

Hiring and Appointment Policy and Procedures Manual

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY

Responsibility	Human Resources Office
Approved by	Board of Directors
Date initially approved	February 26, 1998
Date last revised/approved	November 26, 2025



Table of Contents

Purpose and Scope of this Policy	3
Terminology and Definitions.....	3
Policy Statement	4
Roles and Responsibilities.....	4
Policy and Program.....	6
Section 1: Guiding Principles.....	6
Section 2: Eligibility	6
Section 3: Eligibility of Previous Employees	9
Section 4: Work Study Applicants	10
Section 5: Job Descriptions	10
Section 6: Recruitment	11
Section 7: Applicants and Applications.....	11
Section 8: Pre-Interview Notice for Applicants.....	12
Section 9: Waged Staff and Volunteer Pre-Selection	12
Section 10: Hiring Panels.....	13
Section 11: Interviews	14
Section 12: Interview Evaluation of the Applicant	15
Section 13: Reference Checks	15
Section 14: Selection	16
Section 15: Post-Interview Notice to Applicants.....	16
Section 16: Rehires.....	16
Section 17: Commencement of Employment.....	17
Section 18: Ratification.....	17
Section 19: General Office Support Staff/Casual or Limited Term Work	18
Section 20: Spring Term Hiring Period.....	18
Section 21: Summer Term Hiring Period	19
Section 22: Fall Term Hiring Period.....	19
Appendix One: Application Rubric.....	20
Appendix Two: Official Accommodation Plan for Full-Time Managerial Positions.....	21

Purpose and Scope of this Policy

This Policy applies to all AMS employees, Due to the procedural nature of this policy, Permanent staff should first reference the Hiring and Appointment section of the Permanent Staff Policy. The purpose of this policy is to ensure equitable and fair hiring throughout the AMS by outlining hiring procedures and other relevant details. It is necessary for providing hiring panels and applicants with a consistent and accessible document for reference throughout hiring periods.

Terminology and Definitions

“Assistant Managerial Staff” refers to all other managerial staff in the Services, Offices, and Commissions who are not a part of Senior Management.

“Corporate Caucus” refers to employees and volunteers that work in the AMS services under the Vice President (Operations).

“Direct Supervisor” refers to the specific Director, Commissioner, Head Manager, or member of the Executive who directly oversees the employee.

“Executive” refers to the person or persons who have been elected as the President, Vice President (Operations), and Vice President (University Affairs).

“Executive-Elect” refers to the person or persons who have been elected as the President, Vice-President (Operations), and Vice-President (University Affairs) for the next academic session.

“Full-time” refers to a position that works thirty (30) or more hours per week.

“Government Caucus” refers to employees and volunteers that work in the AMS offices and commissions under the President and the Vice President (University Affairs).

“General waged staff” refers to hourly-waged staff who work for the AMS outside of the major services.

“Major Service” refers to any corporate service under the portfolio of the Vice President (Operations) including Queen’s StuCons, The Queen’s Pub, Common Ground Coffeehouse, Walkhome, the AMS Media Centre, *The Queen’s Journal*, Tricolour Outlet, the AMS Food Bank, and the Peer Support Centre.

“Part-time” refers to a position that works less than thirty (30) hours per week.

“Permanent Staff” refers to the person or persons who are full-time salaried and permanent staff of the AMS.

“Rehire” refers to an hourly-waged staff who held an hourly-waged position in the previous academic year and has been selected to hold the same hourly-waged position in the current academic year.

“Senior Management” collectively refers to the Executive, Commissioners, Directors, and Head Managers at the Major Services.

“Service Staff” refers to an hourly-waged staff at a Major Service that does not act in a supervisory capacity.

“SGPS” refers to the Society of Graduate and Professional Students at Queen's University. These students do not pay into the majority of AMS fees, excluding them from some hiring processes.

“Supervisor” refers to an hourly-waged staff who acts in the capacity of a Manager when required, while reporting to the department’s managerial team.

Policy Statement

The AMS shall act in full compliance with all applicable Ontario and federal legislation and thus shall not discriminate between applicants on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

While our intention is to always follow the policies and procedures of the AMS, unexpected circumstances can and will present themselves from time to time, and where left being unresolved poses a threat or risk to the organization action must be taken.

In a case where we have exhausted all available possibilities to fill a position, exceptions can be made, provided it aligns with the federal and provincial guidelines, for the AMS to develop an appropriate resolution, outside of organizational policies and procedures. Management must seek consultation with the acting Executive and Human Resources Officer, both parties must come to an agreement before taking any action.

