and work-related experiences can inform and bolster inclusivity, equity, and safer spaces in the workplace for the groups they represent, and not just for themselves as members of that group. Candidates themselves must show an understanding of intersectionality, and commitments to ensuring that they can provide a diversity of perspectives representative of their positionality, and to advocating for inclusivity, equity, and safer spaces for those of positionalities different from their own.

4.2. Position Descriptions and Advertisement

4.2.1. All available seats on boards and committees will be posted for at least 10 days.

4.2.2. Every position description and posting will include:

- 4.2.2.1. A brief description of the CSU mandate and the role being advertised,
- 4.2.2.2. The reporting structure,
- 4.2.2.3. A list of duties the position is responsible for,
- 4.2.2.4. A list of required credentials, skills, and experience to meet the minimum expectations of the role,
- 4.2.2.5. A list of recommended credentials, skills, and experience which will be considered as exceeding the minimum expectations of the role.
- 4.2.2.6. Encouragement for the candidate to include self-identification if they are a member of a designated group.
- 4.2.2.7. Postings advertising for positions on the University Senate or Board of Governors will include a list of all of the academic requirements necessary to sit on the University Senate or Board of Governors.

4.2.3. The CSU shall include the following equity hiring statement in all postings:

- 4.2.3.1. The Concordia Student Union welcomes the contributions that individuals from traditionally marginalized communities, as outlined under the prohibited grounds for discrimination in the Quebec Charter of Human Rights and Freedoms, bring to our organization. Marginalized communities include racialized people and visible minorities; Indigenous people; women; 2SLGBTQIA+ people; ethnic minorities; language minorities; and people with disabilities. Applicants shall feel free to self-identify in their cover letter or application if they are a member of a marginalized community. Candidates may also feel free to include the phrase “I would like to be considered for employment equity” to be considered for employment equity without disclosing which group they are a part of.

- 4.2.4. Postings will be circulated in a manner that aims to reach the broadest number of candidates. To achieve this, the CSU will make reasonable attempts to circulate job postings to a variety of community groups, fee levy organizations, and clubs.

4.3. Candidate Selection

- 4.3.1. The Chair will screen all applications. Only applications meeting the minimum qualifications will be forwarded to the Appointments Committee for review, however, the chair will provide a list of the applications not forwarded with the reason they did not meet minimum qualifications.
- 4.3.2. Committee members will rank each application and provide the Chair with a ranking of their individual slate of candidates for interview. When ranking applications, committee members shall take an intersectional approach.

4.3.2.1. Rankings should be provided to the Chair in the form of a list, with the Committee member's top candidate first and then in descending order of priority to be interviewed.

4.3.3. Conflict of Interest

4.3.3.1. Should a member of the Appointments Committee have a conflict of interest in respect to a candidate, they have a duty to report said conflict to the Chair. The member cannot:

4.3.3.1.1. Review the applicant's application any further or provide a rating for candidate selection,

4.3.3.1.2. Be in attendance or participate in any way for the interview of that candidate,

4.3.3.1.3. Must refrain from providing the remaining Committee members unsolicited feedback to do with the candidate

4.3.3.2. If a member of the Committee fails to disclose a conflict of interest, the Committee shall recommend their removal from the committee. This must be reported to council at its next meeting with an explanation from the chair, and must be ratified by Council per the process specified in the regulations on Council and Committees.

4.3.3.3. If the Chair of the committee fails to disclose a conflict of interest, any committee member may notify the Chair of Council and bring a motion to the next meeting of Council that the Committee Chair be removed from the committee, or otherwise sanctioned. In the case that a committee member wants to remain anonymous when bringing forward such conflict of interest, they shall submit supporting documents and a motion on the conflict of interest to the Council chair to be included in the agenda. The Chair will read the motion which will require two people to support it in order to be considered by council. Removal of the Chair from the Committee requires a ratification from Council and may only be approved by Council if the Chair is present for their own defense at the meeting in question.

4.3.4. Those Candidates having the highest ranking across the Committee will be granted an interview.

4.4. Interviewing

4.4.1. Interviews must be conducted in an accessible space.

4.4.2. The Committee shall decide on the Interview questions together before the interviews.

4.4.3. At least one question will be designed to elicit the candidate's views and/or

experience with diversity and/or equity.

4.4.4. Each Committee member will fill out an interview question rating scale for each candidate and for each interview. All paperwork will be provided to the Chair for collection at the end of interviews. This paperwork will remain strictly confidential to the Committee.

4.5. Appointment Decisions

4.5.1. When the Committee meets to discuss their recommendations for hire, the Chair should ensure there are no clearly anomalous rankings between Committee members. If a ranking is found to be anomalous, the Committee should discuss the reasons for such a discrepancy to determine if there is possible bias.

4.5.2. The committee will make sure to take intersectionality, the ways marginalized identities overlap and are mutually constitutive into consideration when deciding on appointments.

4.5.3. The Chair will provide a summary statement explaining how the successful candidate fulfils the requirements, expectations, and skills needed for the position better than the other interviewed candidates.

4.5.4. In the event there are multiple equally qualified candidates, one from a Designated group and one not from a Designated group, the Appointments Committee will appoint the candidate from a Designated group and actively take on an intersectional approach in selecting candidates.

4.5.4.1. In the case that the equally qualified candidates are each from a Designated group, the Committee shall consider whether the body or committee of the position in question has an obvious lack of representation in one of the Designated groups and shall actively take on an intersectional approach in selecting for candidates.

4.6. Accountability

4.6.1. The summary statements will be included in the documents sent to the next Regular Council Meeting for review. It shall not mention the names of the candidates not selected for the position. As this summary statement discusses confidential matters, it shall not be sent to the public mailing list but only to the council mailing list.

4.6.2. Council will review the summary statements of any non-designated group hire.

4.6.2.1. Should Council find that the hiring decision is not consistent with the objectives of this Policy, the matter may be referred to the Executive Team's attention, with possible outcomes including:

4.6.2.1.1. Further training the members of the Appointments Committee prior

to conducting further interviews,

4.6.2.1.2. The provision of another opportunity for the Designated Group applicant.

4.7. Removal From Appointment

4.7.1. The Appointments committee has the right to recommend the removal of previously appointed candidates from their seats in certain cases. These include serious grounds of misconduct or poor attendance.

4.7.1.1. The appointments committee may also initiate removal of members of the Judicial Board in certain cases of serious grounds of misconduct or poor attendance. This removal is subject to the procedure set out in the Policy on Judicial Board and to a 4/5 majority by Council with the Judicial Board Member in question being given an opportunity to be heard through being notified at least (3) days in advance in accordance with the Policy on Judicial Board.

4.7.2. An appointed member who has missed more than two meetings without satisfactory explanation will be considered in bad standing and eligible to be removed from their position.

4.7.2.1. Upon recommendation by the appointments committee, Council can remove a member from their appointment via a Council resolution in accordance with the regulations on Council and committees where applicable.

4.8. General Provisions

4.8.1. The Concordia Student Union Code of Conduct and Policy on Sexual Violence and Safer Spaces apply to all appointed representatives. All appointed representatives are expected to sign the policy waiver upon their appointment to ensure their compliance with and understanding of these policies.

4.8.2. All appointed representatives shall complete consent training within 3 months of their appointment.