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# **Academic Appointment Guidelines**

**September 2003**

Faculty of Health Sciences



# Academic Appointment Guidelines

## September 2003

These guidelines are intended to assist you with the processes that are used in making personnel decisions for faculty (appointment, reappointment, continuing appointment, renewal, tenure, promotion, *etc.*). This document is to be used as a reference document only and the official policies and procedures are described in the relevant governing documents. Geographically Full-Time (GFT) and Adjunct Group 1, 2 and 3 faculty members are governed by the Senate regulations. All other faculty, save those who are listed under Article 1.2, item 7 of the Collective Agreement, are members of the bargaining unit and are governed by the Collective Agreement between Queen's and the Queen's University Faculty Association (QUFA).

The following personnel procedures occur on an annual basis. The Faculty Office will notify departments and schools of the commencement of the process as follows:

| Date of Reminder | Procedure  | Date Due in Faculty Office                              |
|------------------|--|---|
| Feb/Mar          | Reappointment, renewal, tenure and promotion for members of the bargaining unit (Collective Agreement) | Dec 15 <sup>th</sup>                                    |
| Feb              | Professor Emeritus status  | mid-Mar   |
| Feb/Mar*         | Reappointment for Adjunct 1s (Senate)  | May 15 <sup>th</sup>                                    |
| Feb/Mar          | Review of cross-appointments   | May 15 <sup>th</sup>                                    |
| May/Jun          | Reappointment, renewal and tenure for GFTs (Senate)  | Nov 15 <sup>th</sup><br>Nov 22 <sup>nd</sup> for tenure |
| Aug/Sep          | Queen's National Scholar (QNS) applications  | late-Nov  |
| Sep              | Sabbatical/academic leave for all faculty  | Oct 15 <sup>th</sup>                                    |
| Sep/Oct*         | Promotion for GFTs, Adjunct 1s, 2s and 3s (Senate)   | Feb 22 <sup>nd</sup>                                    |
| Nov/Dec          | Renewal of term, renewable, initial and continuing-track adjuncts (Collective Agreement)               | mid to late-Apr   |
| Dec              | Reappointment for Adjunct 2s and 3s (Senate)   | May 15 <sup>th</sup>                                    |

\* The University and the Queen's University Faculty Association will be commencing a round of collective bargaining to reach a first Collective Agreement for Adjunct 1s who meet the description of the bargaining unit. Upon approval and ratification of a Collective Agreement, terms and conditions of work in individual contracts, where the Adjunct 1 instructor is deemed to be included in the bargaining unit, will be superseded by the Collective Agreement.

In the case of department heads who are applying for reappointment, renewal, tenure or promotion, the Dean (or delegate) is to be asked to serve in the capacity of Head.

Senate regulations can be found on the Queen's University web site at <http://www.queensu.ca/secretariat/senate/policies>. The Collective Agreement is available on-line in PDF format at <http://www.queensu.ca/qufa>. Copies of the Collective Agreement can be obtained from the QUFA Office at 533-2151.

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# TABLE OF CONTENTS

## **APPOINTMENT TYPES GOVERNED BY SENATE REGULATIONS**

|  |    |
|--|----|
| <i>Tenure-Track GFT</i> .....  | 1  |
| <i>Special GFT</i> .....   | 1  |
| <i>Non-Renewable GFT</i> .....   | 1  |
| <i>Replacement GFT</i> .....   | 2  |
| <i>Adjunct Appointments</i> .....  | 2  |
| <i>New &amp; Replacement GFT Appointments</i> .....                            | 3  |
| <i>New Adjunct 1 Appointments</i> .....  | 6  |
| <i>New Adjunct 1 and 2 Appointments Requiring Hospital Privileges</i> .....    | 6  |
| <i>Reappointment/Renewal/Tenure</i> .....                                      | 9  |
| <i>Reappointment of Adjunct 1 Faculty</i> .....                                | 10 |
| <i>Reappointment of Adjunct 2 &amp; 3 Faculty</i> .....                        | 10 |
| <i>Promotion for All Appointments Governed by the Senate Regulations</i> ..... | 11 |

## **APPOINTMENT TYPES GOVERNED BY THE COLLECTIVE AGREEMENT**

|  |    |
|--|----|
| <i>Tenure-Track</i> .....  | 12 |
| <i>Special</i> .....   | 12 |
| <i>Non-Renewable</i> .....   | 12 |
| <i>Non-Renewable Replacement</i> .....   | 13 |
| <i>Spousal/Partner Non-Renewable Replacement</i> .....                           | 13 |
| <i>Adjunct Appointments</i> .....  | 13 |
| <i>New Appointments</i> .....  | 15 |
| <i>Reappointment/Renewal/Tenure/Continuing Appointment &amp; Promotion</i> ..... | 17 |

## **OTHER TYPES OF APPOINTMENT**

|  |    |
|--|----|
| <i>Cross Appointments</i> .....          | 20 |
| <i>Joint Appointments</i> .....          | 20 |
| <i>Professor Emeritus Status</i> .....   | 20 |
| <i>Visiting Professors</i> .....         | 21 |
| <i>Postdoctoral Fellows</i> .....        | 21 |
| <i>Reduction in Responsibility</i> ..... | 22 |

## **OTHER USEFUL INFORMATION**

|   |    |
|---|----|
| <i>Research Initiation Grants</i> ..... | 23 |
| <i>Advertising</i> .....                | 23 |
| <i>Waiving of Advertising</i> .....     | 24 |
| <i>Employment Equity</i> .....          | 24 |

## **APPENDICES**

|   |    |
|---|----|
| <i>I Principles and Practices of Recruiting – A Checklist</i> .....   | 25 |
| <i>II Physician Recruitment Flow Chart – Permission to Recruit a GFT</i> .....                              | 28 |
| <i>III Physician Recruitment Flow Chart – Permission to Recruit a Clinical Adjunct (Group 1 or 2)</i> ..... | 29 |
| <i>IV Physician Recruitment Flow Chart – Permission to Appoint a GFT</i> .....                              | 30 |
| <i>V Physician Recruitment Flow Chart – Permission to Appoint a Clinical Adjunct (Group 1 or 2)</i> .....   | 31 |
| <i>VI Recruitment and Physician Impact Analysis</i> .....   | 32 |
| <i>VII Medical Staff Application Procedure Check List – For Use by Department Head</i> .....                | 39 |
| <i>VIII Medical Staff Application Procedure Check List – For Use by Medical Staff Office</i> .....          | 40 |
| <i>IX Adjunct (Group 1) Teaching Appointment Recommendation Form</i> .....                                  | 41 |
| <i>X Faculty of Health Sciences Data Sheet</i> .....  | 42 |
| <i>XI Faculty of Health Sciences Data Sheet – Reference Guide</i> .....                                     | 43 |

## APPOINTMENT TYPES GOVERNED BY SENATE REGULATIONS

See Senate Regulations Governing Appointment, Renewal of Appointment, Tenure and Termination of Academic Staff as last amended March 2, 1995

<http://www.queensu.ca/secretariat/senate/policies/appointm/index.html>

### DEFINITIONS

#### **Tenure-Track GFT**

Physicians whose compensation is derived from the University and the Faculty's Alternative Funding Plan (AFP) or within the Terms of Appointment for Geographically Full-Time Staff.

**Renewable** Initial appointment, usually for a term of three (3) years. In the final year of this appointment, the appointee is entitled to be considered for renewal of appointment for a further three (3) years.

**Renewed** Usually for a term of three (3) years, the appointee is entitled to be considered for tenure in the final year of this appointment.

**Tenured** An appointment recognized by the University as entitling the appointee to continued employment until normal retirement age.

#### **Special GFT**

Physicians whose compensation is derived primarily from the Faculty's AFP or within the Terms of Appointment for Geographically Full-Time Staff. Special appointments are offered for a specified term, normally for a period of three (3) years. Appointees may be offered reappointment subject to available salary support and following successful review in the final year of the term.

Not later than the beginning of the final year of the Special appointment, the Head must inform those appointees who receive funding from sources external to the University's operating grants, in writing, of the prospects for continued employment within the department. This is particularly critical when the source of external funding is due to end. **Note that failure to so notify the appointee may result in the department's having to provide salary support for that individual for a further year.** Refer to Senate Statement on Special Appointees approved January 24, 1991 at <http://www.queensu.ca/secretariat/senate/policies/spappts.html>.

#### **Non-Renewable GFT**

An appointment for two (2) years or less that is expressly stated to be non-renewable. In special circumstances, a department may request that it be renewed for a further year.

## **Replacement GFT**

An appointment to replace a named appointee on an extended leave of up to three (3) years. The opportunity for reappointment is restricted in the same manner as for holders of non-renewable appointments.

## **Adjunct Appointments**

**Students, including residents and postdoctoral fellows, are not eligible to hold adjunct appointments.** For full details of Adjunct appointments, please refer to the Senate Statement on Adjunct Academic Staff and Academic Assistants at <http://www.queensu.ca/secretariat/senate/policies/adjunct/index.html>.

- Adjunct (Group 1)\*** An appointment for one (1) year or less for persons who give their services to the University for some or no return with the contract ending on June 30<sup>th</sup>. Appointees do not normally receive a salary that is paid monthly through the University payroll but they may receive a small stipend in compensation for teaching or other contributions. Appointments may be renewed on an annual basis, July 1<sup>st</sup>, upon the recommendation of the Head of department.
- Adjunct (Group 2)** An appointment of a physician for one (1) year or less for persons who are engaged to perform a prescribed and limited range of academic/clinical duties. Appointees normally receive compensation that can vary in amount and can receive up to full-time remuneration. Appointments may be renewed on an annual basis, July 1<sup>st</sup>, upon the recommendation of the Head of department.
- Adjunct (Group 3)** Group 2 appointees who are in their fifth consecutive year of appointment are advanced to Group 3 which gives them additional rights and privileges. Appointments may be renewed on an annual basis, July 1<sup>st</sup>, upon the recommendation of the Head of department.
- Academic Related** An appointment for one (1) year or less for physicians who deliver clinical services and who receive T4A income derived from the AFP. All appointees will also have an Adjunct (Group 1) appointment.

\* The University and the Queen's University Faculty Association will be commencing a round of collective bargaining to reach a first Collective Agreement for Adjunct 1s who meet the description of the bargaining unit. Upon approval and ratification of a Collective Agreement, terms and conditions of work in individual contracts, where the Adjunct 1 instructor is deemed to be included in the bargaining unit, will be superseded by the Collective Agreement.

