



## NON-ACADEMIC STAFFING POLICY

---

**Effective Date:** April 15, 2025

**Approval Authority:** Vice-President,  
Services and Sustainability

**Supersedes /Replaces:** HR-2 - April 22, 2002  
HR-3 - April 22, 2002  
HR-7 – April 22, 2002  
HR-9 - April 22, 2002

**Policy Number:** HR-2

---

### PREAMBLE

Concordia University (the “University”) is committed to ensuring an equitable and inclusive working environment for members of its community. The University supports their professional development and career mobility within the University, in order to meet its objectives and to maintain its growth.

### SCOPE

This Policy applies to the following Employees (as defined below) who are not governed by any collective or association agreement and excludes casual employees:

- Full-time and part-time extended-term non-academic Employees who are employed under consecutive and uninterrupted employment agreements for one year or more. For greater clarity, the regular weekly hours of full-time Employees are at a minimum of 35 hours, and the regular weekly hours of part-time Employees are less than 35 hours.
- Full-time and part-time short-term non-academic Employees who are employed on employment agreements that have a duration of less than one year.

### PURPOSE

The purpose of this Policy is to ensure that positions are staffed in a consistent, equitable, and meritorious manner. It also serves to outline the parameters for Probation Periods (as defined below), which allow the University time to assess an Employee’s performance and suitability for a position.

## NON-ACADEMIC STAFFING POLICY

---

Page 2 of 6

### DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Employee(s)” means any full-time or part-time non-academic employee of the University, not already governed by a collective or association agreement, and excluding casual employees.

“Matrix Manager” refers to a supervisor who holds a dotted line reporting relationship with the Employee, as defined in the Employee’s job profile.

“Probation Period(s)” refers to the initial period of 120 days worked starting from the date of hire of any new Employee or the 120 days worked from the start date of the assignment of a current Employee to another position. As agreed upon between the manager and Human Resources, the initial period may be reduced or increased based upon, but not limited to, factors such as the term of the employment agreement and previous employment agreements.

“Temporarily Vacant Position(s)” means a position temporarily vacated for reasons of maternity, parental or adoption leave, short-term or long-term disability leave or any other authorized leave.

“Vacant Position(s)” means a position newly created or permanently vacated by its incumbent.

### POLICY

#### Staffing

1. Candidates are selected on the basis of, including but not limited to, their professional qualifications, education, skills, aptitudes, experience and requirements of the position and institutional needs. The selection is carried out objectively, equitably and in compliance with relevant legislation.
2. The University encourages the fulfillment of Employees’ career interests and aspirations, as appropriate. The staffing process therefore normally gives first consideration to Concordia Employees but does not exclude the possibility of external recruiting as part of specific human resources planning or staffing programs.

## NON-ACADEMIC STAFFING POLICY

---

Page 3 of 6

3. Decisions related to candidate selection are made by the hiring manager, in consultation with Human Resources, and taking into consideration the provisions of the *Policy on Employment and Remuneration of Managerial and Other Employees Not Governed by a Collective or Other Agreement* ([HR-39](#)), the *Employment Equity Policy* ([HR-8](#)), the *Policy on Conflict of Interest* ([BD-4](#)), the *Code of Rights and Responsibilities* ([BD-3](#)) and any other [University policies](#) or any legislation, as applicable.
4. Any Employee hired, promoted, transferred or otherwise appointed to a Vacant Position or Temporarily Vacant Position is subject to a Probation Period.
5. The University ensures that recruitment processes are clear, and devoid of any systemic discrimination. There are a broad range of methods to assess applicants against selection criteria. The hiring manager, in consultation with Human Resources, chooses the most appropriate method of assessment to allow for a consistent, objective and effective selection process.
6. The University ensures that all applications are treated with the appropriate confidentiality. Selection committees are required to adhere to a confidentiality statement as well as the *Policy on Conflict of Interest* ([BD-4](#)).
7. The University recognizes that learning and integration into a new position is an investment for both the Employee and the University. As a result, applicants are encouraged to have a minimum of one year in their current position at the University prior to applying to another position.

### Posting, Interview and Selection

8. The hiring manager collaborates with Human Resources in identifying the appropriate recruiting procedure, taking into consideration, but not limited to, outreach, inclusion, accommodations, costs, documentation of the recruitment process and overall recruiting activities, the image and reputation of the University and professional recruiting ethics and practices.
9. Vacant Positions and Temporarily Vacant Positions are normally posted on the [University's career website](#). The decision not to post a position or to limit the posting period is made by the hiring manager, in consultation with Human Resources. Such a

## NON-ACADEMIC STAFFING POLICY

---

Page 4 of 6

decision may be justified for reasons including, but not limited to, internal restructuring, urgency to fill positions or special circumstances.