Roles and Responsibilities

All applicants for AMS positions and individuals conducting interviews for AMS positions are responsible for understanding their rights and obligations as outlined by this policy.

All hiring panels have an obligation to be familiar with this policy, act in the spirit of the policy, and comply with their responsibilities as outlined in the policy.

The Human Resources Office has a responsibility to support this policy, actively promote compliance to the policy, and for making applicants and hiring panels aware of this document and informing them how to access it at any time.

This policy is subject to rolling review whereby changes will be made by and in collaboration with the Human Resources Office.

Policy and Program

Section 1: Guiding Principles

1.1 The AMS shall seek to attract student applicants who possess the attributes necessary for them to perform their work to a high standard of competency and efficiency.

1.2 The AMS shall seek to recruit and hire students from all member faculties.

1.3 The AMS shall seek to offer opportunities to as many students as possible, without compromising the general welfare of its operations. Where two or more applicants are evaluated equally for a position, the position will be granted to the candidate(s) who fit the criteria more closely based on the applicable current interview guide, as well as applicable skills identified, to ensure prior AMS experience does not become a factor within the hiring process.

1.4 Prior AMS experience shall not be a prerequisite for any AMS position, however, experience is preferred for Senior Management roles.

Section 2: Eligibility

2.1 To be eligible for an AMS position, all prospective employees and volunteers shall:

- a) Be an AMS Member at the time of applying and for the duration of their position.
- b) Be in good academic standing as defined by their program.
 - i. Be enrolled in a minimum of 3 courses per semester during the academic year ~~18.0 units per academic year~~ (September 1 – April 30).
- c) Be legally able to work in Canada.

2.2 An exception to 2.1 is provided for students seeking full-time managerial positions in the AMS; students must be enrolled in a minimum of 3.0 units in each of the fall and winter semesters they would hold the position. This allowance for full-time managerial employees to fall below the full-time student threshold reflects consideration of the exceptional workload and responsibility associated with these positions.

2.2.1 An exception to 2.1 (c) is provided for applicants to a position who are currently enrolled in an Internship and thus not completing the minimum course load requirement. This is only applicable during the application period, and the student must meet the 60% threshold by the first day of their term, should they be the successful candidate.

2.2.2 Students who wish to be considered for a full-time managerial position on the Senior

Managerial level are expected to be enrolled in a maximum of 3 courses (9.0 units) in each

of the fall and winter terms. Should they wish to enroll in more than that maximum, an accommodation plan (see Appendix Four) must be put in place with input from all three executive members, the Human Resources Officer, and the General Manager (if a Director or Commissioner) or the Operations Officer (if a Head Manager).

- a) This plan must be written, signed by the applicant and direct report, and communicated to all stakeholders to ensure the success of the role.
- ii. It is the responsibility of the direct report to submit the written plan to the applicant before their contract is signed.

2.2.3 Students who wish to be considered for a full-time managerial role on the Assistant Management level may be required to fill out an accommodation plan, in the discretion of their direct supervisor. The accommodation plan will be put in place by the direct report (either the Head Manager or Commissioner) and the direct Executive supervisor.

- iii. This plan must be written, signed by the applicant and direct report and submitted to the appropriate Executive member, who will then communicate this report to the other relevant stakeholders.
- iv. It is the responsibility of the direct report to submit the written plan to the applicant before their contract is signed.

2.3 All students who wish to be an employee or volunteer receiving honorarium must have a valid social insurance number at the time they are applying for a position and for the duration of their involvement in the AMS with respect to that position.

2.4 The eligibility requirements set out in this policy are applicable at the time of hiring and must be satisfied over the duration of the individual's employment. Students working during the summer months must be returning to Queen's University, as AMS members, in the following academic year.

2.5 Students who have worked in a service for the previous year but are not returning AMS members may be eligible to be hired to work during the summer months for a limited part-time work contract if a service is impeded from fully functioning due to a lack of available staff and where additional staff are deemed necessary. In order to become eligible for this employment exemption, the individual must obtain a written letter of exemption from the Executive. This letter must be kept in the employee's staff file.

- v. Individuals who have been terminated from the AMS for disciplinary reasons within the last year or have received seven (7) or more demerits during their employment in the given service, shall not be eligible for exemption.

- a) Individuals who applied for rehire and were not rehired shall not be eligible for exemption.