## **New & Replacement GFT Appointments**

See Senate Regulations Governing Appointment, Renewal of Appointment, Tenure and Termination of Academic Staff as last amended March 2, 1995 and

Statement on Adjunct Academic Staff and Academic Assistants last revised June 23, 1994

<http://www.queensu.ca/secretariat/senate/policies/appointm/index.html> and

<http://www.queensu.ca/secretariat/senate/policies/adjunct/index.html>

**Note – All new positions must be approved by SEAMO**

**Permission to Recruit** (see flow charts attached as Appendices I and II)

1. Upon identification of an approved vacancy, Head confirms availability of funding with the Faculty Chief of Finance. Head completes Southeastern Ontario Health Sciences Centre Recruitment and Physician Impact Analysis Form (attached as Appendix V and also available in electronic format on the Faculty of Health Sciences web site at <http://meds.queensu.ca/staffing.html>) and submits request for permission to recruit to KGH, HDH and, when relevant, PCCC/SMOL. Direct communication may occur between the Head and hospitals to ensure a complete understanding of the impact on hospital resources. Head also to notify Dean's Office in writing that funding availability has been confirmed as above and process is commencing.
2. Upon receiving approval from hospitals to recruit, Head writes to Dean's Office with request for permission to recruit including proposed funding arrangements and reasons for the request; copies of the hospital approvals together with the Southeastern Ontario Health Sciences Centre Recruitment and Physician Impact Analysis Form must be submitted with request.
3. Dean's Office reviews and, upon approval to proceed with the recruitment of a GFT, makes recommendation to VP (Academic) and the Principal. [*For clinical Adjunct recruitments, Dean's Office will be responsible for granting approval.*] Direct communication may occur with the Head to ensure a complete understanding of the impact.
4. Upon receiving permission to recruit a GFT from the VP (Academic) and the Principal, Dean's Office writes to Head confirming that permission to recruit has been granted and advertising may be placed. [*For clinical Adjunct recruitments, Dean's Office will write directly to Head to confirm the granting of permission to recruit.*]
5. Draft advertisement to be reviewed by Staffing Officer/ Associate Dean (Academic Affairs). Faculty positions must be advertised in relevant professional journals and elsewhere considered appropriate. Departmental committee advertises broadly, interviews qualified applicants and identifies preferred candidate. Minutes of all meetings must be kept.

**Permission to Appoint** (see flow charts attached as Appendices III and IV)

6. Once a candidate has been identified *and prior to entering into negotiations with him or her*, Head updates the Recruitment and Physician Impact Analysis Form relative to the candidate and re-submits, together with the candidate's *curriculum vitae* and letters of reference, directly to KGH, HDH and, when relevant, PCCC/SMOL, seeking permission to offer appointment. Complete and detailed information must be provided or the hospital may not be able to meet the expectations of the Department or the candidate.
7. Upon receiving approval to appoint from hospitals, Head writes to Dean's Office to seek permission to offer appointment. This request must include:
  - ☐ the Head's own recommendation which is to include a summary of the candidate's qualifications;
  - ☐ copies of hospital approvals to appoint;
  - ☐ a copy of the advertisement and a record of where it appeared;
  - ☐ a report describing the recruitment process that includes: the names of the departmental appointments committee members, a summary of the number applications received for the position, and the reason(s) why applicant(s) were rejected;
  - ☐ the written recommendation of departmental appointments committee and copies of Minutes of committee meetings;
  - ☐ the candidate's *curriculum vitae*;
  - ☐ letters of reference (at least three);
  - ☐ the southeastern Ontario Health Sciences Recruitment and Physician Impact Analysis Form relative to the candidate; and
  - ☐ any other supporting material considered to be helpful.
8. Dean's Office reviews and, upon approval, notifies Head in writing that discussions with candidate can proceed. During discussions, it will be important for the Head to advise the candidate that only the Principal has authority to grant the appointment and that his/her appointment will not become official until an offer of appointment is received from the Principal and subsequently accepted by the appointee. [*For clinical Adjunct recruitments, the authority to grant appointments has been delegated to the Dean's Offices.*]
9. Following final negotiations with preferred candidate, Head submits the following information to the Dean's Office:
  - ☐ Head's final recommendation which must include:
    - type of appointment;
    - recommended rank\*;
    - term of appointment (start date and duration, normally three years, with term to end on June 30<sup>th</sup>);
    - recommended income (T4 and T4A);

- recommendation for Attending/ Associate Staff privileges at KGH, HDH and, when relevant, at PCCC/SMOL;
  - expectations for mentorship;
  - recommendation for Research Initiation Grant to a maximum of \$30,000 (if applicable) including amount requested; and
  - completed Faculty of Health Sciences Data Sheets for T4 and T4A income.
10. Dean's Office prepares recommendation to VP (Academic) and the Principal and seeks verification from Head on the accuracy of the letter of offer prior to submitting complete file. *[For clinical Adjunct appointments to be made at a rank below Professor, Dean's Office will be responsible for preparing and sending formal offer to preferred candidate and for writing to hospital CEOs regarding hospital privileges; appointments at the rank of Professor\*are approved by the Principal.]*
11. Upon approval of the process and appointment, Principal sends formal offer to preferred candidate and writes to relevant hospital CEOs to recommend appointment of candidate to Attending Staff.
- \* *If appointment is being made to the rank of Professor, a brief biographical sketch of the candidate must also be included.*
12. The offer of appointment cannot be finalized until the candidate has returned a signed copy of the offer together with the completed and signed GFT Physician Declaration and Consent form *[for Adjuncts, latter is only required when appointment is in a converted department or position has been 'rolled-in' to SEAMO]*. He/she cannot register with the Compensation Unit until this information is received and has been entered into the Human Resources system. Dean's Office will notify Head when acceptance and signed form have been received.
13. It must be recognized that hospital privileges will not be advanced until a complete credentials file is available. The departmental and medical administration check lists for this process are attached as Appendices V and VI.

The process of granting hospital privileges involves other accrediting bodies and can be lengthy, but is required by law to be completed within 60 days of receipt of the application in the medical administration office. It is also dependent upon the academic qualifications of the application (LMCC, Royal College of Physicians and Surgeons of Canada specialty, Canadian College of Family Physicians). if an applicant does not possess these qualifications, the Department must provide:

- the applicant's eligibility to sit the exams;
- when the applicant will exercise his/her eligibility; and
- a contingency plan if the applicant is not allowed access, does not exercise access, or is **not successful**.



## **New Adjunct 1 Appointments\*** (not requiring hospital privileges)

See Senate Statement on Adjunct Academic Staff and Academic Assistants  
as last revised June 23, 1994

<http://www.queensu.ca/secretariat/senate/policies/adjunct/index.html>

1. Endorsement by the departmental appointments committee is suggested, following which Head recommends appointment to Dean's Office including:
  - ☐ the contribution the candidate is expected to make to the department;
  - ☐ the rank to which they are to be appointed\*\*;
  - ☐ term of appointment (start date and duration with term to end no later than June 30<sup>th</sup> of following academic year);
  - ☐ candidate's Social Insurance Number and birth date;
  - ☐ up-to-date copy of the candidate's *curriculum vitae*;
  - ☐ completed Faculty of Health Sciences Data Sheet only if the individual is to receive compensation through Queen's; and
  - ☐ where appropriate, Adjunct (Group 1) Teaching Appointment Recommendation Form (attached as Appendix VII and also available in electronic format on the Faculty of Health Sciences web site at <http://meds.queensu.ca/staffing.html>). Note that if the individual is to receive a T4 salary in excess of 50% of the floor for an assistant professor or is teaching the equivalent of two or more full courses per year, appointment must be made to a Term Adjunct position as described in Article 25.3.3(d) of the Collective Agreement.
2. Dean's Office reviews and, upon approval, sends appointment letter to candidate. If recommendation is for appointment at the rank of Professor, Dean's Office recommends to Principal who, upon approval, sends appointment letter.

\* *The University and the Queen's University Faculty Association will be commencing a round of collective bargaining to reach a first Collective Agreement for Adjunct 1s who meet the description of the bargaining unit. Upon approval and ratification of a Collective Agreement, terms and conditions of work in individual contracts, where the Adjunct 1 instructor is deemed to be included in the bargaining unit, will be superseded by the Collective Agreement.*

\*\* *If appointment is being made to the rank of Professor, a brief biographical sketch of the candidate must also be included.*

## **New Adjunct 1 and 2 Appointments Requiring Hospital Privileges**

1. Upon identification of an approved vacancy, Head confirms availability of funding with the Faculty Chief of Finance. Head completes Southeastern Ontario Health Sciences Centre Recruitment and Physician Impact Analysis Form and submits request for permission to recruit to hospitals (KGH, HDH and, when relevant, PCCC). Direct communication may occur between the Head and hospitals to ensure a complete understanding of the impact on hospital resources. Head also to notify Dean's Office in writing that funding availability has been confirmed as above and process is commencing.

2. Upon receiving approval from hospitals to recruit, Head writes to Dean's Office with request for permission to recruit including proposed funding arrangements and reasons for the request; copies of the hospital approvals together with the Southeastern Ontario Health Sciences Centre Recruitment and Physician Impact Analysis Form must be submitted with request.
3. Dean's Office reviews and, upon approval to proceed with the recruitment, writes to Head confirming that permission to recruit has been granted and advertising may be placed.
4. Draft advertisement to be reviewed by Staffing Officer/ Associate Dean (Academic Affairs). Faculty positions must be advertised in relevant professional journals and elsewhere considered appropriate. Departmental committee advertises broadly, interviews qualified applicants and identifies preferred candidate. Minutes of all meetings must be kept.
5. Once a candidate has been identified *and prior to entering into negotiations with him or her*, Head updates the Southeastern Ontario Health Sciences Centre Recruitment and Physician Impact Analysis Form relative to the candidate and re-submits, together with the candidate's *curriculum vitae* and letters of reference, directly to relevant hospitals (KGH, HDH and, when relevant, PCCC) seeking permission to offer appointment. Complete and detailed information must be provided or the hospital may not be able to meet the expectations of the Department or the candidate.
6. Upon receiving approval to appoint from hospitals, Head writes to Dean's Office to seek permission to offer appointment. This request must include:
  - ☐ Head's own recommendation;
  - ☐ copies of hospital approvals to appoint;
  - ☐ copy of the advertisement and an accounting of where it appeared;
  - ☐ a report describing the recruitment process that includes: the names of the departmental appointments committee members, a summary of the number applications received for the position, and the reason(s) why applicant(s) were rejected;
  - ☐ written recommendation of departmental appointments committee and copies of Minutes of committee meetings;
  - ☐ summary of candidate's qualifications;
  - ☐ candidate's *curriculum vitae*;
  - ☐ letters of reference (at least three);
  - ☐ the Detailed Physician Impact Analysis; and
  - ☐ any other supporting material considered to be helpful.
7. Dean's Office reviews and, upon approval, notifies Head in writing that discussions with candidate can proceed.

8. Following final negotiations with preferred candidate, Head submits the following information to the Dean's Office:

- ☐ Head's final recommendation which must include;
  - type of appointment;
  - recommended rank\*;
  - term of appointment (start date and duration with term to end no later than June 30<sup>th</sup> of following academic year);
  - recommended salary;
  - recommendation for Attending Staff privileges;
  - completed Faculty of Health Sciences Data Sheets for T4 and T4A income.
- ☐ Dean's Office prepares and sends letter of appointment to preferred candidate and writes to hospital CEOs regarding hospital privileges. [For clinical Adjunct appointments to be made at a rank below Professor, Dean's Office will be responsible for preparing and sending formal offer to preferred candidate and for writing to hospital CEOs regarding hospital privileges. For Adjunct appointments at the rank of Professor, the Principal will send the formal offer.]

