

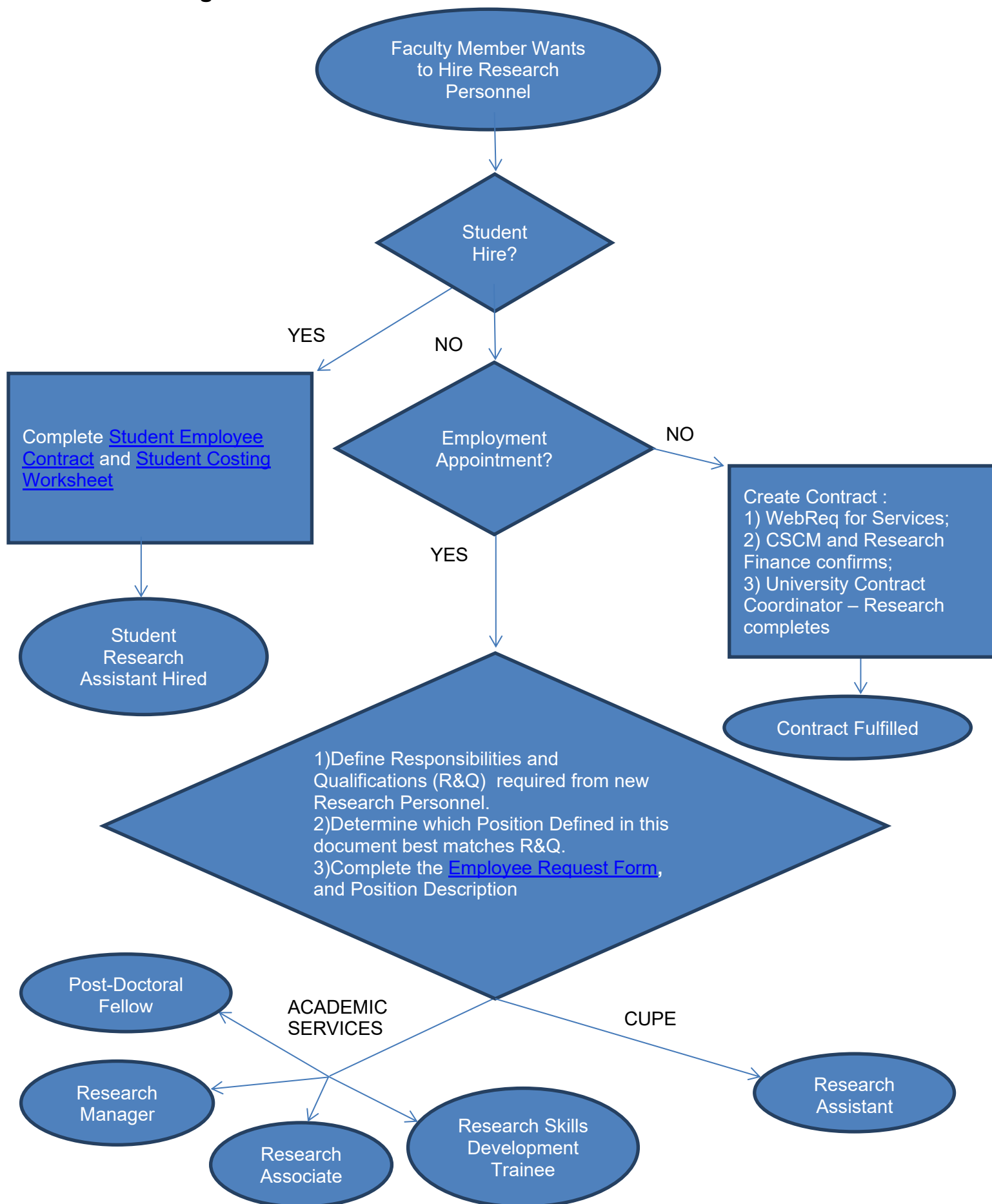
# Research Personnel Recruitment Guide

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## Research Hiring Flow Chart:



## **Purpose:**

This document is provided to guide UNBC researchers wanting to hire or contract research support services. The flow chart on the previous page shows the types of positions available at UNBC. To determine the type of employment appointment needed, a clear explanation of responsibilities and qualifications is required for each new position. The explanation helps to limit applicants, both at present and in the event of employee replacement, to only those able to competently fulfill the requirements of the position.

