Lakehead UNIVERSITY | University Secretariat

Temporary Positions Employment Policy

Category: Human Resources;

Jurisdiction: Vice-President, Finance and Administration;

Approval Authority: Executive Team;

Established on: October 29, 2026;

Amendments: None;

Most Recent Review: October 29, 2026.

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1. Purpose and Scope

1.1 Purpose

The purpose of this Policy is to articulate the principles, define the types of temporary employment positions, and set forth the administrative and operational protocols governing the recruitment, terms of employment, job classification, salary administration, and termination of temporary (fixed-term) positions at Lakehead University (the "University"). This Policy is designed to ensure that such temporary employment arrangements are executed in a consistent, transparent, equitable, and legally compliant fashion, in keeping with the University's commitment to fairness, equity, diversity, and inclusion, and to meet the needs of the University's ongoing operations, administrative functions, and time-limited projects.

1.2 Scope

1.2.1 This Policy applies to all individuals engaged by the University under a contract of employment for a defined period, in a non-union, non-continuing role (a "Temporary Position").

1.2.2 Temporary Positions under this Policy are roles created outside the University's existing employee groups to address short-term operational, administrative, or project-specific needs. Such positions are financed through the University's

operational budget, internally designated funds, or externally awarded, time-limited grants that are not research-funded roles governed by Fund 50.

1.2.3 This Policy governs the requisition, classification, recruitment, appointment, terms and conditions of employment, performance management, salary administration and termination or renewal of all Temporary Positions, whether full-time or part-time, with defined start and end dates ("Fixed Term Temporary Positions").

1.2.4 This Policy applies to all employees in a Temporary Position paid via the University payroll and who meet the definition of "employee" under the Employment Standards Act, 2000 (ESA).

1.2.5 This Policy does not apply to post-doctoral fellows; visiting scholars; Schedule II or Technical Staff Positions, individuals employed under a collective agreement; positions covered under the research-funded positions employment policy, or governed under other policy frameworks.

1.2.6 This Policy is to be read in conjunction with other University policies, including but not limited to the Human Rights Policy, Conflict of Interest Policy, and Employment/Recruitment Policy.

2. Definitions

2.1 **Temporary Position:** A Fixed Term employment role, outside of any collective bargaining unit, established by the University to fulfil a specific task, project or operational need with a defined start and end date.

2.2 **Employee in a Temporary Position:** An individual who is appointed by the University to occupy a Temporary Position.

2.3 **Temporary Positions Salary Grid:** The salary structure (TP1 – TP5) for Temporary Positions maintained by the University's Human Resources Department, which sets minimum and maximum salary rates per classification band.

2.4 **Generic Job Descriptions:** The set of standardized role profiles maintained by the University's Human Resources Department that outline typical duties, responsibilities, educational/experience requirements, and classification references for Temporary Positions.

2.5 **Hiring Manager**: The person who may initiate the recruitment process for a Temporary Position and who is responsible for the decision of selection and appointment of an Employee in a Temporary Position. In most cases also responsible for the day-to-day

supervision, performance evaluation, work assignment and direction of the employee in a temporary position in consultation with Human Resources.

2.6 **Department Head:** The individual responsible for overseeing the department in which the Temporary Position is created, and for reviewing and approving the position from a departmental budget standpoint.

2.7 **University:** Lakehead University

3. Principles

3.1 The following guiding principles shall underpin the management of Temporary Positions at the University:

3.1.1 Flexibility: The University may utilize Temporary Positions to respond flexibly to evolving operational demands, project-specific needs, seasonal fluctuations, or other time-limited requirements.

3.1.2 Consistency & Equity: Temporary Positions must be governed by consistent job classification, salary administration, and employment practice as set out in the Temporary Positions Salary Grid and Generic Job Descriptions, thereby ensuring equitable treatment of Employees in a Temporary Position.

3.1.3 Compliance: All Temporary Positions and employment arrangements thereunder shall comply with the Ontario Employment Standards Act, 2000, the Ontario Human Rights Code (OHRC), applicable employment standards legislation and the University's policies.

3.1.4 Equity, Diversity & Inclusion: Recruitment, appointment, supervision, and management of Employees in Temporary Positions shall reflect the University's commitment to equity, diversity, and inclusion.