2.6 AMS managerial staff may be permitted to also work part-time at an AMS service during summer months only if all other options set out in policy have been explored by the hiring manager, such as lack of staff to fulfill the successful running of a service, and the service still requires additional staff on a temporary basis. Managerial staff who are granted this exemption to work outside their portfolio shall not exceed 44 hours of work per week without written permission from the Executive. In these cases, scheduling and preference will fall to the first position that was accepted.

2.7 The eligibility requirements for all AMS employees and volunteers may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees at the time of hiring and throughout the period of their appointment at the discretion of the Executive. Should there be a lack of qualified applicants for a given position, the position must be posted twice, and the candidate list must be exhausted prior to waiving the above eligibility requirements. A qualified applicant is one who scores a “B” or higher overall in their interview, based on the rubric scoring. The Executive shall exercise this discretion only in such cases where a shortage of qualified applicants fulfilling said eligibility requirements impairs an AMS service or committee that fulfills an essential function for the student body at large. All reasonable efforts will be made to ensure the position has been made available to AMS members.

2.8 Eligibility requirements for Service Staff at Walkhome and the Student Life Centre may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees, including the service-specific fee, at the time of applying and throughout the period of their appointment.

2.8.1 Walkhome is to have the ability to hire up to 15% of their staff positions for SGPS members who have fulfilled these eligibility requirements. However, priority will be made for undergraduate students, and this threshold does not need to be met if there are not enough competitive SGPS candidates.

2.9 Eligibility shall in all cases be dependent on an applicant’s ability to fulfill the requirements of the position for which they apply. This shall include those requirements which precede the official May 1st start date and shall include, but not be limited to, participation on hiring panels for managers/staff/volunteers where mandated, availability for ratification by the Assembly or Board of Directors where mandated, and compliance with full transition responsibilities. Any applicant unable to fulfill any or all these job requirements shall be deemed ineligible.

2.10 AMS committees may offer ex-officio/advisory roles to members of the community. However, insofar as these individuals are not students and thus have not paid student activity fees, which fund committee activities, they shall not be eligible for full-fledged voting membership.

2.11 Generally, no student shall hold more than one remunerated position within the AMS and, under no circumstances shall a student be employed at the same time by more than one AMS department Major Service. However, where a situation arises involving the possible remuneration of a student in more than one position, and both positions are of a casual work, minimum wage, honoraria, or otherwise very limited form of remuneration, then the relevant hiring body may appeal to the Executive to permit hiring the student for an additional position. The Executive shall be free to exercise its discretion in this limited scenario, where it deems practicality, fairness, and expediency to clearly outweigh the principle of offering positions to as many different students as possible.

2.12 Students holding positions for which they are eligible to receive an honorarium not exceeding \$1000 shall be eligible to hold staff positions within AMS Services. It is the student's responsibility to ensure that they are not holding a staff position while receiving an honorarium exceeding \$1000. Failure to comply may result in termination from either or both positions.

Section 3: Eligibility of Previous Employees

3.1 A student who has been an Assistant Manager of a corporate service is eligible to become the Head Manager of that same service.

3.2 A student who has been a Head or an Assistant Manager at a corporate service shall be eligible to serve as a Head or Assistant Manager of a different corporate service.

3.3 Unless circumstances warrant otherwise, positions in leadership are expected to remain in the same position for no more than one (1) year. These include Supervisors, Assistant Managers, and Senior Managers. In general, these employees must:

- vi. Move upwards or laterally in the service, office, or commission they currently work in;
- vii. Move to another service, office, or commission whether downwards, upwards, or across.

3.4 Should the individual currently holding the position wish to return for a second term, they may only do so provided they apply through the proper recruitment process, and that all other options have been exhausted.

3.5 No employee or volunteer will be able to volunteer with or be employed in a position for which they were responsible for supervising in the past.

3.6 Exceptions to the above restrictions may be made by the Human Resources Office and the supervising Executive member in the event that the hiring panel decides that none of the other applicants are in any way capable of satisfying the job description, or there is

some other extraordinary circumstance.

3.7 No member of the Human Resources Office may be able to manage an application for a position in which they intend to apply.

3.8 Members of the Executive shall not be eligible to apply for salaried, waged, or volunteer positions in the year in which they hold or have held an Executive position. The Board of Directors/Assembly shall have the right to waive the restriction on eligibility for a volunteer position should they determine circumstances so warrant.

3.9 A student who has been previously terminated from or has otherwise left an AMS position for disciplinary reasons, shall not be eligible for employment within the AMS until the conclusion of the academic year *after* the year in which their employment/appointment ended. Demerit points will be tracked by the respective manager of employees and shared with the Human Resources Department, to ensure that demerit points are checked when eligibility of a candidate is confirmed.