Cost of support personnel is calculated to include benefits, MSP and pension as applicable. Research proposals need to accurately reflect these costs, and can be calculated using the [Academic Services Costing Worksheet](#) or the [Student Costing Worksheet](#).

## **Categories of Support:**

### **Student Research Assistants:**

Continuing post-secondary students (registered at any post-secondary institution) may assist faculty in a wide variety of research related activities that are usually associated with their academic experience and focus. Only term specific appointments are permitted. It is possible to have a position continue within this category of employment for up to six months following termination of student status (*i.e.* Student graduates or halts student status).

To hire a student with secured research funds (or to cost out a student hire for a proposal) follow the very clear instructions in the [Student Employee Contract](#) and the [Student Costing Worksheet](#) both are available as download-able and fill-able forms on the UNBC Human Resources website. The FAQ's provided there also answer the most common supervisor and student questions. The Human Resources Department is ready to help if questions are not answered in the documentation they have provided.

If an individual is in the process of being hired, and is found to not qualify as a student, their position will be considered within the employee appointments framework described in this document, and the most appropriate position will be proposed to the supervisor. It will be up to the supervisor to decide how they wish to proceed.

### **Contract Services:**

For non-employment research support (a service that can be contracted out to an individual that is not associated with the university, nor needing support communication/equipment), follow [UNBC's Contracts and Supply Chain Management Policies and Procedures](#).

An independent contractor must have their own WorkSafeBC Insurance, (or its equivalent in another jurisdiction) and liability insurance and they are responsible for their own tax remittances. Questions about hiring an independent contractor can be directed to UNBC's

University Contract Coordinator-Research at the Office of Research and Innovation contact number (see page 13).

- Create a WebReq for a research services contract along with the required supporting documentation. Work with Contracts and Supply Chain Management (CSCM) and have funds confirmed with Research Finance before bringing the contract to the University Contract Coordinator-Research for completion.

### **Employment Appointments:**

Support personnel needed by faculty members using secured research funds. Benefits are provided and funded through the research monies, if eligible. Positions are often characterized by project management, supervision, longer term employment and soft funding.

- Describe the Position with Responsibilities and Qualifications clearly outlined. Use this description to determine the Employee Class and Position Title for use in the Employee Request Form (ERF).
- Complete the [Employee Request Form](#).

### **Support Personnel Positions Defined:**

#### **Post-Doctoral Fellow:**

Has completed a doctoral degree and is seeking the opportunity to train further in a particular area of research.

The position is temporary, full-time and viewed as training in preparation for a full-time academic and/or research career. A letter of Appointment is sent to the successful candidate outlining the terms of the position (see Postdoctoral Fellow Guide). At UNBC, PDF appointments are for up to two years, and may be renewed, upon satisfactory review and secured funding, for one year terms, up to an additional three years. The maximum duration of a PDF appointment at UNBC is 5 years in total with the Dean's written approval.

#### **Responsibilities**

- To undertake advanced research/scholarship in association with one or more UNBC faculty members.
- The individual would work under the supervision of a UNBC faculty member with roles and responsibilities as described in their appointment letter, and as assigned by their supervisor.

#### **Qualifications**

- Doctoral degree completed within the previous four years. Exceptions will be considered where the research career has been interrupted by circumstances such as parental responsibilities or illness.

## **Research Associate:**

Possesses the qualifications and expertise to conduct research activities in collaboration with faculty members and other researchers.

Term specific appointment. Salaries and Benefits (as appropriate) are paid from research grants, contracts, endowment funds or other “soft” funds that are not part of the normal operating budget of the university.

### **Responsibilities**

- Primarily to conduct research and/or scholarship with no formal teaching duties.
- May include supervision of other researchers and technical personnel and participation in student research.
- Expectation that the individual will make judgment calls on the progression of the research being conducted.
- Develop research proposals in collaboration with faculty
- Develop methodologies, and write protocols.
- Co-authoring papers (preparation of peer-reviewed publications).