3.1.5 Respect & Support: The University recognizes that Employees in Temporary Positions contribute to its operations. As such, they are to be provided with clear expectations, appropriate compensation, supervision, and workplace support.

4. Policy Guidelines

4.1 Salary Administration

4.1.1 Employees in a Temporary Position are paid according to the Temporary Positions (TP) Salary Grid. The Grid shall be adjusted periodically at the discretion of the University upon consideration of internal and external factors. The most up-to-date TP Salary Grid is available on the University's Human Resources website.

4.1.2 Each role is assigned to a salary band based on job value, responsibilities, and qualifications using the Generic Job Descriptions as a reference. Each salary band reflects the minimum and the maximum rates the University will pay to an employee in the position.

4.1.3 The salary grid establishes minimum and maximum rates for each band (e.g., TP1–TP5). Hiring rates should fall within the floor to mid-range of the assigned band. Hiring at a higher step will need approval from Human Resources.

4.1.4 Within the Generic Job Descriptions, job characteristics are provided for each TP band which aims to maintain consistency. Further TP Salary Grid job information is as follows:

4.1.5 There are common responsibilities and elements of work that exist for Temporary Positions. Therefore, to facilitate ease of administration, standardized job classifications are available. In selecting an appropriate classification, the major duties and responsibilities assigned should closely match those outlined in the description. Depending on the nature of the work, the job may include only some or all the duties outlined in the classification.

4.1.6 Hiring Managers are required to assign a position to each new hire based on the provided job classification in the current TP Salary Grid. The new hire will be offered a salary falling within the provided salary bands. If a temporary position does not match a standardized classification, or if there is uncertainty around the classification, Hiring Managers should discuss with Human Resources to determine the appropriate salary band for the temporary position.

4.1.7 Departments must consult Human Resources for guidance on appropriate classification, salary placement, and budget availability prior to posting or extending an offer.

4.1.8 The TP Salary Grid shall address salary inequities that may occur over time.

4.1.9 Salaries for all Temporary Positions must remain within the constraints of the approved departmental budget.

4.1.10 Annual or periodic adjustments to the salary grid, including economic increases approved by the Board of Governors, may be applied to temporary positions.

4.1.11 In rare circumstances where the proposed starting salary is not in line with the TP Salary Grid, an exception will be subject to approval of the Vice President, Administration and Finance, in consultation with the Associate Vice-President of Human Resources, and will be based on documented evidence supporting the need to establish a starting salary outside of the policy.

4.2 Salary Adjustment

4.2.1 During the term of an employee's contract in a Temporary Position, if a documented salary inequity is identified or a specific adjustment is required, the Hiring Manager may submit a written request with rationale to the Department Head. The Department Head, in consultation with the Associate Vice-President, Human Resources, may approve a salary step increase for the Employee in a Temporary Position.

4.2.2 Such selective increases are discretionary, subject to budget availability, and must be documented in writing.

4.3 Hours of Work

4.3.1 Standard full-time hours for Temporary Positions under this Policy shall be thirty-five (35) hours per week, unless otherwise needed due to special circumstances after consultation with Human Resources.

4.3.2 Standard part-time hours for Temporary Positions under this policy shall regularly be less than thirty-five (35) hours per week.

4.3.3 Hours of work, overtime eligibility and reporting shall be governed by the Ontario Employment Standards Act, 2000 and any applicable University procedures.

4.4 Vacation and Benefits

4.4.1 Employees in a Temporary Position shall receive vacation pay in accordance with the Ontario Employment Standards Act, 2000, unless otherwise specified in their employment contract.

4.4.2 Eligibility for group benefit coverage (if any) shall be determined by HR in consideration of contract duration, funding source, and subject to the terms of applicable benefit plans and University policy.

4.5 Performance and Conduct

4.5.1 The University is committed to conducting performance assessment and development processes, recognizing that performance feedback is an integral part of employee development and engagement.

4.5.2 Supervisors of Employees in a Temporary Position are encouraged to meet regularly with their staff to engage in ongoing performance dialogue, set goals, review progress, and provide feedback. This includes participation in the University's performance feedback and management system.

4.5.3 For Employees in Temporary Positions whose contracts extend beyond one (1) year, at least one formal performance review shall be conducted before or near the anniversary of the hire date.

4.5.4 Supervisors must address any performance or conduct issues in consultation with Human Resources, in accordance with relevant University policy and employment legislation.