Section 4: Work Study Applicants

Students accepted into the Work Study Program shall be eligible to apply for AMS waged and salaried positions. They shall be permitted to apply in both spring and fall hiring periods but will not bypass any pre-selection process.

4.1 The AMS shall honour the requirements of the Work Study Program, including those of wages and termination protocol.

4.2 If a student receives a Work Study entitlement after they have worked shifts as part of their current Employment Contract, their wage shall be adjusted accordingly for the full work period they are entitled. Any wage adjustment shall last until the employee has worked the full value of their entitlement, after which time their wage shall be readjusted to the regular AMS wage for their position.

4.3 It shall be the responsibility of the student to inform their direct supervisor of their acceptance into the Work Study Program within the academic year it applies. The student shall monitor their remuneration to ensure they are receiving the accurate pay rate.

4.4 The AMS requires a copy of the executed Work Study contract issued by Queen's Student Affairs to prove receipt of entitlement and execution of contract by the AMS. This documentation will be stored in the employee's staff file.

4.5 Students receiving Work Study entitlements who are not rehired at a service in the spring hiring period may not re-apply for the same service in the fall hiring period.

4.6 Students shall sign both a Work Study contract and an AMS Employment Contract. It is the responsibility of the student to ensure they have signed both contracts.

Section 5: Job Descriptions

5.1 Prior to the election of the new AMS Executive each year, the Human Resources Office shall ensure that all job descriptions are current, appropriate, and complete.

5.2 An official set of job descriptions shall be maintained by the Human Resources Office. The Human Resource Office shall ensure that a current set of job descriptions is available on the AMS application system during the recruitment and hiring process.

Section 6: Recruitment

6.1 All positions shall be suitably advertised, one week in advance to the deadline of its first posting. In particular, the Human Resources Office will be responsible for ensuring that positions are well-publicized to those whose membership is traditionally underrepresented in the AMS.

6.2 All AMS managerial staff shall support and participate in recruitment efforts as determined by the Human Resources Office and the Executive.

6.3 The Human Resources Office shall have responsibility for establishing the final fall/spring hiring schedules.

Section 7: Applicants and Applications

7.1 The job posting page shall contain the following information:

- a) Statement that AMS is an equal opportunity employer;
- b) General eligibility requirements and information on how to access the full list of requirements;
- viii. Statement that hiring will be done in accordance with the Hiring and Appointment Policy and Program;
 - ix. The job description;
 - x. Uploading mechanism for supporting materials (i.e., cover letter, resumé, portfolio, etc.) where applicable;
 - xi. Compensation disclosure, as per the introduction of Bill 149;
 - xii. Disclosure of the use of Artificial Intelligence (AI), as per the introduction of Bill 149;
- c) Space to request accommodations;
- xiii. Names, positions, relationship to the applicant and contact information of references, where appropriate, and affirmation the applicant has notified references that they may be contacted;
- d) List of suggested relevant contacts for applicants to inquire about the position;

- e) Due date and time for submission of application;
- xiv. Information on the interview posting, including dates when interviews will be held; and,
- xv. Statement that an incomplete application package constitutes a basis for rejection of the applicant.

7.2 The exact same set of approved questions shall be used for **all** AMS positions of the same level. In order to enhance accessibility, recruitment, and to be consistent with the principle of AMS experience not being a prerequisite for AMS positions, the questions shall be broad in nature and largely designed to elicit responses regarding desired qualities, attributes, motivation, and character.

7.3 Until given the opportunity for an interview, all initial applications shall be seen on the online application system by the respective hiring panel.

7.4 For rehire applicants refer to section 16.

Section 8: Pre-Interview Notice for Applicants

~~8.1~~ Applications for all positions shall be submitted to the AMS online application system. In circumstances where a lottery is required, the Human Resources Office will ensure proper execution and review eligibility of applications where applicable.

8.2 Whenever possible, ~~names of~~ candidates will be notified of their at least 24 hours in advance of their interview times, for all positions. In the event this provision is not met, the hiring panel shall acquire written or verbal confirmation from applicants regarding their interview times. This shall be noted on the application page.

8.3 Should an applicant miss their initial scheduled interview without notice, the hiring panel reserves the right to not reinterview the applicant.

8.4 The pre-amble should be emailed to the candidate ahead of time, to ensure that proof of eligibility can be recorded. If the candidate does not respond to the pre-amble in a written form before the interview, it will be documented in the interview notes.