### **Qualifications**

- Doctoral degree or combination of Masters/Professional degree and several years of experience (clinical or other origin).
- Experience (1+ years) with specific areas needed for success in the position.

### **Skills**

- Able to work independently as well as collaboratively.
- Resourceful, organized, self-directed.
- Excellent written and oral communications skills.

## **Research Manager:**

Ensures the implementation of the research plan through a wide variety of operational, research, and administrative support services which include: project and financial management; organizational development; and supervisory tasks. This position supports, facilitates and co-ordinates research related activities to maximize the efficiencies of the research activities.

Appointment may be temporary or ongoing. [Depends on the security of funding, and need for service]. Salaries and Benefits (as appropriate) are paid from research grants, contracts, start-up funds, endowment funds or other “soft” funds that are not part of the normal operating budget of the university.

### **Responsibilities**

- Daily management of research activities and budget.

- Supervise, hire, terminate, discipline and otherwise manage research or research-related personnel.
- Support the research team(s) in planning field research activities, and being the check-in of all researchers in the field.
- Primary contact for liaison with scheduling of all field work, interfacing logistics, and responding to any questions or issues from the field.
- Debrief all field teams whenever they return from the field – communicate any important and transferable observations to other teams.
- Coordinate regular meetings of all participants to be followed by a project administration discussion. Ensure communication and action items/strategic plans that result from meetings are developed and communicated appropriately.
- Generate regular updates and quarterly written reports across the project, take the lead on annual progress reports with primary investigators as appropriate.
- Assist in organization of data and other outcomes from the research teams.
- Work with the UNBC Office of Safety and Risk Management to assist with necessary Health Safety and Environmental Plan training and implementation, including maintenance of records for all participants (safety training, daily safety and orientation meetings and all other required forms).

### **Qualifications**

- Masters or Doctoral degree (or equivalent experience).
- Familiar with the areas of study - strong background in “x, y, z” areas as needed for the study

### **Skills**

- Strong, proven organizational abilities.
- Significant leadership and management experience (organization development, supervisory, project management and financial management).
- Ability to work with researchers from a range of disciplines.
- Ability to synthesize research approaches across disciplines.
- Ability to communicate effectively in the area of study to various audiences, knowledge of pertinent nomenclature.

### **Research Skills Development Trainee**

Recent graduate from a post-secondary institution that is underemployed in their area of study. A mentored, short-term, internship position, to provide practical specialized training. The purpose is to improve and extend the individuals’ skill set both in, and peripheral to, their field of study to better their opportunity for meaningful future employment. Not a service position, does not lead to a degree.

Term-specific appointment [between four and eighteen months]. Salaries and Benefits (as appropriate) are paid from research grants, contracts, endowment funds or other “soft” funds that are not part of the normal operating budget of the university, may be in conjunction with Federal funding initiatives (For example: [Young Canada Works- Heritage, English and French Languages](#) [employer deadline for applications for summer work program is the proceeding January]; [Science Horizons Youth Internship Program-Environment Canada](#)) [employer deadline for application is the proceeding December].

### **Responsibilities**

- Extend the skill set of the Research Trainee (e.g. grant writing, field/lab/interview/survey techniques).
- Hands-on experience working on projects in internship (lasting no less than 6 months for Science Horizons; 4-12 months for Young Canada Works).
- To develop knowledge and skills to prepare the trainee for sustainable employment in and around their field of past study.

### **Qualifications**

- Have graduated from a university, college, post –secondary school of technology, post-secondary institution or CEGEP (college d’enseignement general et professionnel, Québec) within the past 12 years. [Young Canada Works requires underemployed recent ( $\leq 2$  years) graduate; Environment Canada Science horizons requires individual be under 30 years old]
- Will not be in school during their internship.
- Will not be in receipt of Employment Insurance during their internship.

## **Research Assistant I, II and III**

Assists in the implementation of an established and guided research plan. There are three levels of Research Assistants; determination between the levels is based on the complexity of work and qualifications required. (A Student Research Assistant is hired under the Student Employee Contract as described earlier in this document).

