

TIPS – Inclusive Recruitment

Pre-Interview

- Diverse Selection Panel
- Agreement on skills, education, experience required – define “fit”
- Job Posting
 - Post longer than 5 days
 - Advertise in various forums consider diversity depicted in communication material (financial assistance - Employment Equity Discretionary Fund – EEDF)
 - Include overview of unit and indicate diversity of work teams/student population/size of unit/etc.
 - Indicate education, skill, experience preferences rather than absolutes as appropriate
 - Equity statement
- Develop Interview Plan
 - Selection of direct and indirect, technical, hypothetical or situational, and behaviour descriptive questions
 - Avoid questions that may reveal protected grounds
 - Determine preferred responses/competency indicators/measurement. What qualities and skills you are seeking?
- Competition spreadsheet
 - remove names
 - check off required skills, experience, education
 - allow yourself to be influenced by cover letter, transferable skills
- Determine interview day(s) – build in some flexibility - Duty to Accommodate

Interview

- Awareness of cultural orientations (individualism, collectivism, high context, low context) and time orientations (monochronic, polychronic) and impact on communication, leadership, decision making, work style, etc. - seek clarification, rephrase questions, use scenarios to gain understanding and avoid assumptions
- Avoid probing questions that may reveal protected grounds
- Put aside protected grounds revealed during the interview
- Duty to Accommodate

Post-Interview

- Reference checks – avoid questions that may reveal protected grounds
- No unsolicited or unauthorized references
- Duty to accommodate
- Determine “fit”

Striking Diverse Selection Panels

Nominate people who will:

- Value diversity
- Bring a range of perspectives & experiences
- Balance the gender composition of the committee
- Represent different cultures
- Encompass different positions (e.g., junior faculty members as well as more senior ones)
- Decide issues with wisdom and fairness
- Communicate effectively
- Listen well and seek clarity
- Devote adequate time and energy to do the job well
- Be conscientious in the completion of tasks
- Demonstrate credibility and integrity
- Weigh information carefully, objectively and critically
- Maintain the trust and confidence of others
- Ask tough questions tactfully

Elect a Committee Chair who will:

- Hold the respect and trust of others
- Lead and communicate effectively (e.g., runs meetings efficiently; moves discussion on as appropriate; deals with awkward situations skilfully; communicates well with people from different cultures; interacts effectively with difficult group members)
- Demonstrate excellent organizational skills
- Provide the committee with institutional information and background
- Devote adequate time to running the search

Points to keep in mind:

- A diverse selection committee will assist with gaining access to and evaluating candidates of different backgrounds; it also makes it less likely for committees to overlook talented individuals with non-traditional kinds of experience
- Be cautious about overloading faculty and staff from the underrepresented groups with numerous appointments to committees
- When it is not possible to have diverse representation on selection committees, identify other ways of bringing a variety of perspectives to the search process (e.g., student representatives, colleagues in related disciplines, representatives from community organizations, etc.)
- Extend employment equity training to all committee members