Section 9: Waged Staff and Volunteer Pre-Selection

9.1 Applications are evaluated based on qualities, attributes, motivations, and character required for the position in which the applicant is applying. The Talent Acquisition Manager verifies applicants' eligibility for the position to ensure applicant meets the predetermined criteria.

9.2 After scoring eligible applicants' responses to application questions with pre-determined criteria on the online application system, hiring panels shall make every effort to have a minimum of a 3:1 ratio of eligible applicants taken to an interview to the number of positions available, subject to the approval of the Human Resources Office. This threshold does not need to be met if the job does not receive enough applications to successfully fulfill this ratio.

9.2.2 In the event that there are ties in scores on the online application system between eligible applicants when offering interviews, every effort shall be made to take the higher ratio of eligible applicants to an interview.

9.3 For any waged staff, committee member, or general volunteer positions, where the total number of interviews would exceed 200, the Department Head shall have the authority, subject to the approval of the Human Resources Office, to reduce the number of applicants to receive interviews to 200 via one of the following two methods:

- xvi. The number of applicants to receive interviews may be reduced based on an evaluation of the applicants' written responses to the questions that appear on the online application system.
- xvii. The number of applicants to receive interviews may be reduced through a lottery. The logistics of the lottery shall be determined by the Human Resources Office, which is responsible for administering the lottery. Up to 20% of total eligible applicants may be removed from the lottery process if their applications are determined to be insufficient in satisfying the hiring panel's pre-determined criteria.

Section 10: Hiring Panels

10.1 The Executive-elect and all members of AMS hiring panels shall participate in a Hiring Equity Training, including Interview Bias Training on the HRIS (Human Resources Information System) as directed by the Human Resources Office, prior to hiring for any AMS position.

10.2 The hiring panel for Senior Managers (Directors, Commissioners, or Head Managers), must consist of 1 Permanent Staff member and 2 Executive-Elect.

10.3 The hiring panel for Assistant Managers that report directly to a Permanent Staff member must consist of 1 Permanent Staff member and 1 Executive-Elect, or 2 Permanent Staff members.

10.4 The hiring panel for Assistant Managers that report directly to a Senior Manager must consist of 1 Executive-Elect and 1 Senior Manager. If the Executive-Elect is not available, a Permanent Staff member can substitute.

10.5 The hiring panel for Supervisors must consist of 1 Senior Manager and 1 Assistant Manager.

10.6 The hiring panel for Waged Staff and Volunteers must consist of 1 Senior Manager and 1 Assistant Manager. If a department has a Staff Relations Assistant Manager, efforts shall be made to ensure that is the AM involved in the panel. If either the Senior Manager and/or all Assistant Managers are unavailable, an Executive-Elect and/or Permanent Staff Member may substitute.

10.7 New member of the Board of Directors are ratified by the Corporation at the Corporate Annual General Meeting. They shall be recommended by a Nominating Committee as outlined in Section 3.3.2 of the Corporate By-Laws.

10.8 Members of a hiring panel shall declare a conflict of interest to the Human Resources Office in advance of an interview where there is any significant existing or past relationship with an applicant. Where reasonable, no hiring panel member shall conduct an interview with an applicant who is their current or former partner, current, former, or planned housemate, or to whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary. Members of the hiring panel that know an applicant shall speak last when deliberating on the applicant.

10.9 The hiring panel shall ultimately be responsible for all hiring decisions and shall be the sole hiring panel should a second round of interview occur, unless otherwise specified by the Executive and/or the Human Resources Office.

Section 11: Interviews

11.1 All applicants for the same position shall be asked the same set of core interview questions subject to each round. All questions must be finalized prior to that specific position's first interview and approved by the Human Resources Department.

11.2 In the event that an applicant has identified a secondary or tertiary position for which the hiring committee may not be the same, the applicant may be asked to conduct a second

interview. The hiring panel may evaluate the candidate's qualities for the alternative positions identified by the candidate.

11.3 Follow-up questions designed to elicit a clearer response, eliminate confusion, or address a particular area of concern or uncertainty that may have arisen may be asked after an applicant has answered a question. Hiring panels may also ask follow-up questions based on answers provided in their written application. To preserve fairness, such questions should be kept to a minimum and should be posed only when there is substantial reason.

11.4 A second round of interviews may be held at the discretion of the hiring panel, the Executive-Elect and the Human Resources Office. The panel is not obligated to include all applicants in the second round. This interview may be used as a best-of-fit to determine whether the applicant is a good fit for the position they have applied for.