10. Positions will normally be posted on the [University's career website](#) for ten working days and may be posted on other external websites as appropriate.
11. The University encourages interviewing qualified candidates for posted positions as shortlisted by the hiring manager, in consultation with Human resources.
12. The University recognizes that it is preferable to conduct in-person interviews with prospective candidates. When agreed upon in advance and when a remote interview may not be suitable, for candidates who are solicited for interviews and who do not reside in the immediate area (outside a radius of 150 kilometers) of the designated location of the interview, the hiring department may defray the costs of travel, lodging and meals, in accordance with the *Travel and Conference Policy* ([CFO-3](#)).
13. If deemed appropriate, the University may also choose to conduct remote interviews.
14. Human Resources will verify and validate information provided during the recruitment process in order to ascertain suitability for employment. This will be done through a variety of means, such as:
  - Reference checks from the candidate's previous employment as authorized by the applicant on the reference consent form. The University reserves its right to validate references within the organization and when deemed appropriate conduct education/credential verifications, in accordance with the *Employment References Policy* ([HR-35](#));
  - A criminal record check for certain positions, with third party providers and with the applicant's consent;
  - Proof of eligibility to work in Canada;
  - Job related testing (for example, technical, language, and computer skills);

## NON-ACADEMIC STAFFING POLICY

---

Page 5 of 6

- Pre-employment fitness-for-duty evaluations for certain positions (for example, where potential health and safety risks may exist).

### Employment Agreements or Appointments/Hires

15. Human Resources must be consulted prior to the hiring manager engaging in any discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.
16. Following consultation with Human Resources, the hiring manager shall make a recommendation to their supervisor regarding the conditions of employment.
17. Once a candidate has been selected, Human Resources extends the formal employment offer. Salary offers/commitments must not be made without the prior approval of Human Resources and as applicable, the Associate Vice-President, Human Resources and the relevant Vice-President or President.
18. The employment agreement specifies the position, term, remuneration, benefits, severance, if applicable, and any other relevant conditions of employment.
19. The employment agreement must conform to the University employment agreement template and must be prepared by Human Resources, in consultation, when appropriate, with the University Secretariat, prior to its signature. It shall bear two levels of signatures, alongside the candidate's signature.

### Probation Periods

20. The Employee on a Probation Period is evaluated both at mid-term and at the end of the Probation Period by their manager and the Matrix Manager, if applicable.
21. Areas to be appraised are, but not limited to, skills, competencies, knowledge, progress, quality of the work, reliability, trustworthiness and teamwork. The Employee will be given feedback and coaching to maximize their success and opportunity to improve during the Probation Period.

## NON-ACADEMIC STAFFING POLICY

---

Page 6 of 6

22. During their Probation Period, should an Employee be absent, the Probation Period will be suspended until their return, and the Probation Period end date extended.
23. The manager notifies Human Resources when it appears that an Employee will not successfully complete the mid-term Probation Period evaluation. If the Employee's performance does not improve in the weeks following this evaluation, the manager must consult with Human Resources to determine the best course of action, as soon as possible before the final Probation Period evaluation.
24. An Employee who has not successfully completed the mid-term Probation Period evaluation must be notified of the next steps, which may include extension of their Probation Period, additional training or other actions, which may include termination.
25. The Probation Period may be extended up to half the length of the original period at the request of the manager. Before informing the Employee of an extension, the manager must consult with Human Resources. Human Resources issues a revised schedule informing the Employee of the new Probation Period end date.
26. At any time during the Probation Period, and in consultation with Human Resources, a newly hired Employee who does not meet position requirements or has not been deemed suitable for the position and who has been previously notified, may be terminated and provided appropriate notice or pay in lieu, in accordance with the [\*Act respecting labour standards, CQLR, chapter N-1.1.\*](#)
27. If cause for termination exists at any time during the Probation Period of an Employee, the manager can elect, after consulting with Human Resources, to dismiss the Employee.
28. If the terms and conditions of an Employee's employment agreement are different than the present Policy, the employment agreement applies.
29. The Probation Period documentation forms part of the Employee file.

### Policy Responsibility and Review

30. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Vice-President, Services and Sustainability.