



**Professional Services
Saskatchewan Polytechnic**

Union Observer Training

**Professional Services Bargaining Unit
Saskatchewan Polytechnic**

Presented: March 2015

Objectives

- Role of the Union Observer
- Understand the Posting Process at SPT
- Screening Process
- Interview Process
- Challenge Process
- Non-Appointment Dispute
- Sample Questions
- Follow-up with Candidates
- Misc. Information
- Wrap up



Role of the Union Observer

- To advocate for a fair and equitable staffing process, one that is “bona fide, fair, reasonable, non-arbitrary and non-discriminatory”.
- Adhere to the confidentiality of the staffing process.
- The union observer status is comparable to an employer representative.



Role of the Union Observer cont.

- Recognize if you, as the observer, have a conflict of interest or a personal bias and if so, have yourself replaced
- Participate in problem solving and discussions regarding concerns
- Do **not** participate in the hiring decisions
- Ensure consistency and transparency in the process



Understanding the Posting Process at SPT

- The budget unit manager or OOS manager initiates the posting process for a vacant or new position
- Sask Polytech recruitment and onboarding system (SROS) is online system used to initiate postings
- SROS replaces staffing decision form



Human Resources' Role

- Review posting in relation to the JIQ
- OOS manager may change previous posting requirements
- If the position is new or if the position posting is to change in any way, HR is required to forward the new/revised posting to the Professional Services Bargaining Committee (PSBC) for review



Professional Services Bargaining Committee's Role

- It is critical to ensure qualifications as well as skills, abilities and experience (KSAs) are fair, reasonable, non-discriminatory and non-arbitrary
- The PSBC will compare the Qualifications and KSAs to the scope of responsibilities for the position
- There must be a correlation between the qualifications and KSAs contained within the JIQ and the required KSAs on the posting.



Posting Information

- Article 4.4.1 states that the posting will contain the following information:
 - *“Working title, brief description of duties and pay band of position, the minimum required qualifications, skill, ability and experience, salary, hours of work and whether the position is full-time, part-time **including the portion of FTE and work pattern**, or for the casual employment **Call list(s)**, deadline for applications, expected start date and any other pertinent information”*
- Sample posting on next slide



LINC Office Assistant

Job Content (SDF) Details

Job Content (SDF) Details

Competition Number	P03098
Bargaining Unit	Professional Services
Posting Title	LINC Office Assistant
Classification	Band 4
Category of work	Part Time
Org Code/Description	LINC-41206-DEPT
Location	Saskatchewan Polytechnic Saskatoon Campus
Other Location(s)	
Building	
Other Building	Phoenix Building
Date Posted	02/18/2015
Closing Date	02/27/2015
JIQ #	
Start Date	02/17/2015
End Date	03/31/2016
Open Until Filled	No
Ongoing	No
Salary Range	\$19.54 to \$23.37
Temporary Market Stipend	
Incumbent	
Hours of Work	Regulated 36 hours (modified)
Total Assigned days (AC) / Total Hours per biweekly pay	72 hours biweekly (one evening a week) a month off in the summer
Posting Status	Open

https://careers.sas... Search Jobs Site Jobs ... x

Job Duties/Qualifications, Skills and Abilities (QSA)

Job Duties

Job Duties	<ol style="list-style-type: none"> 1. Data entry in iCARE (CIC) database system for the LINC Program. 2. Add clients to the waitlist and maintain the waitlist. 3. Enter and obtain information from BANNER. 4. Call for monthly intakes and send out letters for registration. 5. Assist in the registration and orientation of new students. 6. Assist with public inquiries and all receptionist duties. 7. Assist with compiling and researching data for surveys and reports. 8. Look after student photos and student cards. 9. Data Entry. 10. Provide confidential administrative support to the LINC program and instructors.
-------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