11.5 Either round of interview, at the discretion of the Executive-Elect and in consultation with the Human Resources Office, may include an interactive component.

11.6 If, at the conclusion of interviews and application review, the hiring panel is not satisfied with any of the applicants, then it may reopen the entire process, once all applicants have been notified of being unsuccessful. Similarly, if the panel receives what it deems to be too few applications, then it may extend the application and re-advertise if the interview panel feels as if the applicants aren't deemed to be an appropriate fit for the position

Section 12: Interview Evaluation of the Applicant

12.1 Each member of the hiring panel shall score the most updated interview rubric for each applicant while the interview is taking place directly on the online application system where it is confidentially kept and stored by the Human Resources Office. Each member of the hiring panel is responsible for uploading their interview rubric to the recruitment system.

12.2 Evaluations on individual applicants may occur during the interview process, however, no comparisons shall be made between applicants until all interviews have concluded for the respective position.

12.3 Evaluations on individual applicants shall refer primarily to the essential criteria pre-determined by the hiring panel and is based upon the evaluation current interview rubric. All criterion is reviewed by the Human Resources Office prior to the scheduling of interviews.

Section 13: Reference Checks

13.1 Reference contacts for managerial applicants are required, however, it is at the discretion of the hiring manager whether references are contacted.

Section 14: Selection

14.1 Selection of the successful candidate shall be made on the basis of the interviews and written applications.

14.2 The hiring panel for managerial positions shall have the authority to offer an applicant a managerial position for which they did not apply, subject to the approval of the responsible Executive Elect.

Section 15: Post-Interview Notice to Applicants

15.1 The hiring panel shall strive to notify all applicants of the outcome of the hiring panel's decision within 96 hours of the last interview

15.2 All successful candidates will be sent their job offer by the Talent Acquisition Manager. The hiring panel shall email the successful applicant(s) first. At this time, confidentiality shall be requested of the applicant and maintained by the hiring panel, until all unsuccessful applicants have been notified.

15.3 The successful candidate will be given 48 hours to consider the position they have been offered if necessary. Once an applicant has accepted the position, the hiring panel shall make every reasonable effort to notify all unsuccessful applicants as soon as possible.

15.4 Rehire applicants of AMS Service Staff positions shall be notified of their successful rehiring not before the third week of April of the year in which their current contract is completed. Should services close prior to this week, and/or if all eligible rehire applicants are successful, applicants may be notified earlier subject to the approval of the current Vice President (Operations) and Human Resources Office.

Section 16: Rehires

16.1 Services shall be permitted to rehire up to a maximum of 30% of their total Service Staff or general volunteers.

- xviii. This applies to all services except for the Queen's Pub, which will have a permanent model of hiring where employees will fulfill requirements until they are unable to fulfill working requirements (eg graduating, will not be here for the semester/summer, etc.)

16.2 If the service plans to hire six (6) or more total Supervisors, the outgoing management team has the authority to rehire a maximum of two (2) Supervisors from the current team. If the service plans to hire a total of less than six (6) Supervisors, the outgoing management team has the authority to hire a maximum of one (1) Supervisor from the current team.

16.3 The eligibility of applicants for rehire is subject to Section 2 and 3 of this Policy.

16.4 Notwithstanding limits on the rehire rate, Queen's StuCons and Queen's Pub Services are permitted to rehire as many staff as desired for rehire.

16.5 Notwithstanding the limits on rehire rate, Common Ground Coffeehouse is permitted to rehire up to a maximum of 50% of their total service Staff.

16.6 The rehiring of individuals will be based on their ability to aid in the training of new employees; their ability to provide leadership to new employees; and the level of continued excellence they would provide.

Section 17: Commencement of Employment

17.1 Prior to commencing work, all employees and appointees shall be made fully aware of their job descriptions, any remuneration, any training requirements and the expectation that they be compensated, time requirements, and all relevant rules and regulations. They shall also be made aware of this Policy and the AMS Standards of Performance and informed as to how to access them at any time.

17.2 All incoming members of Senior Management and Assistant Managers shall be required to sign a Non-Disclosure Agreement prior to the commencement of their employment. It shall be the responsibility of the Executive-Elect and the outgoing Human Resources Manager to ensure that this occurs no later than the last day of April.

17.3 All employees shall be required to sign an employment contract prior to commencement of their employment. No employee shall receive remuneration without having signed a contract. This contract shall reference their job description, remuneration, time requirement, entitlement to notice on dismissal, and all relevant rules, regulations, and any policy by which the employee is governed.