Term specific appointment. [Terms greater than 12 months generate CUPE Local 3799 Regular Full-Time Employee worker status as defined in section 1.02 of the [Collective Agreement](#). Layoff, seniority and recall procedures follow the Collective Agreement (section 17) at the end of a term appointment greater than 12 months. Worker’s qualifications are considered for all CUPE positions, and the Collective Agreement must be followed for all CUPE positions.] Salaries and Benefits (as appropriate) are paid from research grants, contracts, start-up funds, endowment funds or other “soft” funds that are not part of the normal operating budget of the university.

### **Research Assistant I**

#### **Responsibilities may include:**

- Conducting the program of research as provided.



- Following established methodologies for data gathering and data entry in a lab, the field or other.
- Literature searches.
- Compilation of survey results.
- Routine work duties where techniques and methods are relatively simple in nature.

**Qualifications:**

- Two to three year certificate with six months experience.

**Research Assistant II**

**Responsibilities may include:**

- All the responsibilities of RA I.
- Preliminary analysis of raw data (in a lab, the field or other).
- Literature reviews and summations.
- Administration of various survey tools.
- Detailed instruction will be provided when complex tasks are assigned.

**Qualifications:**

- Undergraduate degree with more than one year relevant experience.

**Research Assistant III**

**Responsibilities may include:**

- All the responsibilities of RA I and RA II.
- Data analysis and summation (in a lab, the field or other).
- Input into the selection of experimental techniques.
- Input into the development of various survey tools.
- Specialized knowledge and/or experience may be required to complete some tasks.

**Qualifications:**

- Graduate degree with more than two years relevant experience.

## **Category of Support Personnel Needed for the Proposed Research**

Proposed research may require one or more categories of support personnel to be completed successfully. To determine which category (or categories) are needed, look at the Research Hiring Flow Chart and read the definitions of both Student Research Assistants and Contract Services provided. The University supports and promotes the employment of students to provide experiential learning and retention while fulfilling our academic mandate and vision. If either of these options is appropriate for the proposed research, follow through with the online contract and WebReq forms indicated.

If an Employment Appointment is to be pursued, consider which of the five research positions best fits the proposed research needs. The definitions outline in general terms the responsibilities, qualifications and experience required for an individual to successfully perform in their position and meet any additional expectations the researcher may have in terms of

supporting the proposed research. The definitions provided are also a resource to help in the preparation of the Position Description that needs to clearly explain the characteristics required of a successful candidate.

For additional assistance in determining the appropriate category of support personnel for the type of research project being undertaken, Faculty are encouraged to consult with their colleagues, Department Chair, the Office of Research and Innovation and/or the Human Resources Department.

## How to Create an Employee Appointment

The researcher can prepare for hiring their support personnel by looking at the proposed research, determining the type and number of tasks to be completed by the support personnel, the qualifications needed to competently complete the tasks, and the number of positions the quantity of labour calls for.

Draft a rough Position Description for the new person(s), complete with responsibilities, qualifications, hours per week, approximate wage expected and duration of term required (see example of Position Description and ERF that follows this section). Working with the description, review the category of support personnel (at the beginning of this guide) being sought, paying particular attention to qualifications, skills and experience required.

Once the research proposal has been approved and the employment category has been finalized the researcher completes the Position Description and an [Employee Request Form](#) (ERF) with the pertinent funding numbers to be confirmed by finance for budget approval..

The ERF and the Position Description documents will be used by HR to help formulate a job posting, and eventually the letter of offer as they outline the expectations for the new hire. Funding must be confirmed before the job posting can be made. There are several free online job posting sites available for use, however any sites that incur a cost will need the budget holder for the position to authorize the expense.

Researchers are free to undertake their own recruitment efforts when filling Post-Doctoral Fellowship, Research Manager, Research Associate, Research Skills Development Trainee or Student Employee positions. While Human Resources can assist with the formatting and distribution of advertisements, any sites or platforms with costs will be billed back to the Faculty member. Therefore, where external recruitment is being contemplated, advertising costs should be considered when putting together the research proposal budget.

