



THE ENGINEERING SOCIETY
OF QUEEN'S UNIVERSITY

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Director of Human Resources Position Manual

Created January 2017 by
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Job Description

The main task of the Director of Human Resources (DoHR) is to ensure that all people-centric aspects of the Engineering Society are running smoothly, fairly, and effectively. The overall mandate consists of overseeing all recruitment, hiring, training, feedback, and equity aspects of the society as well as disciplinary actions. Everything below provides a pretty good description of what I do, but if you're interested in the position then we can meet up and I'll give you more in-depth information!

Hiring

The DoHR is in charge of overseeing the entire hiring process, from application to notification. At the front end, the position is responsible for posting applications to EngSoc Apply (our central application platform) and handling all questions related to this. This also entails maintaining the user lists and past applications.

Beyond EngSoc Apply, the DoHR assists hiring panels with situations as they arise. This can include how to effectively adjudicate a candidate, how to best notify candidates, and generally how to reconcile the often competing demands of fairness, equity, competency, and policy.

More broadly, the DoHR is responsible for overseeing the hiring policy, ensuring that it remains up to date with the current demands on the system. This also includes answering questions during council about the current procedure and its implications. This can also include updates to the policy as necessary, and gathering student feedback on the policy.

Feedback

The DoHR oversees the feedback officer, who coordinates our manager review process - creating and administrating the 360 degree feedback surveys about their current working conditions and the state of the management team. The feedback officer is then charged with using this information to create specific feedback points for management and sending each manager the feedback in the form of a report. It is the DoHR's responsibility to work with the Director of Services to ensure that action is taken on points of concern in the feedback surveys.

The information gathered from this process is also used to create summary reports for each service, which are presented to the Director of Services and the Vice-President of Operations as an overview of where all the services are standing and how they can be improved from year to year.

Feedback is also administered to the Executive-Director team in the form of a peer review, and this feedback is summarized and sent out as individual reports to inform the ED team on how they can improve their performance.

Surveys are also sent out to FRECs and the services regarding the hiring process to determine if anything about their hiring processes can be improved in subsequent years. Going forward, HR

would like to implement society-wide feedback so that the society and the people within it can grow and improve from year to year.

Training

The main role of the DoHR in terms of training is to run the biannual training conference, which serves as a blanket training requirement for all EngSoc constituents. This conference is meant to provide EngSoc constituents with a basic knowledge of how to use EngSoc's services, where they fit within EngSoc, and how to work effectively in teams. HR occasionally also assists with manager and staff training, mainly as an advisory role about their position in EngSoc.

Going forward, there is significant potential for growth in this area of the portfolio, especially in relation to hiring a new training officer position and streamlining the transition process.

Disciplinary Action

As situations arise, the DoHR is required to respond to provide an insight into policy as well as consistency between situations. This also includes keeping track of staff demerit points, from both an administrative standpoint as well as to keep track of the current staff situation. HR is more focused on staff discipline than larger level situations, as larger level situations tend to be handled by ERB and the Executive.

AMS HR caucus

An additional role of the DoHR is to attend the AMS HR caucus. This is a meeting of all the HR representatives within the AMS and faculty societies, and provides an opportunity to compare current policy and practices. The caucus is also a chance to discuss current state of hiring and recruitment across campus.

Equity

The role of the DoHR in terms of equity is to hire and oversee an equity officer. The role of the equity officer is to organize equity training for the biannual training conference, attend equity caucus along with the equity representatives of other faculty societies, to hire and oversee the Committee on Inclusivity, and to act as an expert in all equity-related matters and situations in the Society. The DoHR works with the equity officer on the training conference and any equity-related hiring/misconduct situations, but is otherwise uninvolved with their initiatives.

Surveys

The SurveyGizmo subscription is currently under the HR portfolio, and the DoHR is therefore responsible for coordinating this service and managing the logins of the people within EngSoc who use it.

ERB

The Engineering Review Board (ERB) is an external agency that can review hiring decisions, policy changes, and a variety of other situations. The DoHR is the primary contact point for ERB

and EngSoc, and acts as liaison and support for the chair of the committee. The DoHR sits on ERB as an ex-officio member.

Health and Safety

HR is the main oversight position for the health and safety aspects of the services. This entails occasional review of service practices to ensure compliance with relevant sections of the law, as well as the coordination of our health and safety committees.

Recruitment

The DoHR oversees the recruitment officer, who is responsible for running the biannual hiring fairs and mock interview workshops as well as promoting the real-world opportunities that EngSoc has to offer and helping other EngSoc constituents with their advertising.

People I Work With

The Current Executive

Situations where the DoHR is involved are significant issues in which the executive team has already been briefed. As a result, this requires a close working relationship with all three members, and a strong ability to come to an effective solution in difficult situations.

On a more day-to-day basis, the DoHR reports to the President. This allows for communication on current projects and helps to head issues off before they become major events.

Director of Services

The Director of Services is the main point of contact for all the service managers, and therefore works closely with the DoHR whenever situations arise concerning the service staff/management. Although the DoHR is responsible for both the service and society side of EngSoc, the large number of staff and regulations within our services makes this a vital relationship.

Chair of ERB

As the main point of contact for ERB, the DoHR is required to liaison to coordinate policy review and hiring decisions. The DoHR also occasionally assists ERB from an administrative standpoint.