*\* If appointment is being made to the rank of Professor, a brief biographical sketch of the candidate must also be included and the letter of appointment will go out under the Principal's signature.*

**Note that in converted departments or where the position has been 'rolled-in' to SEAMO, the appointment cannot be finalized until the candidate has returned a completed and signed copy of non-GFT Physician Declaration and Consent form.**

## Reappointment/Renewal/Tenure for Appointments Governed by the Senate Regulations

See Senate Regulations Governing Appointment, Renewal of Appointment, Tenure  
and Termination of Academic Staff as last amended March 2, 1995

<http://www.queensu.ca/secretariat/senate/policies/appointm/index.html>

|   |  |
|---|--|
| <b>May/Jun</b>  | Dean's Office sends reminder to Heads regarding the commencement of the process.   |
| <b>Jul 1<sup>st</sup></b>                                   | Those eligible for reappointment/renewal/tenure to be informed, in writing, by Head.   |
| <b>Sep 15<sup>th</sup></b>                                  | Member provides following documentation to Head: <ul style="list-style-type: none"> <li><input type="checkbox"/> summary of contributions to department, university and wider community;</li> <li><input type="checkbox"/> summary of clinical activity;</li> <li><input type="checkbox"/> up-to-date copy of <i>curriculum vitae</i>;</li> <li><input type="checkbox"/> comprehensive list of all relevant scholarly work (if feasible, copies of such work can be submitted);</li> <li><input type="checkbox"/> teaching dossier</li> <li><input type="checkbox"/> names of referees who have consented to act; and</li> <li><input type="checkbox"/> other useful information.</li> </ul> |
| <b>Oct 1<sup>st</sup></b>                                   | Head or departmental committee to have met with member to review names of referees. Head to ensure referees are provided with copies of candidate's <i>cv</i> , summary of contributions and relevant Senate regulations.  |
| <b>Nov 15<sup>th</sup> (Nov 22<sup>nd</sup> for tenure)</b> | Head provides following documentation to Dean's Office: <ul style="list-style-type: none"> <li><input type="checkbox"/> all material provided by member (as above);</li> <li><input type="checkbox"/> statement regarding the referees' connection to the applicant/'arms' length status</li> <li><input type="checkbox"/> all letters of assessment;</li> <li><input type="checkbox"/> written recommendation of departmental committee;</li> <li><input type="checkbox"/> the Head's own recommendation*; and</li> <li><input type="checkbox"/> completed Faculty of Health Sciences Data Sheet with income amounts left blank (required for both T4 and T4A).</li> </ul>                  |
| <b>Dec 1<sup>st</sup> (Dec 8<sup>th</sup> for tenure)</b>   | Dean's Office to review and forward recommendation to Principal, including all materials submitted above.  |
| <b>Dec 15<sup>th</sup> (Jan 15<sup>th</sup> for tenure)</b> | Principal to inform member, in writing, of decision.   |

**\*Note: Special appointees who have had two consecutive positive reappointment reviews may be recommended for a further term of five (5) years.**

## **Reappointment of Adjunct 1 Faculty\***

See Senate Statement on Adjunct Academic Staff and Academic Assistants  
as last revised June 23, 1994

<http://www.queensu.ca/secretariat/senate/policies/adjunct/index.html>

|                            |   |
|----------------------------|---|
| <b>Feb/Mar</b>             | Staffing Office sends current Adjunct 1 lists to Heads for review and verification.   |
| <b>Mar 31<sup>st</sup></b> | Members inform Head, in writing, if they intend to seek reappointment.  |
| <b>May 1<sup>st</sup></b>  | Head to respond to member.  |
| <b>May 15<sup>th</sup></b> | Departmental recommendations to Staffing Office, along with completed Faculty of Health Sciences Data Sheets for T4 and/or T4A income if applicable and, where appropriate, Adjunct (Group 1) Teaching Appointment Recommendation Form. Note that if the individual is to receive a T4 salary in excess of 50% of the floor for an assistant professor or is teaching the equivalent of two or more full courses per year, reappointment must be made to a Term Adjunct position as described in Article 25.3.3(d) of the Collective Agreement. |
| <b>Jun 15<sup>th</sup></b> | Dean's Office to prepare, sign and send reappointment letters to members.   |

\* The University and the Queen's University Faculty Association will be commencing a round of collective bargaining to reach a first Collective Agreement for Adjunct 1s who meet the description of the bargaining unit. Upon approval and ratification of a Collective Agreement, terms and conditions of work in individual contracts, where the Adjunct 1 instructor is deemed to be included in the bargaining unit, will be superseded by the Collective Agreement.

## **Reappointment of Adjunct 2 & 3 Faculty**

See Senate Statement on Adjunct Academic Staff and Academic Assistants  
as last revised June 23, 1994

<http://www.queensu.ca/secretariat/senate/policies/adjunct/index.html>

|                            |   |
|----------------------------|---|
| <b>Dec</b>                 | Staffing Office reminds Heads of responsibility to members.   |
| <b>Jan 15<sup>th</sup></b> | Adjunct 3 members inform Head, in writing, whether they intend to seek reappointment.   |
| <b>Feb 15<sup>th</sup></b> | Head informs Adjunct 3 members if they are not to be reappointed; if not, member must be given one year's notice as of the termination date of the current appointment (normally June 30 <sup>th</sup> ). |
| <b>Mar 31<sup>st</sup></b> | Adjunct 2 members inform Head, in writing, whether they intend to seek reappointment.   |
| <b>May 1<sup>st</sup></b>  | Head to respond to Adjunct 2 members.   |
| <b>May 15<sup>th</sup></b> | Head forwards recommendation to Dean's Office along with completed Faculty of Health Sciences Data Sheets for T4 and T4A income.  |
| <b>Jun 15<sup>th</sup></b> | Dean's Office to prepare, sign and send reappointment letters to members.   |

## Promotion for All Appointments Governed by the Senate Regulations (GFTs, Adjunct Group 1, 2 & 3 appointees)

See Senate Statement on Promotion Policy as last revised June 23, 1994

<http://www.queensu.ca/secretariat/senate/policies/promot/index.html> and  
the Faculty Promotion Criteria at  
<http://meds.queensu.ca/information.html#policy>

|  |  |
|--|--|
| <b>Sep/Oct</b>   | Dean's Office sends reminder to Heads regarding commencement of the process.   |
| <b>Nov 30<sup>th</sup></b>   | Appointee to provide documentation to Head: <ul style="list-style-type: none"> <li><input type="checkbox"/> up-to-date copy of <i>curriculum vitae</i>;</li> <li><input type="checkbox"/> summary of teaching contributions (<i>i.e.</i> teaching dossier);</li> <li><input type="checkbox"/> summary of contributions to the department, university and wider community;</li> <li><input type="checkbox"/> summary of clinical activity (where applicable);</li> <li><input type="checkbox"/> comprehensive list of all relevant scholarly work (if feasible, copies of such work can be submitted);</li> <li><input type="checkbox"/> names of referees who have consented to act (for promotion to Associate Professor, not fewer than three at least one of whom shall be external to the University; for promotion to Professor, not fewer than five and at least three of whom shall be external to the University); and</li> <li><input type="checkbox"/> other information believed to be useful.</li> </ul> |
| <b>Jan 1<sup>st</sup></b>  | Head or departmental committee is to have met with the appointee to review names of referees. Head is to ensure that referees are provided with copies of the candidate's <i>cv</i> , summary of contributions and all relevant Senate regulations.  |
| <b>Mar 1<sup>st</sup></b><br>(to provide sufficient time for the Faculty Committee to meet, Dean's Office requests that files be submitted one week earlier) | Head to provide documentation to Dean's Office: <ul style="list-style-type: none"> <li><input type="checkbox"/> all material provided by appointee (as above);</li> <li><input type="checkbox"/> all letters of assessment;</li> <li><input type="checkbox"/> the written recommendation of the departmental committee; and</li> <li><input type="checkbox"/> the Head's own recommendation which is to include an evaluation of the appointee's teaching, research and scholarly work, and service contribution.</li> </ul>   |
| between<br><b>Mar 1<sup>st</sup> &amp; Mar 31<sup>st</sup></b>   | Faculty Promotion Committee to meet to consider recommendations and provide advice to the Dean or delegate.  |
| <b>Mar 31<sup>st</sup></b>   | Dean's Office to review and forward recommendation to Principal, including all materials submitted above, and provide appointee with summary of recommendation being made.   |
| between<br><b>Mar 31<sup>st</sup> &amp; May 1<sup>st</sup></b>   | University Promotions Committee to meet to consider recommendations and provide advice to the Principal.   |
| <b>May 31<sup>st</sup></b>   | Principal to inform appointee, in writing, of decision.  |

## APPOINTMENT TYPES GOVERNED BY THE COLLECTIVE AGREEMENT

See the Collective Agreement between Queen's and QUFA

<http://www.queensu.ca/qufa>

### **Tenure-Track**

- Initial** Initial appointment, with appropriate rank and a full range of responsibilities, usually for a term of three (3) years with the contract ending on June 30<sup>th</sup>. In the final year of this appointment, the appointee is expected to apply for renewal of appointment for a further three (3) years.
- Renewed** Appointment with appropriate rank and a full range of responsibilities, usually for a term of three (3) years. The appointee is expected to apply for tenure and promotion to the rank of Associate Professor in the final year of this appointment.
- Tenured** A faculty appointment with academic rank and a full range of academic responsibilities which can be terminated only by normal retirement, resignation, voluntary early retirement, dismissal for cause or lay-off pursuant to the Collective Agreement.

### **Special**

An appointment with academic rank and a full range of responsibilities which is either funded at least 50% from non-operational external sources or a Queen's National Scholar appointment. Special appointments are offered for a specified term, usually for a period of three (3) years. Appointees may be offered reappointment subject to available salary support and following successful review in the final year of the term.

Not later than the beginning of the final year of the Special appointment, the Head must inform those appointees who receive funding from sources external to the University's operating grants, in writing, of the prospects for continued employment in the department. This is particularly critical when the source of external funding is due to end. **Failure to provide notice shall result in the extension of the appointment for twelve (12) months.** See Article 30.2.3.

### **Non-Renewable**

An appointment for a period of not more than three (3) years that is expressly stated to be non-renewable. See Article 25.3.3(a).

### **Non-Renewable Replacement**

An appointment to replace another appointee within the bargaining unit who is on leave, holds an administrative post or who has been seconded to another function and who is expected to return within five (5) years. The appointment shall be for a period of not more than three (3) years but under circumstances outlined in Article 25.3.3(b) of the Collective Agreement may be extended for not more than two (2) additional years. *See Article 25.3.3(b).*

### **Spousal/Partner Non-Renewable Replacement**

A non-renewable limited term appointment with rank and a full range of responsibilities may be made for a period of not more than five (5) years when the appointee is the spouse or partner of a member. Any such appointment must be considered and approved by the departmental/unit Appointments Committee. *See Article 25.3.3(g).*

### **Adjunct Appointments**

**Students, including postdoctoral fellows, are not eligible to hold adjunct appointments.** *See Article 25 of the Collective Agreement for further details about Adjunct appointments.*

#### **Initial Adjunct**

A renewable limited responsibilities appointment of eight (8) months to three (3) years' duration, with academic rank. No new Initial Adjunct faculty appointments shall be made after May 1, 1999.