QUALIFICATIONS, SKILLS, ABILITIES AND EXPERIENCE

Specific Accountabilities	
Duties	
Required Qualifications, Skills and Abilities (QSA)	<ol style="list-style-type: none"> 1. Complete Grade 12 plus a recognized secretarial certificate/diploma or an equivalent combination of training and experience. 2. Minimum one year of recent and relevant experience performing administrative and clerical work. 3. Training and/or experience at the intermediate level in the use of common software packages, ie MS Office Suite. 4. Knowledge of common office procedures. 5. Effective interpersonal skills. 6. Effective communication (both oral and written) skills. 7. Effective organizational skills. 8. Effective proofreading skills 9. Undergo a Criminal Record Check. 10. Ability to work independently under generalized supervision. 11. Demonstrates valuing diversity.
Desired QSA	
Required Competencies	

Posting Supplemental Questions

Required fields are indicated with an asterisk (*).

1. * How did you hear about this employment opportunity?
 - Public Job Posting
 - Internal Job Posting
 - Agency Referral
 - Advertisement/Publication
 - Personal Referral
 - Website
 - Other
2. If you answered 'Other' above, please specify source here:
(Open Ended Question)

Posting Challenge Process

- If the union does not agree with any of the contents of the posting, the concerns are raised within the three working day review period
- If the parties are unable to resolve concerns, a formal challenge must be initiated through the grievance process
- At this point the employer may choose to proceed with the staffing process regardless of the grievance



Posting of Assignments

- Article 4.3.1 states that all postings will be posted for a minimum of 7 campus working days
- Article 4.3.1.1 may allow the 7 days to be reduced with the written agreement of the campus chair
- Article 4.3.1.2 The employer will provide rationale to the union upon cancelling a competition



Posting of Assignments cont.

- Article 4.5 Posting with an Incumbent
 - Language has been changed due to SROS
 - Incumbent's name will be indicated on posting
 - The incumbent may be challenged by more senior qualified employees.



Posting of Assignments cont.

- Positions may be posted internal (closed competition) and external (open competition) at the same time.
- Internal applicants, as defined in article 1.19 which includes probationary employees as defined in article 1.31, and persons challenging from the re-employment list are considered first in the screening process.
- External applications can be considered after all the internal applicants have been screened out.



Article 5 - Seniority

- Article 5.2 Credit for Seniority – seniority is credited upon completion of **initial** probationary period
- Employees who have not completed their initial probation have “service” not seniority
- Service will allow access to closed competitions
- Seniority from SPFA is not recognized by PSBU



Casual Employee vs. Part-time Employee

- Article 1.6 defines a casual employee as “*an employee who is appointed as per article 4.19 and who has worked less than 30 occasions*”
- On the casual employee’s 30th occasion they become a part-time employee with “service”.



Article 5.8 Seniority acquired under Other Agreements

- Only applicable if bargaining units are transferred/devolved through the government



Screening Process



Screening Process

- Article 4.10.1 - the union observer will be given a minimum 48 hours' notice of the screening
- Participants will usually include HR consultant, union observer, the supervisor and/or OOS manager
- The union observer needs to ensure that they have our PSBU screening form to document discussion (see attachment)



Screening Process cont.

- Each participant will review all applications to verify the applicants have the required education and experience or the equivalent combination of education and experience.
- Screening is only done on the required education, required experience and in some situations required certification/membership.
- It is important to ensure that the education and experience are the only required pre-requisites used for the preliminary screening.



Screening Process cont.

- The employer and the union have agreed that if an applicant does not have the required education but does have directly related experience, every 2 years of directly related experience shall equate to 1 year of required education
- HR consultants may seek clarification from candidates regarding the required KSAs if needed
 - This should only occur in rare circumstances and only with the approval of all members of the screening committee including the union observer.



Screening Process cont.

- It is critical to keep detailed notes of the entire process, this begins with rationale for screening decisions.
- All discussions regarding candidates must be substantiated by documents submitted by the applicant.
- As the advocate for the employee, ensure that the screening committee has reviewed all aspects of the cover letter/resume.
- If you feel that someone was improperly screened out, you must raise your objection at that time. This may be grounds for a non-appointment dispute and the employer should be informed.