Equity Officer, Recruitment Officer, and Feedback Officer

These three positions are directly overseen by the DoHR, and it is therefore expected that HR will advise, support, and meet with these positions regularly in order to keep each portfolio running effectively. Each of these positions is expected to be fairly independent, so HR will act primarily as an advisory role. There will likely be an addition of a training officer and several more feedback officers to the team in upcoming years.

The Directors

In truth, HR would be a completely ineffective portfolio without these people. The DoHR is responsible for alerting the directors of training sessions, changes to hiring practices, new surveys, transition materials, etcetera so that they can pass the information onto their constituents.

Regular Tasks

The day-to-day duties of the DoHR involve replying to emails, attending meetings, maintaining EngSoc Apply, administering SurveyGizmo, advising the feedback, recruitment, and equity officers, and responding to disciplinary situations as they arise.

Emails and disciplinary situations will take a highly varied form, but essentially distill down to resolving issues where positions act outside the bounds of their contracts. In these situations, it is the role of HR to find fair solutions, drawing on policy experience.

EngSoc Apply requires posting and reopening applications as requests dictate, answering questions from students about the service, and administering passwords for people viewing positions. This is a particularly time-consuming role, and requires a fine balance to keep the system running. A new system will soon be implemented which is structured to save the DoHR a great deal of time.

Likewise, the DoHR is responsible for providing SurveyGizmo logins as people request, removing logins when surveys are finished, and generally assisting with this service.

Meetings will also occur with the President as well as with the ED team as a whole to discuss relevant society issues. The DoHR will also organize meetings with the recruitment, feedback, and equity officers to check in on their progress and provide advisement.

Finally, the DoHR will hold office hours in the Engineering Society office and lounge. This will be for two to three hours a week and is a time where he/she is available to answer questions and assist anyone who comes into the Tom Harris Student Lounge.

Meetings I Attend

The meetings that I attend/lead regularly are:

Weekly:

- ED Team Meetings - Update each other on portfolio developments and coordinate Society-wide strategy. Answer any questions other members have about anything relating to the HR portfolio.
- President – Updates and discussion on issues, challenges, and progress within portfolio.

- HR Team Meeting – Feedback, recruitment, and equity officers give updates on their portfolios, HR provides guidance and helps them plan (may also include a FYPCO if desired)

Every so often:

- ERB- meet to discuss any open hiring issues and coordinate director reviews
- DoS- meet whenever a situation within the services arises
- AMS HR caucus

Projects I Completed This Year

Completed Projects

- Introduced recruitment, feedback, and equity officers
- Introduced the EngSoc training conference for all constituents of the Society
- Created a transition guide to aid positions in their transition process
- Created manager peer reviews, Director of Services and VPOPS performance reviews, and ED peer review as well as updating staff chats (360 degree feedback)
- Helped to create a new, more effective EngSoc Apply system
- Increased the visibility of HR within the society
- Ensured the hiring policy was up to date
- Passed a training officer position at council for the upcoming term

Ongoing/Upcoming Projects

- Running the March training conference
- Creating a training manual for all EngSoc positions to reference
- Critically examining the placement of equity under the HR portfolio

Timeline

February-April

- Hire feedback, recruitment, equity, and training officers
- Begin planning yearlong projects
- Assist outgoing DoHR with any projects (running EngSoc Apply, organizing the spring training conference, helping coordinate officers' plans, etc.) and focus on transition

Summer

- Continue planning yearlong goals, write strategic plan, make budget
- Support officers in their planning
- Generally a good idea to update the surveys, organize documents, and prepare any materials you can before the hiring rush in September

September - December

- Manage EngSoc Apply (or new system) for the fall hiring rush (September-October)

- Support recruitment officer in organizing the fall hiring fair and mock interview workshops (September)
- Support feedback officer in gathering and analysing 360 degree feedback (October-November)
- Support equity officer in hiring Committee on Inclusivity (September) and organizing the equity town hall (November)
- Support FYPCO in organizing hiring town hall (if FYPCO is desired, November)
- Send out ED Peer Review and support ERB chair in analysing results (October-November)
- Support training officer in organizing the fall training conference (October)

January- April

- Manage EngSoc Apply (or new system) for the winter hiring rush (January-March, peaks in March)
- Transition incoming DoHR
- Support recruitment officer in organizing the winter hiring fair and mock interview workshops (March)
- Support feedback officer in gathering and analysing 360 degree feedback (January-February) and hiring feedback surveys (February)
- Support equity officer in organizing the equity town halls (January & March)
- Support FYPCO in organizing hiring town hall (if FYPCO is desired, late March)
- Send out ED Peer Review and support ERB chair in analysing results (January-February)
- Support training officer in organizing winter training conference

Conclusion

Human resources is one of the most “behind the scenes” roles within the Engineering Society. Although this means that it appears to be a bit of a mystery at first glance, I hope that this guide provides a short overview of what the role focuses on.

Director of Human Resources is an incredibly interesting role that has incredible potential to make a positive impact on the Engineering Society and its members.

From a personal standpoint, this position provides an incredible amount of useful experience towards working in a real world business setting. Gaining practice with both hiring and management, I feel that HR is easily one of the most rewarding positions we have (and I know most of them!).

The ideal person for this position has passion for fairness and equity, an understanding of policy (both internal and external) and when to follow it, a calm attitude under pressure, and the ability to work with a diverse group of people. They should also have strong time management skills, as they will be balancing several important aspects of EngSoc at once.

Please feel free to message or email me if you have any questions! I love talking about this stuff



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