17.4 All volunteers shall be required to sign a Volunteer Agreement prior to commencement of their position. This agreement shall reference their volunteer responsibilities, any remuneration (if applicable), time requirement, entitlement to notice on dismissal, and all relevant rules, regulations, and any policy by which the volunteer is governed.

Section 18: Ratification

18.1 All successful applicants for the position of office Directors and service Head Managers shall be informed that offers of employment are contingent on ratification by the Board of Directors.

18.2 The Board shall normally refuse to ratify only if it deems the hiring process to have been sufficiently flawed so as to have substantially affected the hiring panel's decision; or if it concludes on the basis of clear and compelling evidence that has come before it, that the integrity and general welfare of the corporation or one of its services would be placed in jeopardy. In the event the Board does not ratify someone, it shall direct the hiring panel to either select another candidate from the original pool of applicants or to reopen applications.

18.3 All successful applicants for the position of commissioner, and members of the judicial affairs office and judicial committee shall be informed that offers of employment are contingent on ratification by Assembly.

Section 19: General Office Support Staff/Casual or Limited Term Work

19.1 In the event that a Head Manager determines their service needs to hire additional staff in response to either employee loss or increased work volume, they may request to open a job posting, which they can do so by contacting the Talent Acquisition Manager.

19.2 For services that remain open during the summer and require waged staff, every effort shall be made during the winter hiring period to ensure that positions are filled from the winter applicant pool. However, in the event a position(s) is not filled or if the service requires summer staff for unforeseen circumstances, then the service may undertake hiring during the spring or summer hiring periods upon receiving the authorization of the Vice President (Operations) and the Human Resources Office

19.3 All summer staff must fulfill the eligibility requirements laid out within this Policy; excluding being enrolled in classes for that particular summer. Past employees who have graduated and will not be returning AMS members may only work over the summer after all efforts have been made to fill the positions AMS members.

Section 20: Spring Term Hiring Period

20.1 Given the requirements of Tricolour Outlet to operate during Orientation Week with a full staff, Tricolour Outlet shall conduct hiring for 100% of their staff in the spring hiring period if desired, subject to the approval of the Vice President (Operations).

20.2 Given the requirements of the Queen's Journal to operate during the summer with a full staff, the Queen's Journal shall conduct hiring for 100% of their staff in the winter hiring period if desired, subject to the approval of the Vice President (Operations).

20.3 Relevant hiring panels shall base their selection from the applicant pool solely on merit and thus shall not give preference to Work Study students on the basis of any perceived financial advantage accruing to an AMS service arising from wage subsidies available under the Work Study Program.

Section 21: Summer Term Hiring Period

21.1 Hiring for 100% of the AMS volunteers and employees on 8-month contracts will commence in the summer, to ensure smooth transition and full attention to the hiring period by the Human Resources Office and all managerial positions.

21.2 Incoming first-year students will be eligible to be hired for all employment opportunities within the AMS. However, this is conditional on the basis of their AMS fees being paid in the upcoming school year. A written agreement to pay fees, as well as confirmation of fees with their direct supervisor (either a Commissioner, Director, Head Manager, or Exec) once these have been paid. If the employee does not pay their AMS fees, their contract is considered null and void and will be terminated effective immediately.

21.3 If any positions during the summer hiring period are unable to be filled for any reason, the positions will either be closed for the Fall Hiring Period or applications will be reopened or extended, in the discretion of both the Hiring Manager and the Talent Acquisition Manager.

Section 22: Fall Term Hiring Period

22.1 Positions filled in the winter or summer hiring periods that have since been made vacant should be made available to any eligible AMS member.

22.2 Services such as Society 58 reserve the right to set aside and hire a small number of their Service Staff in the Fall Term Hiring Period, specifically with a focus on first-year students. This is subject to the approval of the Vice President (Operations).

Appendix One: Application Rubric

This is the rubric used to score both no-named application questions:

Score	Demonstration of Required Quality
5	Applicant demonstrates required quality thoroughly in their response. Their answer shows they will excel in all aspects of this position requirement and exceeds the expectations of the panel.
4	Applicant adequately demonstrates required quality in their response.
3	Applicant demonstrates required quality somewhat but would be able to meet this position requirement with little training.
2	Applicant demonstrates little of the required quality in their response and would need some training to meet this requirement of the position.
1	Applicant did not demonstrate required quality in their response and would require a great deal of training in order to meet position requirement.
0	Applicant did not demonstrate required quality in their response, and it is unlikely training would allow them to meet this expected requirement.