Screening Process cont.

- When can interviews be waived?
 - If there is only one internal qualified candidate
- If the screening process results in 10 qualified candidates, should all be interviewed? YES
 - If not, voice your objection and let your campus chair know immediately
- Applicants that are screened out should be notified to contact union observer with questions



Interview Process



Interview Guide

- The HRC will develop the interview guide with input from the manager/supervisor.
- Interview guides will be made available to the union observer for review a minimum of 72 hours in advance
- SPT uses behavioural descriptive interviewing (BDI). These questions will ask for specific example of the skill/task/situation.



Interview Guide cont.

- Points to consider when reviewing the guide.
 - Questions should be evenly weighted for each KSA (i.e. one question per; not 5 questions for one and 1 for another).
 - Ensure expected responses reflect **MINIMUM** qualifications only
 - There will be a familiarization or probation period where the candidate will learn the detailed elements of position.



Interview Guide cont.

- All questions should be able to meet the test of being “fair, reasonable, non-arbitrary and non-discriminatory”
 - Questions must be directly connected to required KSAs on the job posting
 - Questions/expected responses must be of a general nature, not program/department specific, e.g. Banner/FAST questions are not acceptable
 - **Questions should be able to be answered by both internal/external candidates**



Interview Guide cont.

- Every effort should be made to reach agreement on both questions and expected responses before proceeding
- If agreement is not reached, objection must be raised **at that time**
- Objection should be documented and campus chair notified



Documentation of Interview

- Arrive early
- Use your own notepaper (campus chair can provide)
- Copy questions including QSA #
- Do not write on the employer's interview guide
- Document responses accurately
- Request additional time if required to document proceedings



Documentation of Interview (cont.)

- **DO NOT** leave your notes with the employer
- After the interview, take all documentation (screening & interview papers) to your campus chair
- Remember interviews and candidates' names are confidential
- Ensure that you have a record of the total amount of time spent on screenings and interviews (article 4.10.2)



Interview

- Introductions of panel members and their role, including the union observer
- Interview questions will alternate between HRC and the manager or supervisor
- Interview guide has instructions to hiring panel and candidate
- Initial questions are meant as ‘ice breakers’ and are not scored



Interview cont.

- All interview responses should follow the STAR model (situation, task, action, result)
- Probing/clarification occurs from time to time. The union observer needs to ensure the same level of probing or clarification for all candidates as consistency is important.
- Probing is not leading; there should be no leading questions
- The HR consultant is the only person who should be using probing techniques



Interview Scoring

- Credit will be given for answers to questions regardless when asked or answered (threading)
- Scoring should follow the marking guide (no half marks)
- Observer should record their own scoring – **do not mark on the interview guide**
- Observer scores are not part of final determination
- Record scores given by HR consultant and manager (either by question or in totality)



Interview Scoring cont.

- Typically, observers scores are more comparable to those of the HR consultant than managers or supervisors
- Never share your scores with employer; be non-committal
- Large discrepancies in total scores between the HR consultant and the supervisor/manager must be discussed before proceeding to the final calculation



Interview Scoring cont.

- Calculation should be done as follows:
 - Calculate the total number of points available from the interview guide. i.e. If there are 10 questions each worth 5 points then the total available would be 50
 - Use marking guide attached to interview guide
 - Scoring should be done at the end of each interview (not competition)



Interview Scoring cont.

- Article 4.8.1 states “*Where the qualifications, skills, abilities and experience of two (2) or more applicants are relatively equal, seniority shall be the deciding factor. Candidates will be considered relatively equal if their final scores are within ten percent (10%) of each other.*”



Interview Scoring cont.

In each of the following examples, compare the candidates percentage score.

Which candidate should be offered the position?



Interview Scoring cont.