4.6 Conflict of Interest

4.6.1 The University's general Conflict of Interest Policy applies to all employees in Temporary Positions and their supervisors. Employees in Temporary Positions must recognize and disclose any actual, potential, or perceived conflict of interest in accordance with that Policy.

4.6.2 Supervisors must obtain prior written approval from Human Resources before employing family members or other closely related persons within their reporting structure, whether in a Temporary Position or otherwise, to guard against conflicts of interest or nepotism.

4.7 Termination and Contract Renewal

4.7.1 Employment shall terminate automatically on the end date specified in the fixed-term contract unless the contract is renewed or extended in writing in accordance with University and Human Resources procedures.

4.7.2 If a Temporary Position has been renewed such that the incumbent (or successive incumbents) serve for more than three (3) consecutive years, Human Resources shall review the role to determine whether it should be converted to a continuing (regular) appointment.

4.7.3 The University reserves the right to terminate the employment of an Employee in a Temporary Position at any time prior to the specified end date without cause. In such instances, the University shall provide the employee with the minimum notice, or pay in lieu of notice, and severance pay (if applicable), required by the Ontario Employment Standards Act, 2000 (ESA). Such payments shall constitute the employee's full and final entitlement to notice or compensation arising from the termination, and the University shall not be liable for the remaining balance of the employment contract.

4.7.4 A renewal, extension, or conversion of a Temporary Position must be authorized prior to the current contract's end date and must adhere to University procedures and budgetary approvals.

5. Roles and Responsibilities of the Parties

5.1 Department Heads/Managers

5.1.1 Establish operational staffing needs and collaborate with Human Resources to develop the Temporary Position's scope, classification, and funding.

5.1.2 Ensure accurate job classification, salary placement, recruitment, policies, and selection processes are followed.

5.1.3 Provide appropriate supervision, direction, training, performance feedback, and support to employees in Temporary Positions.

5.1.4 Ensure compliance with all applicable legislation including employment, health & safety, equity, human rights, and other related University policies.

5.1.5 Ensuring employment contracts, renewals, and terminations are completed in accordance with University requirements and within prescribed timelines.

5.1.6 Managing position-related expenditures within approved budgets

5.1.7 Maintaining a respectful, safe, and inclusive work environment; addressing concerns, conflicts, or misconduct promptly

5.2 Human Resources

5.2.1 Maintain and periodically update the Temporary Positions Salary Grid, Generic Job Descriptions, this Policy, and related procedures for Temporary Positions.

5.2.2 Provide advice, guidance, and oversight to departments in relation to recruitment, hiring, classification, compensation, performance management, and termination of Employees in Temporary Positions.

5.2.3 Ensure that Temporary Positions and employment contracts comply with applicable employment legislation and University policy.

5.2.4 Maintain employment records for all Employees in Temporary Positions and monitor renewals, conversions, and compliance with review processes.

5.3 The University's Responsibilities

5.3.1 The University shall provide administrative infrastructure and support for payroll, compensation, benefits (where applicable), and record-keeping for Employees in Temporary Positions.

5.3.2 The University shall maintain employment records for Employees in Temporary Positions in accordance with University policy and applicable legislation.

5.3.3 The University shall ensure supervisors and managers have access to guidance, training, and resources necessary to discharge their responsibilities under this Policy.

5.3.4 With respect to both statutory and non-statutory employee benefits, Hiring Managers and supervisors may consult with administrative units (including Human Resources or Financial Services) to determine eligibility, funding source, and contract implications.

6. Acknowledgements

A. This Policy is adapted from the Research Funded Positions Employment Policy.

B. It has been benchmarked against comparable provincial post-secondary institutions to ensure best practices.

7. Policy Review

This policy shall be reviewed at least once every five (5) years by the Associate Vice-President of Human Resources.

Review Period: 5 years.

Date for Next Review: October 1, 2031

The University Secretariat manages the development of policies through an impartial, fair governance process, and in accordance with the Policy Governance Framework. Please contact the University Secretariat for additional information on university policies and procedures and/or if you require this information in another format:

Office of the University Secretariat

Open: Monday through Friday from 8:30 am to 4:30 pm.

Location: University Centre, Thunder Bay Campus, Room UC2002.

Phone: 807-346-7929 or Email: univsec@lakeheadu.ca.