Appendix Two: Official Accommodation Plan for Full-Time Managerial Positions

To Take More than 9.0 Units per Semester

Employment as a Senior Manager for the Alma Mater Society (AMS), be it as an Office Director, Commissioner, or Head Manager, is a full-time position with a weekly commitment ranging between 30 and 40 hours, depending on the position. At Queen’s University, each 3.0-unit course is expected to average approximately 10 hours of work per week. With this in mind, the AMS has a policy that limits Senior Managers and full time Assistant Manager positions to a maximum of 9.0 units per semester (see section 2.2.1 of the **Hiring and Appointment Policy and Program Manual**). The AMS understands that, due to personal circumstances, some Senior Managers may need to enrol in additional units per semester. This Official Accommodation Plan has been created so that the applicant can have a successful term as a Senior Manager while also maintaining a heavier course-load.

This accommodation plan is intended to be filled out after a discussion with the applicant’s direct report during the job offer. This discussion should lead to a mutual understanding that even though the applicant is not eligible for the role, they will be offered the position. This accommodation plan must be reviewed by appropriate stakeholders and signed by both the direct report and the applicant before an employment contract is signed.

The ideal time frame for the completion of this document is as follows:

- xix. Applicants will identify if they plan on taking more than 9.0 units per semester in their interview when prompted in the interview pre-amble. If so, they will be considered ineligible for the role.
 - xx. If they are the sole applicant, or for other reasons the only applicant fit for the role, the direct report will inform them during the job offer that a discussion must ensue over the coming days regarding an accommodation plan.
1. The direct report must, once discussed with the applicant, complete the accommodation plan (see next page).
 - xxi. The plan must be reviewed by all appropriate stakeholders and signed by both the applicant and the direct report.
 2. An employment contract may be shared and signed.

Should this plan be accepted, the direct report is to review the performance of the employee after the first month of each term. It is important to understand that the AMS is under no obligation to accommodate employees who are ineligible for the role in which they are hired to. Should this plan prove to be ineffective in allowing the employee to complete their contractual obligation, they will be eligible to undergo a review of employment in accordance with the Standards of Performance.

Monitoring

Monitoring for compliance of this accommodation plan will be carried out by...

Responsibility and/or contact person	HR Office
Approved by	Board of Directors
Date Initially Approved	March 30, 2023
Date of Last Revision	April 12, 2026
Date of Next Review	March 30, 2027
Related Policies, Procedures, and Guidelines	Hiring and Appointment Policy and Procedures, Standards of Performance

Accommodation Plan

Applicant Name: [Insert Name]	Position: [Insert Position Name]
Direct Report: [Name of President, VPOPS, VPUA]	Term: [Insert Term]
Reason for requesting accommodation: [To be filled out by direct report after a discussion with the applicant.]	
Recommended accommodation plan: [To be filled out by direct report after a discussion with the applicant. Needs to include specific, measurable, attainable, relevant, and timely goals that can allow the applicant to successfully complete their role while also being enrolled in an excess on 9.0 credits each semester. The plan must also state a specific timeline to review the performance of the employee. For example, an actionable accommodation may be reducing the duties of the role. If this is the solution, this plan must also state who will take on those roles and how this will be communicated across the organization.]	

Review Process

Stakeholder Position	Date of Accommodation Plan Review
President-Elect <i>(if not the Direct Report)</i>	
Vice-President (Operations)-Elect <i>(if not the Direct Report)</i>	
Vice-President (University Affairs)-Elect <i>(if not the Direct Report)</i>	
Human Resources Officer	
General Manager <i>(only if position is a Commissioner or Director)</i>	
Operations Officer <i>(only if position is a Head Manager)</i>	

Signatures

Applicant

Date of Signature

Direct Report

Date of Signature

THIS ENTIRE PLAN MUST BE COMPLETED BEFORE AN EMPLOYMENT CONTRACT IS SIGNED AND THEN PLACED IN THE APPLICANT'S EMPLOYEE FILE

Monitoring

Monitoring for compliance with this Policy and relevancy of this Policy will be carried out by the Human Resources Office each year, specifically leading up to and during hiring periods in the fall and winter semesters.

Contact person	<i>Talent Acquisition Manager</i>
Date of next review	<i>January 2027</i>
Related policies, procedures, and guidelines	<i>AMS Standards of Performance AMS Volunteer Policy and Procedures Manual</i>
Policies superseded by this policy	<i>AMS Corporate by-laws</i>