#### **Renewable Adjunct**

In the fourth (4<sup>th</sup>) consecutive year of service, an Initial Adjunct faculty member may apply for a Renewable Adjunct faculty appointment. The term shall be for three (3) years or until regular retirement age, whichever is shorter.



|                                 |   |
|---------------------------------|---|
| <b>Term Adjunct</b>             | A renewable limited responsibilities appointment of eight (8) months to three (3) years' duration, with academic rank. Must a) teach the equivalent of two or more full courses per year; or b) receive remuneration for teaching duties and related activities which is more than fifty percent (50%) of the floor salary established in Article 42, or c) perform teaching and related academic activities at the University which comprise an annual workload equivalent to either of the categories noted immediately above. All members who have served three or more consecutive years as a Term Adjunct shall be granted reappointments of two (2) or three (3) years duration, subject to the provisions of <i>Article 30.3.5</i> . |
| <b>Special Term Adjunct</b>     | A non-renewable limited responsibilities appointment of eight (8) months to three (3) years which terminate no later than April 30, 2005. Such appointments are intended specifically to permit the University to cope with problems created by the 'double cohort' and may only be made if the conditions described in <i>Article 25.3.3 (f)</i> apply.  |
| <b>Continuing-Track Adjunct</b> | A five-year appointment with similar expectations to regular faculty which may be terminated only on the same grounds as regular Tenure-Track faculty. In the final year of this appointment, they may apply for a Continuing Adjunct appointment.  |
| <b>Continuing Adjunct</b>       | Continue to carry-out the same or a similar range of responsibilities as when they were Continuing-Track, whose appointments are without a term and may be terminated only on the same grounds as regular Tenured faculty.  |

## New Appointments Governed by the Collective Agreement

See the Collective Agreement between Queen's and QUFA  
*Articles 9, 24, 25 and 28*

1. After receiving endorsement from departmental appointments committee, Head writes to Dean's Office outlining proposed funding arrangements and requesting permission to recruit.
  - ☐ Note the requirements in Article 24.5 and 24.6 for faculty members to have completed equity training and for the appointment of an equity representative. For the former, the Chair of the appointments committee contacts the Office of the University Advisor on Equity to arrange a time for a representative to attend the first meeting to review the equity forms and fair processes. For the latter, the committee member who is charged with this responsibility must have completed an employment equity representative workshop.
2. Dean's Office reviews and, upon approval, makes appropriate recommendation to VP (Academic) and the Principal.
3. Upon receiving permission from the VP (Academic) and the Principal, Dean's Office writes to Head to indicate that permission to recruit has been granted and advertising may be placed. Draft advertisements are to be reviewed by the Staffing Officer and Associate Dean (Academic Affairs) before being placed and **a copy of the final advertisement must be transmitted to the Office of the University Advisor on Equity. See Article 24.2(c).** Positions must be advertised in either *University Affairs*, a publication of the Association of Universities and Colleges of Canada, or the Canadian Association of University Teachers *Bulletin* as well as in relevant professional journals and elsewhere considered to be appropriate. *See Article 24.2(b).*
4. Once a candidate has been identified and prior to entering into negotiations with him or her, Head writes to Dean's Office to seek permission to offer appointment. The request is to include:
  - ☐ Head's own recommendation;
  - ☐ a report describing the recruitment process that includes: the names of the departmental appointments committee members, confirmation that members have completed equity training, the name of the individual selected to have responsibility as the equity representative, a summary of the number applications received for the position, and the reason(s) why applicant(s) were rejected;
  - ☐ written recommendation of departmental appointments committee and/or relevant excerpt of the minutes of committee meetings;
  - ☐ copy of the advertisement and an accounting of where it appeared;
  - ☐ summary of candidate's qualifications;

- ☐ candidate's *curriculum vitae*;
  - ☐ letters of reference (at least three); and
  - ☐ any other supporting material considered to be helpful.
5. Dean's Office reviews and, upon approval, will notify Head in writing that discussions with candidate can proceed. Note that it is important to advise the candidate that the Principal only has authority to grant appointment and that his/her appointment will not become official until an offer of appointment is received from the Principal and subsequently accepted by the appointee.
6. Following final negotiations with preferred candidate, Head submits the following information to the Dean's Office:
- ☐ Head's final recommendation which is to include;
    - type of appointment;
    - recommended rank\*;
    - term of appointment (with term to end on June 30<sup>th</sup>);
    - recommended salary;
    - recommendation for Research Initiation Grant (if applicable) including amount requested – requests for over \$30,000 must be negotiated with Dean's Office; and
    - completed Faculty of Health Sciences Data Sheets.

*\*If appointment is being made at the rank of Professor, a brief biographical sketch of the candidate must also be included.*

7. Dean's Office prepares appropriate recommendation and submits complete file to VP (Academic) and the Principal. Principal sends formal offer of appointment to preferred candidate.
8. When offer has been accepted and all unsuccessful candidates have been notified, Head to arrange for announcement of appointment in the next *Gazette*.

Note that the appointment is not considered finalized until the candidate has returned a signed copy of the offer. *i.e.* he/she will not be signed on for payroll until this information has been received. Dean's Office will notify Head when acceptance has been received.

## Reappointment/Renewal/Tenure/Continuing Appointment & Promotion Governed by the Collective Agreement

See the Collective Agreement

Articles 9, 24, 28, 29, 30 and 31

**Note the requirements in Article 24.5 and 24.6 for faculty members to have completed equity training and for the appointment of an equity representative**

- |                            |   |
|----------------------------|---|
| <b>Feb/Mar</b>             | <input type="checkbox"/> Dean's Office reminds Heads regarding commencement of process.   |
| <b>Apr 1<sup>st</sup></b>  | <input type="checkbox"/> Departments to elect standing reappointment, renewal, tenure, continuing appointment and promotion committee.  |
| <b>May 1<sup>st</sup></b>  | <input type="checkbox"/> Head to inform those eligible for reappointment/renewal/ tenure and continuing appointment, in writing, of the commencement of the process.<br><input type="checkbox"/> Senate Office to place notice in the <i>Queen's Gazette</i> announcing a Sep 1 <sup>st</sup> deadline for applications for promotion, reappointment/ renewal/tenure and continuing appointment.  |
| <b>May 15<sup>th</sup></b> | <input type="checkbox"/> Head to provide written notification of the above <i>Gazette</i> announcement to all members within the department.  |
| <b>Aug 1<sup>st</sup></b>  | <input type="checkbox"/> Member must notify Head of application to be made.<br><input type="checkbox"/> <b>Recommended</b> date by which Head meets with member to assist in preparing application and to discuss potential referees (Collective Agreement states Aug 15 <sup>th</sup> as deadline for this stage).   |
| <b>Aug 7<sup>th</sup></b>  | <input type="checkbox"/> <b>Recommended</b> date by which member is to provide list of prospective referees to departmental committee (Collective Agreement is silent on a target date).  |
| <b>Aug 15<sup>th</sup></b> | <input type="checkbox"/> <b>Recommended</b> date by which Head requests letters from referees; expected that the letters can be in the file by September 15 <sup>th</sup> (Collective Agreement is silent on a target date). Head to ensure that referees are to be given the choice of keeping their letters confidential and are to be provided with copies of the candidate's <i>cv</i> , summary of contributions, copies of the relevant articles from the Collective Agreement and examples of significant scholarly work or examples of creative work selected by the member.  |
| <b>Sep 1<sup>st</sup></b>  | <input type="checkbox"/> Member provides following documentation to departmental committee: <ul style="list-style-type: none"><li>• up-to-date <i>curriculum vitae</i>;</li><li>• summary of teaching contributions (may be a teaching dossier);</li><li>• comprehensive list of all relevant scholarly work and work in progress; if feasible, copies of scholarly work;</li><li>• summary of contributions to the department, university and wider community;</li><li>• statement setting out suitability of those nominated to be referees and the relationship that each has with the applicant; and</li><li>• other information believed to be useful.</li></ul> |

- Sep 1<sup>st</sup> to 15<sup>th</sup>**      ☐ **Recommended** dates between which departmental committee is to obtain course evaluations and solicit views, in writing, from a random selection of the member's students and former students; list to be shown to member to comment on suitability.
- Sep 15<sup>th</sup>**      ☐ Date by which all reference letters are to be included in the file.  
☐ **Recommended** date for Head to provide information to member from the Official File, if relevant, and his/her assessment of member's service contribution (Collective Agreement states October 15<sup>th</sup> as deadline for this stage). Member has ten (10) working days to review and respond to these materials.  
☐ Date by which materials submitted by member are made available for review within the department so colleagues may submit written and signed opinions on the merits of the application. Colleagues include current members of the department/unit, but does not include members of the Committee, Associate Deans and students.
- Sep 30<sup>th</sup> to Oct 30<sup>th</sup>**      ☐ **Recommended** dates for departmental committee to meet to assess all material submitted. In the case of an emerging negative, the member must be informed with clearly stated reasons and shall have ten (10) working days to submit a written response or additional materials (see below for details of the steps to take when there is an emerging negative).
- Oct 30<sup>th</sup>**      ☐ **Recommended** date by which departmental committee should form a recommendation on the application, in writing, to Head and member.
- Nov 10<sup>th</sup>**      ☐ **Recommended** date by which member is provided with the opportunity to respond to Head's recommendation (Collective Agreement states Dec 1<sup>st</sup> for this stage). Member shall have ten (10) working days to respond to the next level.
- Dec 15<sup>th</sup>**      ☐ Head to provide the following documentation to Dean's Office:
  - all material provided by member (as above);
  - all letters of assessment;
  - additional material filed in accordance with Collective Agreement;
  - written recommendation of the departmental committee;
  - Head's own recommendation; and
  - completed data sheet, leaving funding amounts blank (not required for promotion).
- Feb 1<sup>st</sup>**      ☐ Dean's Office to review and prepare recommendation to Principal.  
☐ Dean's Office to notify member of recommendation going forward; member has seven (7) working days to review the file and respond in writing; however, if negative concerns which have not previously been brought to the attention of the applicant are noted and a negative decision is emerging, the applicant shall have ten (10) working days to respond to these new concerns in writing prior to consideration of the file by the Principal.

- Feb 15<sup>th</sup>**      ☐ Dean's Office submits complete application file and any written responses from the member to Principal.
- Mar 1<sup>st</sup>**      ☐ Principal notifies member, in writing, of decision regarding reappointment/renewal.
- Mar 15<sup>th</sup>**      ☐ Principal notifies member, in writing, of decision regarding tenure, continuing appointment and promotion to Associate Professor.
- Apr 15<sup>th</sup>**      ☐ Following the advice of University Promotion Committee, Principal notifies member, in writing, of decision to promote to Professor.

**In the event of an emerging negative**, the following steps must be followed:

- ☐ At the Committee level, the member must be informed promptly, in writing, with clearly stated reasons.
- ☐ The member shall have ten (10) working days to submit a written response or any additional relevant material, all of which shall be added to the application file.
- ☐ The Committee shall review the additional material and form a recommendation in accordance with appropriate criteria. This recommendation shall be forwarded, in writing, to the Head and to the member at the same time.
- ☐ After receiving the recommendation of the Committee, the Head shall provide the member with an opportunity to respond.
- ☐ Prior to making a recommendation that would disagree with that of the Committee, the Head shall discuss his or her concerns with the Committee.
- ☐ By December 1<sup>st</sup> the Head shall inform the member, in writing, of his or her recommendation. The member shall have an opportunity to respond within ten (10) working days to the Dean's Office.
- ☐ By December 15<sup>th</sup>, the Head shall submit the complete file to the Dean's Office.
- ☐ Prior to making a recommendation that would disagree with that of the Committee or the Head, the Dean or delegate shall discuss his or her concerns with the Committee and the Head.
- ☐ By February 1<sup>st</sup>, the Dean or delegate shall notify the member of his or her recommendation. The member shall have seven (7) working days to respond in writing. If there are negative concerns raised at this stage that have not previously been brought to the member's attention, the member shall have ten (10) working days in which to respond prior to consideration of the file by the Principal.

## OTHER TYPES OF APPOINTMENT

### Cross Appointments

A cross-appointed member has a primary department but has limited responsibilities in another department as agreed to by the appointee and the respective Heads of department and Dean's Office.

1. Head recommends to Dean's Office including:
  - ☐ letter from Head of appointee's primary unit concurring with the appointment;
  - ☐ contributions appointee is expected to make to the department
  - ☐ recommended rank (cannot be higher than that held in the primary department); and
  - ☐ date appointment is to commence.
2. Dean's Office reviews, and upon approval, makes appropriate recommendation to VP (Academic) and the Principal.
3. Principal reviews and, upon approval, writes to appointee.