Example 1

Janice	Robert	Lewis
2600 days of seniority	2080 days of seniority	1300 days of seniority
Score: $35/50 = 70\%$	Score: $38.5/50 = 77\%$	Score: $29/50 = 58\%$

Example 2

Jose	Tony	Miranda
2600 days of seniority	2080 days of seniority	1300 days of seniority
Score: $35/50 = 70\%$	Score: $41.5/50 = 83\%$	Score: $29/50 = 58\%$



Interview Scoring cont.

- In example 1, the difference between Janice and Robert is 7%. Janice has more seniority and the difference between Janice's and Robert's scores is not greater than 10% so the senior candidate (Janice) will be offered position
- In example 2, Tony would be appointed as he has a score that is more than 10% higher than Jose.



Interview Scoring cont.

- You must raise any objections to the scores given or the calculations at the time of the interview
- If you do object or have any concerns with anything that occurred in an interview, contact your campus chair as soon as possible after the interview.
- Decision on who will be offered position needs to occur immediately upon conclusion of interviews
- Make note of this decision



Testing

- PSBU does not support testing of any kind for internal candidates at this time
- The candidate's employment history should support their ability to perform at an acceptable level. i.e. passing probation at SPT = testing successful
- Typing test is done for all RSR positions. Require typing speed of 45wpm with a less than 3% error rate



Reference Checks

- PSBU's position is that there will be no reference checks on internal candidates



Challenge Process

What and When to Challenge



Challenge Process (What)

- Anything that is not allowing for a “bona fide, fair, reasonable, non-arbitrary and non-discriminatory” process
- Some examples: Lack of consistency, side bar comments, significant scoring differences, leading questions, bias, etc.



Challenge Process (When)

- Challenge can be raised at any time during the hiring process. If possible, avoid challenges during the actual interview.
- Document your objection and the employer's comments/rationale.



Non-Appointment Dispute

Article 4.18



Non-Appointment Dispute

- If the senior candidate was not offered the position, remind the employer that they are not to fill the position until the 7-day challenge period for a non-appointment dispute has passed (after the senior candidate has been notified)
- The CBA requires both parties to attempt to resolve all disputes prior to filing, therefore you should have access to all relevant documentation.
- Immediately after the interviews, provide your campus chair with all the documentation of the screenings and interviews



Non-Appointment Dispute cont.

- Both the screening and interview process are intended to be completely transparent
- You must have access to all the same information the employer references during the hiring process
- If you are experiencing any difficulty during the hiring process, contact your campus chair



Sample Questions



Interview Sample Questions

Requirement: Good organization and time management skills

- Question: *Please describe a situation from your experience where plans or priorities changed quickly. How did you handle this?*

Requirement: Demonstrated excellent interpersonal and communication (listening, oral, writing) skills.

- Question: *Tell us about a time you had to use your company's business practices to guide and influence the wants or needs of a client.*



Follow-up with Candidates



Follow-up - Screenings

- Resume and cover letter should include reference to all QSAs listed on posting
- Remind member that only information documented can be used for screening
- Don't talk about how many candidates applied



Follow-up - Interviews

- Do not take interview notes to meeting with member
- Give feedback on answers that are top and bottom of spectrum
- Don't talk about other candidates and their responses



Misc. information



Misc. Information

- Interview questions are based on QSAs – think of examples before interview
- STAR responses; result doesn't have to be a positive one
- Candidates should bring pen and paper to interview and write down questions including factor (N/A for ITS)
- Candidates should take copy of job posting to interview



Additional Resources

- PSBU website; *For Stewards* tab
 - http://ps.sgeu.org/documents_for_stewards.html
- SPT careers website; *Applicant User Guide Manual*
 - <https://s3.amazonaws.com/pa-hrsuite-production/1401/docs/35493.pdf>
- mySaskPolytech
 - Employee tab – human resources –selection process; *Employment Selection Process – Candidate Training February 2009*



Questions?