However, because Research Assistant positions are covered by the terms of the UNBC/CUPE (Local 3799) Collective Agreement, it is important that researchers follow the posting and selection criteria set out in the Agreement (e.g. post for seven working days) have a CUPE member on the selection committee, complete a [Position Description Questionnaire](#) where applicable, etc.). [The UNBC/CUPE Collective Agreement](#) is online and Human Resources is available to assist with the process.

For any position, the [Employment Standards Act](#) must be followed by both the employer and the employee. There are several short [videos](#) available on the Employment Standards Branch website for guidance, and many other resources to access when faced with unfamiliar work-related circumstances.

## **Example Position Description:**

### **Research Associate**

Part time (20 hours/week April 15 through August 28, 2022)

Salary: the hourly wage range for this position is between \$30.00 and \$32.00 per hour depending on education and experience.

#### **Duties:**

The Research Associate provides a range of services, including assisting with and conducting research under the lead researchers' direction. This includes working on a number of ongoing and possible research projects, including, but not limited to: a study of ....., and ....., and other duties as needed. [describe the research project they will be involved in, and their role.]

Responsibilities include, but are not limited to:

- Organizing and facilitating project focus groups;
- Literature searches for the project
- Quantitative data analysis
- Supervision of undergraduate research assistants
- Presentation and co-authorship of project results for publication in peer-reviewed journals.

Qualifications, the successful candidate will:

- Possess a doctoral or master's degree with commensurate experience in an area related to collection and analysis of large amounts of .....
- Have experience with programming languages
- Have the ability to engage and collaborate with a large network of researchers
- Have the ability to work independently as well as collaboratively
- Be highly organized and resourceful, possess excellent written and oral communication skills.

## **How to Extend an Existing Appointment**

When a term appointment is within six weeks of completion and the researcher wishes to extend the appointment, four questions need to be answered in consultation with the employee, and budget approval needs to be requested through finance (Accounting Analyst – Research).

Contract extension base information:

- 1) Period of extension (date for extension to start and new end date)
- 2) Pay confirmation (salary in dollars, same as previous, or a proposed change)
- 3) Hours of work per week (if less than 18 hours/week the position is not eligible for benefits)
- 4) Funding codes

The HR department is able to provide the budget holder with the specific terms and conditions of the contracts they have entered into; however, budget holders are encouraged to keep their

own records to assist in the tracking their budget. HR can send a .pdf copy of the contract or look up funding codes/salary/hours of work/benefits etc. as needed.

To request budget approval through finance, e-mail the Accounting Analyst – Research with:

- 1) the funding code to be used;
- 2) the period of the extension and
- 3) the amount to be drawn from the account (pay times hours/week times term, as calculated using the [Academic Services Costing Worksheet](#), thus including benefits).

The positive response from finance can then be forwarded to HR along with the answers to the four contract extension questions from above.

There has been a long-standing practice of Human Resources contacting supervisors (roughly a month prior to a term ending) to inquire how they would like to proceed with a position that is coming to a close. Proactive supervisors and budget holders that extend position terms as required and desired will help streamline the use of our Human Resources Department.

## Compensation

The category of support personnel required will directly influence the level of compensation to be budgeted. In general, the rates for Post-Doctoral Fellows, Research Managers and Research Associates are research funding dependent and vary between disciplines. Rates for Student Research Assistants are generally set in relation to whether they are in undergraduate or graduate programs, and rates for Research Assistants are set by reference to the CUPE collective agreement. To explore any potential flexibility of offering a position with benefits vs an increased pay rate, please consult Human Resources prior to entering into discussions with potential support personnel.

While some flexibility exists for other groups, it is important to note that positions covered by the UNBC CUPE 3799 Collective Agreement are expressed as full or part “Full Time Equivalents” based on a 35-hour work week. Furthermore, salaries are expressed as an annual amount with the proviso that they will be prorated for term length and full-time equivalency.

When developing a Research Proposal Budget all positions require fully calculated compensation values (hours/week, term of position, rate of pay, multiplier for statutory deductions, vacation and benefit costs). It may be difficult to project the actual amount of support personnel “work time” required for the proposed research; however, the total labour cost will not be possible without this estimation. Consulting with Colleagues, Program/Department Chairs and/or the Office of Research and Innovation is extremely helpful with generating sound estimate number of hours of work per week, and hourly rates of compensation.