On an annual basis, in the spring, a list of all cross-appointees will be sent to departments for review. Those deemed to be no longer carrying out their duties should be crossed off of the list, which will indicate the appointment should be terminated. In these cases, the Head shall notify the appointee, in writing with a copy to the Dean's Office, of the decision being made.

### Joint Appointments

An appointment shared by two (2) units where financing is arranged among the units. Procedures regarding matters related to personnel decisions (which department initiates annual reports, applications for reappointment, promotion, *etc.*) are to be agreed upon at the time of appointment.

Appointment of new joint appointees will be done in accordance with the procedures that apply to the specific appointment. Each case is to be considered individually.

### Professor Emeritus Status

A member of faculty who retires in good standing at the rank of Professor is entitled to be recommended for Professor Emeritus status. **Please note that Professor Emeritus status does not equate to a University appointment.** Should the Department wish individuals to continue in a post-retirement capacity, the Head of department must write to Dean's Office to recommend appointment to the Adjunct (Group 1) academic staff.

|                            |   |
|----------------------------|---|
| <b>Feb</b>                 | Staffing Office sends to Heads a list of those entitled.  |
| <b>mid-Mar</b>             | Heads to provide to Dean's Office a brief (1/2 page) biographical sketch highlighting candidate's career. |
| <b>Apr 15<sup>th</sup></b> | Dean's Office forwards recommendations and biographies to Principal's Office for consideration.           |

### **Visiting Professors**

Academics who are coming to Canada for a period of not more than two years and who have a position to return to in their home country. Visiting Professors will be appointed to the Adjunct (Group 1) academic staff.

- ☐ Head recommends to Dean's Office and includes the following:
  - contributions appointee is expected to make to the department;
  - recommended rank;
  - term of appointment;
  - funding arrangements;
  - an up-to-date copy of the appointee's *curriculum vitae*;
  - a copy of a letter from the appointee's home institution confirming the he/she will be retaining their position abroad; and
  - a completed Academic Related Data Sheet if appointee is to receive a stipend or salary.
- ☐ Dean's Office reviews and, upon approval, recommends to Principal.
- ☐ Principal reviews and, upon approval, provides the appointee with a letter of appointment which he or she can use in applying for an appropriate visa through the nearest Canadian Embassy or Consulate.

### **Postdoctoral Fellows**

Applicants must have completed their doctorate (PhD or equivalent) and be working in a related field to that in which they earned their PhD. They must have graduated, but there is no restriction with regard to the date of graduation. They may enter Canada under an exempted category which does not require advertising and they can be either the direct recipient of an award or be offered a time-limited position to undertake research on behalf of or as part of a team of researchers.

Requests to employ Postdoctoral Fellows are initiated by the Head or Principal Investigator. A letter of appointment which will state the amount of remuneration, location, nature and expected duration of term of employment is forwarded to the applicant who must then apply for the appropriate visa through the nearest Canadian Embassy or Consulate.



### **Reduction in Responsibility**

Intended to provide faculty members with the opportunity to pursue other interests. The policy for faculty whose appointments are governed by the Senate documents is the Reduced Period of Responsibility which can be found on-line at <http://www.queensu.ca/secretariat/senate/policies/redresp/index.html>. The policy for members of the QUFA Bargaining Unit is described in Article 26 of the Collective Agreement, Reduced Responsibility Appointment.

Faculty whose responsibility falls under 40% time are not eligible to participate in the University's fringe benefit plans.

## OTHER USEFUL INFORMATION

### Research Initiation Grants

Start-up funds in the form of a Research Initiation Grant, normally to a maximum of \$30,000, are to be discussed with prospective candidates at the time that salary and other details of the appointment are negotiated. **The Head must include a request for these funds and specify the amount requested when the appointment recommendation is forwarded to the Dean's Office.** The amount of the grant will then be clearly outlined in the appointment letter. Within first year of appointment, the appointee must submit an application for these funds to the Associate Dean (Research). The grant is to be used within two years of being allocated.

### Advertising

In addition to placing advertisements for all faculty positions in relevant professional and other journals and elsewhere, those within the bargaining unit must be advertised in *University Affairs* which is a publication of the Association of Universities and Colleges of Canada AND/OR the Canadian Association of University Teachers (CAUT) *Bulletin*. All advertisements must include the statement:

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

For appointments **governed by the Senate documentation**, advertising must include one of the equity statements below:

In accordance with Canadian Immigration requirements, this advertisement is directed to Canadians and permanent residents. Queen's University has an employment equity program, welcomes diversity in the workplace and encourages applications from all qualified candidates, including women, aboriginal people, people with disabilities and visible minorities.

For appointments **governed by the Collective Agreement**, advertising **must** include the following statements:

In accordance with Canadian Immigration requirements, this advertisement is directed to Canadians and permanent residents. Queen's University is committed to employment equity and welcomes applications from all qualified women and men, including visible minorities, aboriginal people, persons with disabilities, gay men and lesbians.

Academic faculty at Queen's are governed by a collective agreement between the Queen's University Faculty Association and the University which is posted at [www.queensu.ca/qufa](http://www.queensu.ca/qufa).

Copies of all advertisements for positions governed by the Collective Agreement must be also transmitted to the Office of the University Advisory on Equity.

### **Waiving of Advertising**

See Section IV (2) of the Senate Regulations Governing Appointment, Renewal of Appointment, Tenure and Termination of Academic Staff as last amended March 2, 1995 OR Article 25.7.3 of the Collective Agreement.

Advertising may be waived in special circumstances, such as when a committee has in mind an outstanding person who will greatly benefit the University, meet departmental needs particularly well and who is interested and available. Requests to waive advertising are to be made, in writing, by the Head to the Dean's Office. Such requests are to be accompanied by full documentation which is to include letters of reference, performance reviews (if feasible) and factual statements on:

- departmental needs (waiting lists, staffing deficiencies, *etc.*);
- market conditions (*e.g.* scarcity of specialists in the field);
- offers the candidate may have received from other universities, if any;
- major funding the candidate has attracted;
- candidate's strengths and potential;
- details of collaborative work;
- the role the individual will play; and
- research involvement and potential, clinical skills, educational initiative.

### **Employment Equity**

In accordance with *Article 24.5* of the Collective Agreement, "Persons chosen to serve on appointment committee for faculty...positions, or on personnel committees, may only carry out such functions after successfully completing a familiarization and training workshop which shall cover the principles, objectives, recent history, best practices, and rules and institutional expectations with respect to employment equity." *Article 24.5.1* further states, "One (1) member of each such committee shall have explicit responsibility for the committee adhering to the rules and expected practices which assure equity, as well as being responsible for data collection and reportage in this area to the JCAA, its Employment Equity Sub-Committee and the University Advisor on Equity. The committee member charged with this responsibility shall be selected by the committee, and shall be a person who understands and is sympathetic to the objectives of this Article. Persons with this responsibility will require training in excess of that foreseen in *Article 24.5*, unless waived by the Parties."

## PRINCIPLES AND PRACTICES OF RECRUITING

### A Checklist

#### Getting ready to recruit...Some questions to ask

- ☐ Do you have a clear idea of the knowledge, skills and abilities needed for the position?
- ☐ Are the appropriate approvals in place for the position?
- ☐ Are resources available to support the new faculty member, such as office space and equipment, research funding?
- ☐ Does the department have a consistent contact person for recruitment efforts who is knowledgeable and available?
- ☐ Does the department have a plan for site visits?

#### Promoting your vacancy...The Ad and Placement of the Ad

- ☐ Does your advertisement sound inviting and exciting?
- ☐ Does your ad describe the position in a clear and complete way?
- ☐ Is your ad written to invite the widest possible pool of applicants?

#### Considering how and where to best promote your vacancy...

##### *Networking:*

- ☐ one-on-one phone calls
- ☐ contacts at professional meetings, conferences, social and community occasions

##### *Web based approach:*

- ☐ have you considered recruitment websites?
- ☐ is your department's web site up-to-date?

##### *Advertising media:*

- ☐ newspapers
- ☐ professional journals
- ☐ job fairs

##### *Recruitment Firms*

- ☐ who?
- ☐ when?

#### Before the Site Visit

- ☐ Is someone in charge of arranging accommodation and travel for the candidate? How is this communication best handled?
- ☐ Have you sent up-to-date, relevant information on the Faculty of Health Sciences, the position and Queen's University?
- ☐ Is someone responsible for exploring special interests the candidate or his/her spouse/partner or other members of their family may have (examples: day care, schooling, elder care, spousal employment, cultural interests or faith interests) and to gather relevant information?
- ☐ In your site visit planning, have you considered any accommodation or special needs for the candidate?
- ☐ Have you advised candidates to call regarding any questions?
- ☐ Have you sent up-to-date community information (including information on arts & culture, recreational or educational opportunities, restaurants, shopping, maps)?
- ☐ Have you asked candidates if there are any meetings or events you want them to arrange?
- ☐ Does your plan allow for free time for the candidate?

### **During the Site Visit**

- ☐ Have you arranged for someone to pick up the candidate and welcome them?
- ☐ Will someone take the candidate on a tour of Health Sciences Faculty facilities relevant to the position?
- ☐ Have you arranged for a community tour (if requested)?
- ☐ Have you arranged for a campus tour?
- ☐ Have you arranged for any other visits (to schools, churches, real estate agents)?
- ☐ Have you responded to specific interests the candidate expressed ahead of time (see above), and do you have relevant information ready, or meetings arranged with people who can provide information?

### **The Interview Process...**

- ☐ Do you have a properly constituted selection committee?
- ☐ Do you have a welcoming committee environment which means interacting with the candidate in a respectful and positive way?
- ☐ Does the committee have the ability to make recommendations about candidates in a timely manner, with a transparent process that is fair and effective?

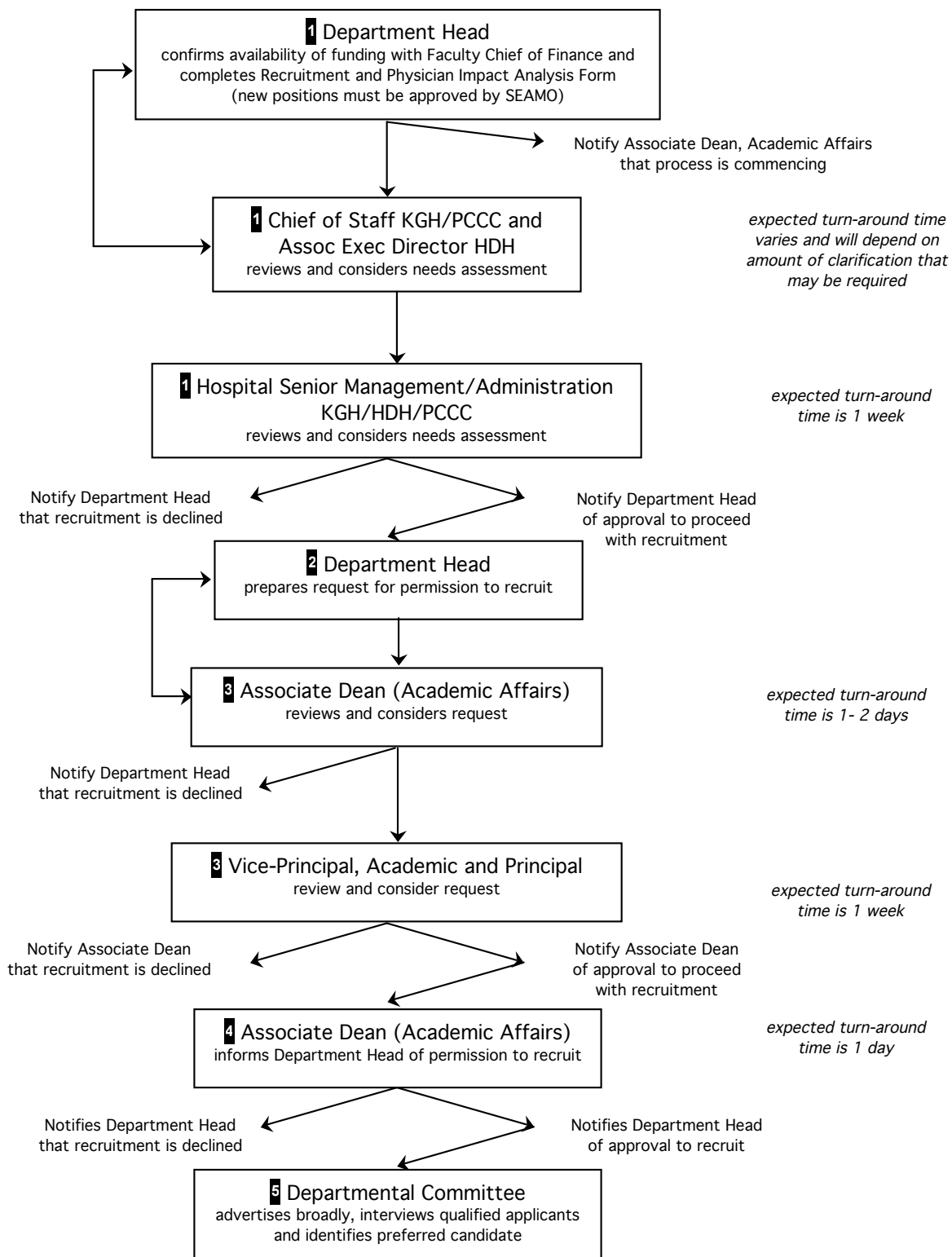
- ☐ Are you aware of the key “do’s and don’ts” in the interview process (reference appropriate human rights questions)?
- ☐ Do you have a list of questions that you will use for every candidate? Have you assigned questions?
- ☐ Do you have a plan for conducting thorough and quick reference checks?
- ☐ Is the Chair of the selection committee prepared to answer post-interview questions from the candidates? Has this been communicated to the candidate?
- ☐ Is the final hiring decision being communicated to the successful candidate in a positive, enthusiastic and timely manner?

### **Following up with the successful candidate...**

- ☐ Ensure that any letter of appointment is clear and consistent with policy, and communicated quickly and enthusiastically.
- ☐ Ask the candidate what further information/assistance is needed for themselves or accompanying spouse/partner or family members (reference the Office of Faculty Recruitment and Retention). Provide the assistance and information positively and effectively.
- ☐ When the person arrives to take up their post, ensure that someone is available to meet and greet them.
- ☐ Make introductions to other professionals in the area of the new person’s responsibility.
- ☐ Ensure that the person is informed about upcoming events (professional and social).
- ☐ Set up social introductory events, including at least one for spouses/partners.
- ☐ Offer on-going assistance, mentoring and information.

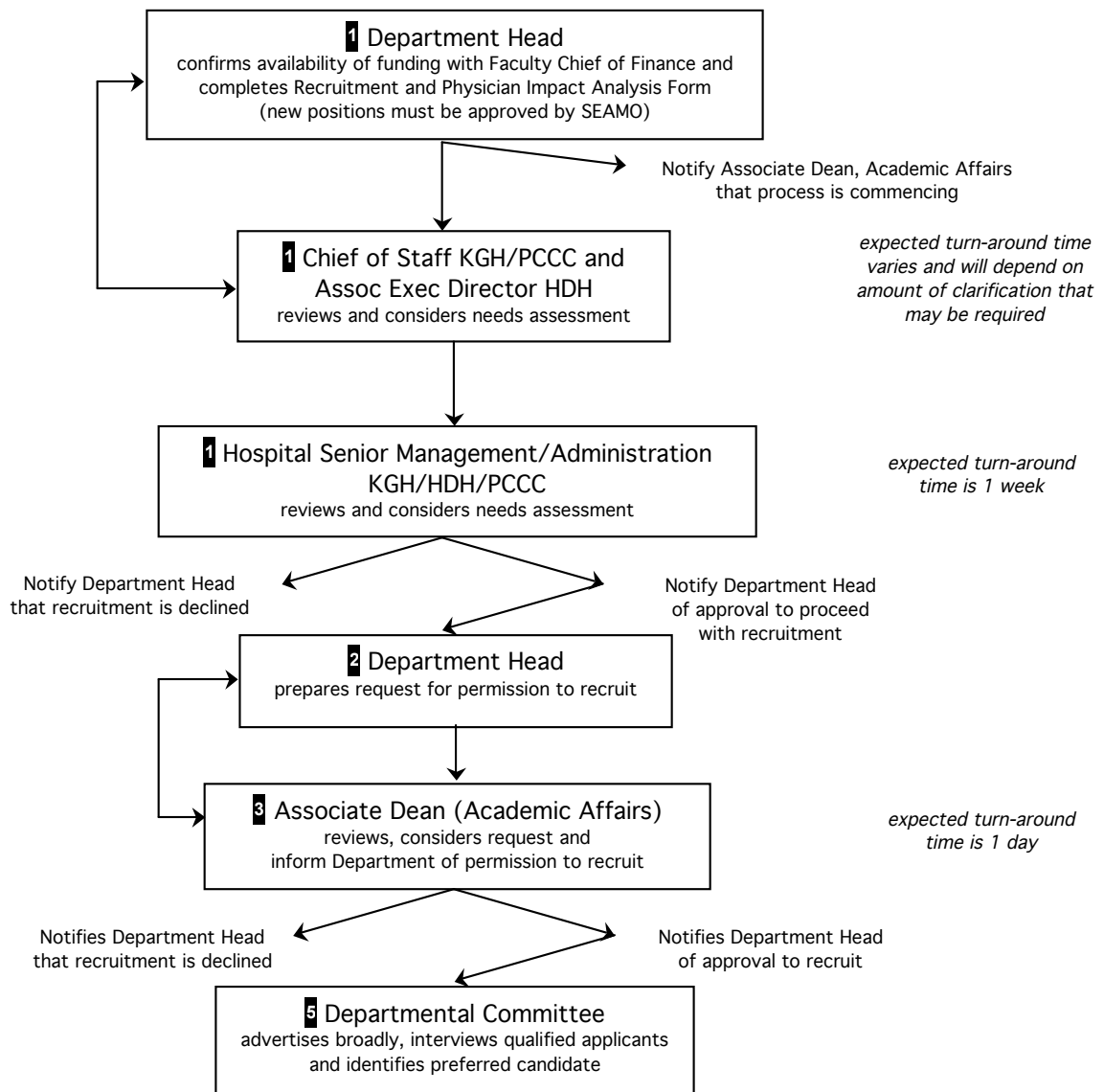
# PHYSICIAN RECRUITMENT FLOW CHART

## Permission to Recruit a GFT



## PHYSICIAN RECRUITMENT FLOW CHART

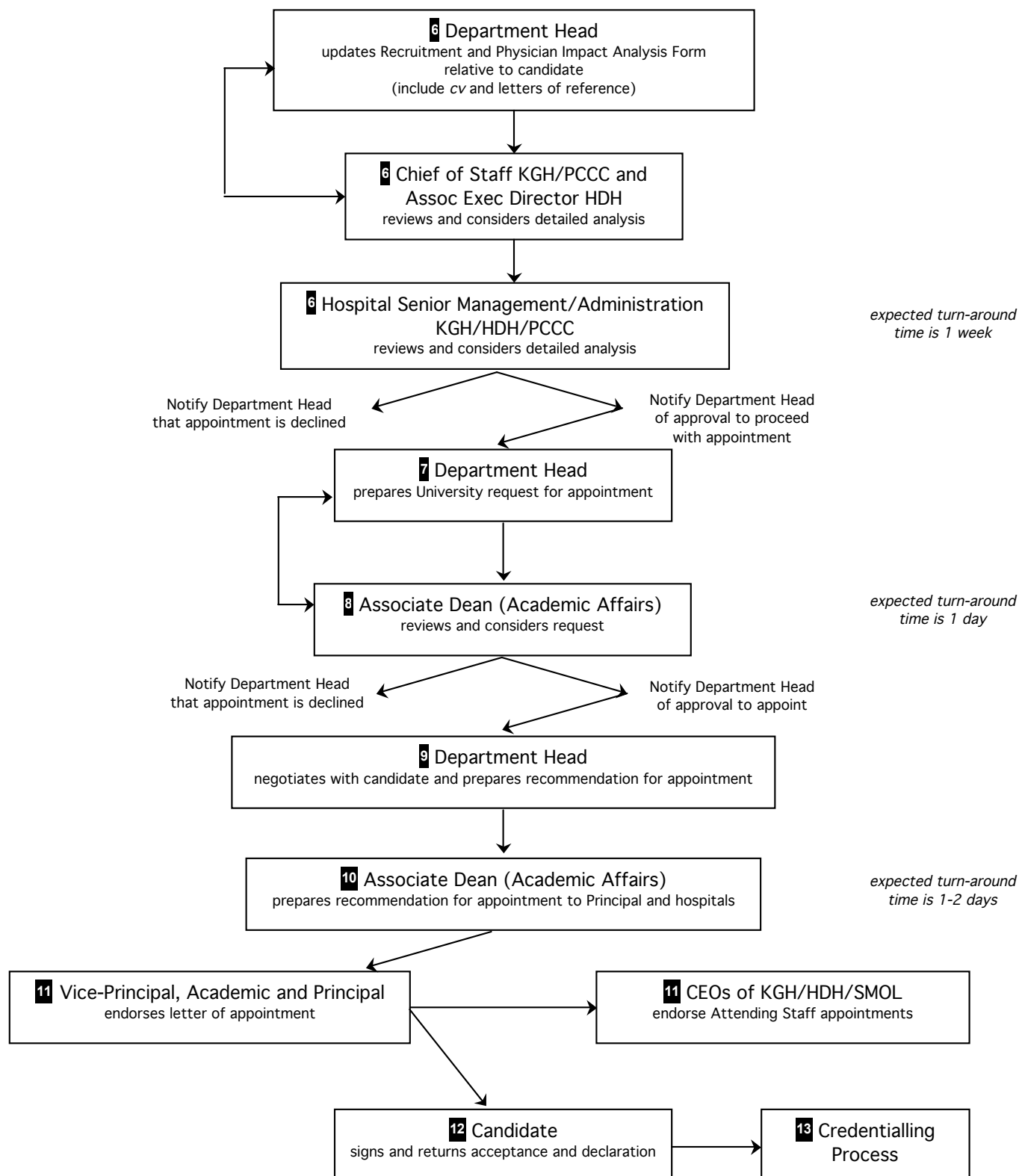
### Permission to Recruit a Clinical Adjunct (Group 1 or 2)