Explore the [Academic Services Costing Worksheet](#) to complete the calculation of compensation values, (note that in the workbook, the worksheets are term specific, as position benefits and deductions vary by term of employment).

## Statutory Deductions, Vacation and Benefit Costs

When budgeting for the cost of support personnel, consideration should be given not only to the amount of “work time” required and the hourly or annual salary, but also to costs associated with employer statutory contributions and employee benefits, where applicable. These are also addressed in the [Academic Services Costing Worksheet](#).

The cost of employer statutory deductions (Canada Pension Plan, Employment Insurance and Workers Compensation) is 10.172% as of January 1, 2022. This amount needs to be added to the budget to determine the total labour cost but it is not included in the rate offered to the employee.

Vacation pay is included in the rate paid to the employee and will show as 4% separated out on their pay stub (where 4% equals a two week entitlement). This 4% needs to be included in the labour cost budget but is not included in the rate offered to the employee. Note that 6% should be used for all CUPE positions and may also be used for other non-student positions where funding proposals permit and when required by Employment Standards.

Non-statutory benefits will vary with the personnel category, whether the person will be working full or part-time, and the anticipated term of employment. These benefit amounts need to be added to the budget to estimate total labour cost but are not included in the rate offered to employees. Details of what benefits are provided, and how to calculate the associated costs, is to be done using the [Academic Services Costing Worksheet](#). [Benefit plan](#) details of what benefits are available to non-student research support personnel are outlined on the Human Resources website.

Note that while students do not receive non-statutory benefits (hence no benefit cost) the 10.172% cost of the statutory deductions needs to be budgeted as does the 4% of vacation pay (total of 14.172%). Additionally, when Faculty are planning to hire on an hourly basis rather than a salaried basis, a further 4.6% needs to be added for statutory holiday pay for a total cost of 18.772%.

## Once Hired – the Probationary Period

An initial probationary or assessment period is applicable to all research support personnel. Generally this period will be six months in length (for CUPE positions see the relevant collective agreement language at <http://www.unbc.ca/human-resources/employee-agreements-handbooks>.) The purpose of the probationary period is to allow the employee to demonstrate their suitability for the role and for the employee to assess their interest in the assignment. Supervisors are encouraged to discuss performance with new employees on a regular basis during this period and record these discussions. If an employee does not seem to be “working out” it is important to communicate with them how they could improve their performance. Keep record of these discussions, and seek advice from HR as early in the probationary period as you are aware there may be a problem.

Furthermore, UNBC is committed to ensuring the health and safety of its employees. An [Employee Safety Orientation](#) is required for all faculty, staff, research assistants, teacher assistants, student workers, visiting scholars and post-doctoral fellows. Please visit the [UNBC Safety and Risk Management website](#) for a Safety Checklist and details around the availability of online training modules.

## **Scholarship, Fellowship and Research Grant Income**

Scholarships and Fellowships are paid to undergraduate and graduate students, respectively, to enable them to pursue their education and proceed towards obtaining a degree. Normally, a student is not expected to do specific work for the payer in exchange for such amounts. There are no source deductions and the first \$500.00 of scholarships income is exempt from tax. Furthermore, the student will not receive employment benefits.

Research Grants arise when a research grant or research contract holder pays an assistant whose relationship is that of co-researcher or student to professor. The student's participation in the research project will assist him/her to qualify for a degree. Normally, the direction given by the researcher will be of a general or consultative nature and the student assistant will have more freedom carrying on his/her part of the project than would an assistant under an employer-employee relationship. There are no source deductions. Furthermore, the student will not receive employee benefits.

Scholarships, Fellowships and Research Grants are typically paid as stipends. Researchers wishing to offer a Scholarship, Fellowship or Research Grant, should use the [Requisition for Disbursement of Scholarships, Fellowships and Research Grant Payments form](#).

## **Contact Information**

Human Resources	960-5521
Research and Innovation	960-5852
Finance	960-6534
Contracts and Supply Chain Mgmt.	960-5500
Safety and Risk Mgmt.	960-5020