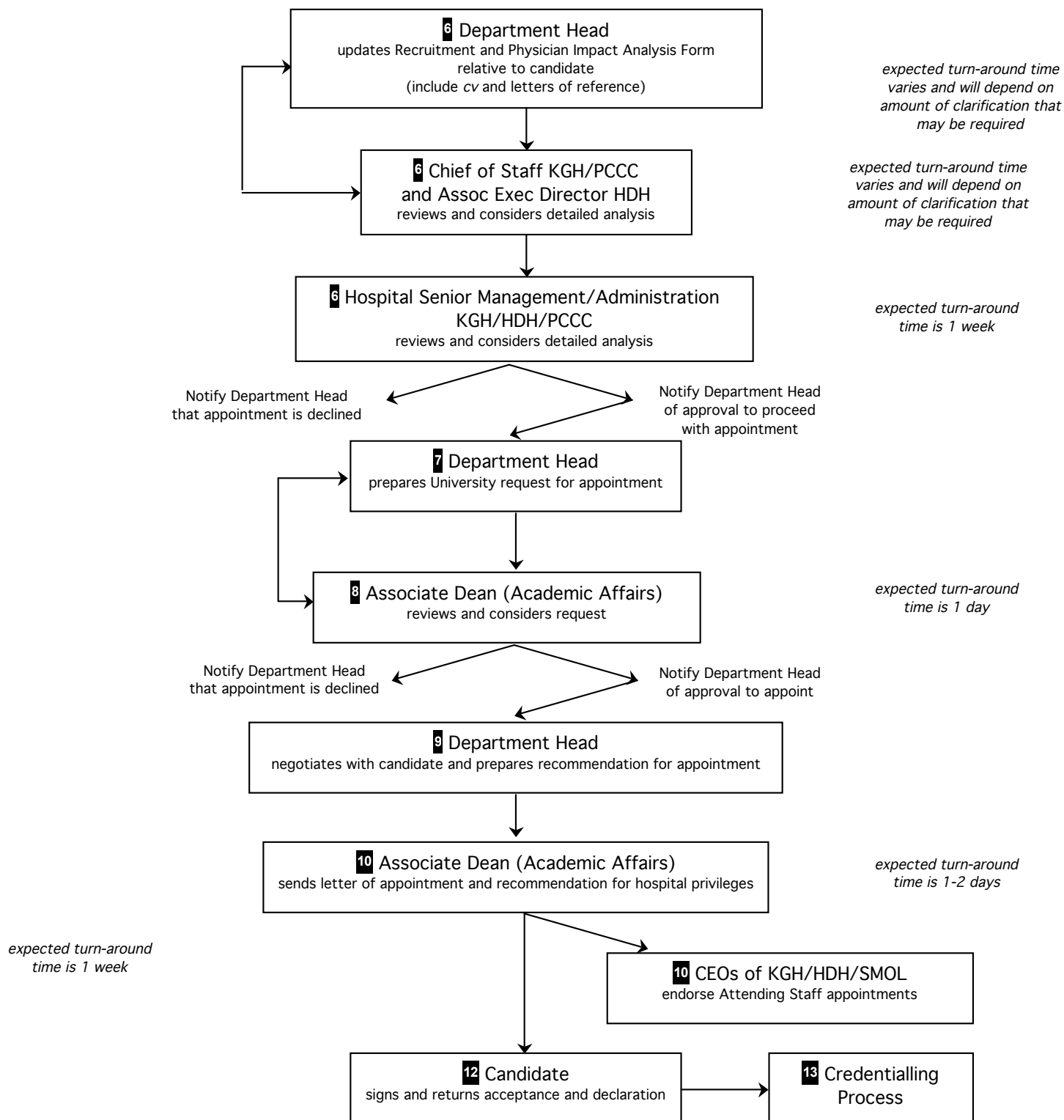
## PHYSICIAN RECRUITMENT FLOW CHART

### Permission to Appoint a GFT



## PHYSICIAN RECRUITMENT FLOW CHART

### Permission to Appoint a Clinical Adjunct (Group 1 or 2)



## RECRUITMENT AND PHYSICIAN IMPACT ANALYSIS

- ☐ **Preliminary Needs Assessment for Physician Recruitment** (for permission to recruit) ➡ begin at Part 2.
- ☐ **Detailed Physician-Specific Impact Analysis** (for permission to appoint) ➡ complete Part 1 and update Part 2 relevant to the identified candidate.
- ☐ **Detailed Physician-Specific Impact Analysis** (for simultaneous permission to recruit and appoint when waiving of advertising is being requested) ➡ complete Parts 1 and 2 relevant to the identified candidate.

### PART 1 –APPOINTMENT INFORMATION

1. **Name of Appointee:**
2. **Expected Date of Appointment:**
3. **Primary Clinical Location:**  
☐ HDH    ☐ KGH    ☐ PCCC    ☐ Other (specify) \_\_\_\_\_
4. **University Department(s) of Cross Appointment:**

### PART 2 – BACKGROUND DATA

1. **Position:**  
☐ New position  
☐ Replacement – if Yes, for whom \_\_\_\_\_
2. **Primary Department and Division/Service:**
3. **Relationship to University:**  
☐ GFT    ☐ Adjunct-1    ☐ Adjunct-2    ☐ Other (describe) \_\_\_\_\_
4. **Position Description:**  
 Identify for each institution affected by this recruitment the specific programs or services in education, research and clinical service identified in that institution's strategic plan, strategic direction, mission or objectives that will be addressed by this recruitment. Identify the priority placed on these programs or services by the institution.
5. **For post-retirees, describe the plans for replacement of the position and provide evidence of the need to continue the position:**
6. **Funding:**  
 Describe the means by which this recruitment will be funded.
7. **Hospital Privileges Required:**

|     | Attending                |                          | Associate                |                          | Consulting               |                          |
|-----|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|     | Regular                  | Term                     | Regular                  | Term                     | Regular                  | Term                     |
| HDH | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| KGH | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PCCC

☐☐☐☐☐☐**8. Anticipated Time Commitments:**

For this position, what are the expected percentage time commitments for –

Clinical Service \_\_\_\_\_%

Teaching \_\_\_\_\_%

Research \_\_\_\_\_%

Administration \_\_\_\_\_%

Other (describe) \_\_\_\_\_%

Total FTE \_\_\_\_\_%

**9. Describe the job or role to be played by this recruitment in respect to the individual missions of each institution:**

1. \_\_\_\_\_ Clinical Service. Be specific with respect to volumes, practice type, method of service delivery, on-call responsibility, relationships to other clinical and hospital programs. Reference to identified specialty standards where possible should be made. Identify unmet regional needs and current coping strategy.

2. \_\_\_\_\_ Teaching. Describe programs to which this recruit will contribute and the current method for provision. Where possible, provide specific numbers of student contact hours.

3. \_\_\_\_\_ Research. Identify research programs to be supported/developed. Describe how this recruitment relates to/supports/enhances this and other programs. Describe any linkage external to the program/division/department.

4. \_\_\_\_\_ Administration/Other. Describe management responsibility in relation to other management structures in the centre.

**PART 3 – OFFICE****Note:** Priority for office space is given to GFT physicians or others whose role remains central and essential.**1. Will the appointee require GFT office space? Yes ☐ No ☐**

If Yes, where (HDH, KGH, PCCC, Queen's, elsewhere)?

Can be accommodated in the space currently assigned to the department? Yes ☐ No ☐

If Yes, identify specific location (e.g. room number, building).

Will renovations be required? Yes ☐ No ☐**2. Will the appointee require office furniture? Yes ☐ No ☐**

If Yes, who will provide?

**3. Will the appointee require space for a secretary? Yes ☐ No ☐**

If Yes, where (HDH, KGH, PCCC, Queen's, elsewhere)?

If current office space is not available, describe sources of funding for new space.

**4. Will secretary be shared? Yes ☐ No ☐**

If Yes, with whom?

5. Describe other specialized needs and sources of funding:

## PART 4 – RESEARCH

1. Describe field/area of appointee's research and source(s) of research funding:

2. Is this an:

Existing program? ☐

New program? ☐

3. Will the appointee request a Research Initiation Grant? Yes ☐ No ☐

If Yes, please identify the amount being requested and briefly describe the nature of the research program:

4. Will this appointment require dedicated research space? Yes ☐ No ☐

If Yes, where? HDH KGH PCCC Other

☐ ☐ ☐ ☐

If Other, please describe.

If it can be accommodated in the space currently assigned to the department, identify specific site and room(s). If not, please describe space requirements and funding sources of space and equipment.

5. Will it be required for patients to have access to the research space? Yes ☐ No ☐

If Yes, where? HDH KGH PCCC Other

☐ ☐ ☐ ☐

If Other, please describe.

## PART 5 – INFORMATION TECHNOLOGY

1. Will the appointee require a computer? Yes ☐ No ☐

If Yes, where will routine connections be required (HDH, KGH, PCCC, Queen's, elsewhere)?

2. Describe any special needs required and the source(s) of support for the above:

## PART 6 – HOSPITAL IMPACT OVERVIEW

1. Briefly outline the clinical programs to be provided by the appointment:

Where are these programs currently provided?

HDH KGH PCCC Other

☐ ☐ ☐ ☐

If Other, please describe.

2. Will this appointment require access to any additional medical services, e.g. anesthesiology? Yes ☐ No ☐  
If Yes, please describe.

3. What new or increased services, procedures or tests will be required to support this appointment?

|                        | HDH                      | KGH                      | PCCC                     |
|------------------------|--------------------------|--------------------------|--------------------------|
| Occupational Therapy   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Physical Therapy       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Social Services        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nursing Services       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Laboratories           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Imaging                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (describe below) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please list new or increased requirements for any of these services.

4. In-Patient Space and Equipment:

14. Will this appointment require beds in addition to those currently allocated to the department? Yes ☐ No ☐

If Yes, how any?

| HDH   | KGH   | PCCC  |
|-------|-------|-------|
| _____ | _____ | _____ |

15. Estimated number of admissions per year.

|                        | HDH   | KGH   | PCCC  |
|------------------------|-------|-------|-------|
| Number                 | _____ | _____ | _____ |
| Average length of stay | _____ | _____ | _____ |

16. Will there be a need for specialized or increased intensity of nursing care in these beds? Yes ☐ No ☐

If Yes, where?

| HDH                      | KGH                      | PCCC                     | Other                    |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please specify.

17. Will there be a need for specialized equipment to support the in-patient beds? Yes ☐ No ☐

If Yes, where?

| HDH                      | KGH                      | PCCC                     | Other                    |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please specify.

18. Will this appointment require access to Intensive Care Units at KGH? Yes ☐ No ☐

If Yes, please detail equipment and cost.

19. Will new or additional procedures be performed beyond those currently available? Yes ☐ No ☐

If Yes, where?

| HDH                      | KGH                      | PCCC                     | Other                    |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please specify.

## 5. Out-Patient Allocation and Equipment

a) ☐ appointment require dedicated assigned clinic time? Will this  
Yes ☐ No ☐

|                              | HDH   | KGH   | PCCC  |
|------------------------------|-------|-------|-------|
| If Yes, indicate hours/week: | _____ | _____ | _____ |
| Number of examining rooms:   | _____ | _____ | _____ |

Will these be available within current departmental allocation? Yes ☐ No ☐

If No, please describe requirements and funding sources.

b) ☐ Estimated number of out-patient visits per year.

|  | HDH   | KGH   | PCCC  |
|--|-------|-------|-------|
|  | _____ | _____ | _____ |
|  | _____ | _____ | _____ |

c) ☐ Will new or additional procedures be performed beyond those currently available? Yes ☐ No ☐

If Yes, where? HDH ☐ KGH ☐ PCCC ☐ Other ☐

Please specify.

## 6. Operating Room Time and Equipment:

☐ ☐ appointment require Operating Room time? Will this  
Yes ☐ No ☐

|                              | HDH   | KGH   | PCCC  |
|------------------------------|-------|-------|-------|
| If Yes, indicate hours/week: | _____ | _____ | _____ |

Will these be available within the hours currently allocated to the department? Yes ☐ No ☐

If No, please describe requirements and funding sources.

☐ ☐ of surgical procedures per year. Estimated number

|  | HDH   | KGH   | PCCC  |
|--|-------|-------|-------|
|  | _____ | _____ | _____ |

☐ ☐ patients will require specialized post-operative monitoring or placement in Intensive Care? What percentage of

|  | HDH   | KGH   | PCCC  |
|--|-------|-------|-------|
|  | _____ | _____ | _____ |

Please specify specialized needs.

☐ ☐ equipment be required for the Operating Room? Will specialized  
Yes ☐ No ☐

|                              | HDH   | KGH   | PCCC  |
|------------------------------|-------|-------|-------|
| If Yes, indicate hours/week: | _____ | _____ | _____ |

Please specify.

|  |
|--|
|  |
|--|

☐ Will new or additional procedures be performed beyond those currently available? Yes ☐ No ☐

If Yes, where?      **HDH**      **KGH**      **PCCC**      **Other**

|                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|

Please specify.

|  |
|--|
|  |
|--|

**7. Additional Comments/Information:**

What additional implications can you identify that might result from this appointment?

|  |
|--|
|  |
|--|

**PART 7 – APPROVALS FOR RECRUITMENT (initial submission)**

**Department**

\_\_\_\_\_  
Head of Department

\_\_\_\_\_  
Date

**Hospitals**

\_\_\_\_\_  
Chief of Staff/Medical Director

\_\_\_\_\_  
CEO/Executive Director

\_\_\_\_\_  
Hospital

\_\_\_\_\_  
Hospital

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Faculty of Health Sciences**

\_\_\_\_\_  
Associate Dean (Research)

\_\_\_\_\_  
Dean/Associate Dean (Academic Affairs)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**PART 8 – APPROVALS FOR APPOINTMENT (second submission)**

**Department**

\_\_\_\_\_  
Head of Department

\_\_\_\_\_  
Date



**Hospitals**

|  |   |
|--|---|
| <hr/> <b>Chief of Staff/Medical Director</b> | <hr/> <b>President &amp; CEO/Executive Director</b> |
| <hr/> <b>Hospital</b>                        | <hr/> <b>Hospital</b>                               |
| <hr/> <b>Date</b>                            | <hr/> <b>Date</b>                                   |

**Faculty of Health Sciences**

|  |   |
|--|---|
| <hr/> <b>Associate Dean (Research)</b> | <hr/> <b>Dean/Associate Dean (Academic Affairs)</b> |
| <hr/> <b>Date</b>                      | <hr/> <b>Date</b>                                   |

# MEDICAL STAFF APPLICATION PROCEDURE CHECK LIST

## For Use by Department Head

NAME: \_\_\_\_\_

TYPE OF APPOINTMENT: \_\_\_\_\_

STARTING DATE REQUESTED: \_\_\_\_\_

- ☐ Application complete and signed by Applicant
  - ☐ Application signed (2 places) by relevant Department Head(s)
  - ☐ Departmental Delineation Form(s) completed and signed by Applicant and relevant Department Head(s)
  - ☐ Covering letter from Department Head(s)
  - ☐ Curriculum vitae
  - ☐ CMPA or equivalent (Proof of Malpractice Liability Coverage) photocopy of current year's card
  - ☐ Letter of good standing from each licensing body under which the Applicant has practised in the past 10 years
  - ☐ Letter of good standing from each hospital in which the Applicant has had practice privileges in the past 10 years
  - ☐ Letter of reference
  - ☐ Letter of reference
  - ☐ Letter of reference
  - ☐ MOH Provider Number and Specialty Designation (form)
  - ☐ AFP Declaration and Consent form completed and signed by Applicant (non-GFTs in converted departments: Anesthesiology, Emergency Medicine, Obstetrics & Gynaecology, Physical Medicine & Rehabilitation; Urology and physicians involved in the Critical Care Medicine program)
- \_\_\_\_\_ date
- College of Physicians and Surgeons of Ontario – indicate **date** that the request form and payment was mailed to Toronto for Certificate of Professional Conduct
- \_\_\_\_\_ date
- Physician Testing from Occupational Health – **date** that health documentation was completed (confirmation slip is sent directly to Medical Staff Office)
- ☐ Forward complete package to Medical Staff Office, Nickle 4, KGH

## MEDICAL STAFF APPLICATION PROCEDURE CHECK LIST

### For Use by Medical Staff Office

NAME: \_\_\_\_\_

TYPE OF APPOINTMENT: \_\_\_\_\_

STARTING DATE REQUESTED: \_\_\_\_\_

- ☐ Permission to Recruit approved by KGH
- ☐ Permission to Recruit approved by HDH
- ☐ Permission to Offer Appointment granted by KGH
- ☐ Permission to Offer Appointment granted by HDH
- ☐ Letters of Recommendation from Queen's University (KGH, HDH)
- ☐ Letter confirming fellowship in the Royal College of Physicians and Surgeons of Canada
- ☐ Letter confirming certification in the College of Family Physicians of Canada
- ☐ Certificate of Professional Conduct from the CPSO
- ☐ Confirmation of health documentation from Occupational Health
- ☐ Completed application package from the Department

## Adjunct (Group 1) Teaching Appointment Recommendation

Available on the Faculty of Health Sciences web site at

<http://meds.queensu.ca/staffing.html>

**It is recommended that the individual named below be appointed on the following terms:**

**Name of Appointee:**

Surname

Given Name and Initial

**Address:**

**Department/School:**

**Citizenship:**

**Rank:**

Instructor

☐

Lecturer

☐

Assistant Professor

☐

Associate Professor

☐

Professor

☐

**This is a:**

New Appointment

☐

Renewed Appointment

☐

*If new, a current curriculum vitae and two letters of reference are to be attached for the rank of Lecturer and above.*

**To be paid over the following dates:**

from

to

**Funding arrangements:**

Integrated:

☐

(funded by department)

Cont & Distance Studies:

☐

(funded by Continuing and Distance Studies)

### SPECIFIC DUTIES AND RESPONSIBILITIES

| Course                    | Dates | Remuneration | Is this a replacement for a faculty member on leave? |                             |
|---------------------------|-------|--------------|--|-----------------------------|
|                           |       | \$           | <input type="checkbox"/> Yes                         | <input type="checkbox"/> No |
|                           |       | \$           | <input type="checkbox"/> Yes                         | <input type="checkbox"/> No |
|                           |       | \$           | <input type="checkbox"/> Yes                         | <input type="checkbox"/> No |
|                           |       | \$           | <input type="checkbox"/> Yes                         | <input type="checkbox"/> No |
| <b>Other Duties</b>       |       | \$           | <input type="checkbox"/> Yes                         | <input type="checkbox"/> No |
| <b>Total Remuneration</b> |       | \$           |  |                             |

**This appointee has reported:**

☐

no other teaching appointments at Queen's University

☐

the following concurrent teaching appointments at Queen's University

Head of Department

Date

**FACULTY OF HEALTH SCIENCES DATA SHEET**

## DATA SHEET

## Faculty of Health Sciences Data Sheet – Reference Guide

Supporting documentation is required for all data sheets, except normal retirements

|                                  | New<br>Appoint | Reappoint,<br>Renewal<br>& Tenure | Retire/<br>Terminate | Acad/Sab/<br>Neg Leave | Leave of<br>Absence | Mat/<br>Parental/<br>Adoption<br>Leave | Sick<br>Leave | Reduced<br>Period of<br>Resp | Funding<br>Change |
|----------------------------------|----------------|-----------------------------------|----------------------|------------------------|---------------------|--|---------------|------------------------------|-------------------|
| <b>Personal Section</b>          |                |                                   |                      |                        |                     |  |               |                              |                   |
| Effective Date                   | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| ID Number                        | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| SIN                              | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Male/Female                      | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Date of Birth                    | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Title                            | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| Surname                          | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| Given Names                      | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| Initial                          | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| Home Address                     | •              |                                   |                      |                        |                     |  |               |                              |                   |
| City                             | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Province                         | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Country                          | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Postal Code                      | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Pay Address                      | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Country of Residence             | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Citizenship                      | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Postal Bag                       | •              |                                   |                      |                        |                     |  |               |                              |                   |
| Immigration Status               | •              |                                   |                      |                        |                     |  |               |                              |                   |
| <b>Appointment Section</b>       |                |                                   |                      |                        |                     |  |               |                              |                   |
| Appointment Dates                | •              | •                                 | •                    |                        |                     |  |               |                              |                   |
| QUFA Position                    | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| Position Number                  | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| Category                         | •              | •                                 | •                    |                        |                     |  |               |                              |                   |
| Appointment Type                 | •              | •                                 | •                    |                        |                     |  |               |                              |                   |
| Sub-appointment Type             | •              | •                                 | •                    |                        |                     |  |               |                              |                   |
| Appointment Title                | •              | •                                 | •                    |                        |                     |  |               |                              |                   |
| Rank                             | •              | •                                 | •                    |                        |                     |  |               |                              |                   |
| Department/Division              | •              | •                                 | •                    | •                      | •                   | •                                      | •             | •                            | •                 |
| <b>Terms and Funding Section</b> |                |                                   |                      |                        |                     |  |               |                              |                   |
| FTE/Actual Income                | •              |                                   |                      |                        | •                   | •                                      | •             | •                            | •                 |
| Monthly Income                   | •              |                                   |                      |                        | •                   | •                                      | •             | •                            | •                 |
| Annualized Income                | •              |                                   |                      |                        | •                   | •                                      | •             | •                            | •                 |
| Type of Leave                    |                |                                   |                      | •                      | •                   | •                                      | •             | •                            | •                 |
| Leave Dates                      |                |                                   |                      | •                      | •                   | •                                      | •             | •                            |                   |
| RPR/Leave Factor                 | •              |                                   |                      | •                      | •                   | •                                      | •             | •                            |                   |
| RPR/Leave Annualized Income      | •              |                                   |                      | •                      | •                   | •                                      | •             | •                            |                   |
| Monthly Hours for EI             | •              | •                                 |                      | •                      | •                   | •                                      | •             | •                            | •                 |
| Funding Start/End Date           | •              | •                                 |                      |                        | •                   | •                                      | •             | •                            | •                 |
| Account Code                     | •              |                                   |                      |                        | •                   | •                                      | •             | •                            | •                 |
| Account Qualifier                | •              |                                   |                      |                        | •                   | •                                      | •             | •                            | •                 |
| Monthly Income                   | •              |                                   |                      |                        | •                   | •                                      | •             | •                            | •                 |
| Annualized Income                | •              |                                   |                      |                        | •                   | •                                      | •             | •                            | •                 |
| VOID Cheque                      | •              |                                   |                      |                        |                     |  |               |                              |                   |
| <b>Comments</b>                  |                |                                   |                      |                        |                     |  |               |                              |                   |
|                                  | •              | •                                 | •                    | •                      | •                   |  | •             | •                            | •                 |
| <b>Approvals</b>                 |                |                                   |                      |                        |                     |  |               |                              |                   |
|                                  | •              | •                                 | •                    | •                      | •                   |  | •             | •                            | •                 |

Data sheets are to be forwarded directly to the Staffing Office for signature, action and distribution

**Note: Unless the faculty member will receive remuneration, Data Sheets are not required for:  
Cross-Appointments, Promotion or for Professor Emeritus status**

Additional data sheets may be obtained from the Faculty Staffing Office at 533-6000 x 75963 or 74063