

## Key Equity Practices in Different Stages of a Search

This page summarizes guidance on significant equity practices at each stage of the search.

### Key Equity Practices—Overview

- **Prepare.** Prior to the search or process, consult widely and take a broad view to identifying what positions are needed as the department advances over the next years.
- **Learn about and reduce bias.** Learn about bias—its ubiquity and impact, your personal biases, and ways to minimize their impact—and commit as individuals and committees to remove bias from your processes.
- **Develop and use criteria.** Develop meaningful criteria that describe core and asset qualifications, including what they mean and what evidence you will look for. Refer to these when making decisions at each stage about candidates.
- **Integrate equity and diversity.** Ensure that equity and diversity dimensions (including emerging areas of work; changing demographics and needs of students; and expectations for inclusive and respectful professional behaviour) are integrated into position descriptions and criteria. Involve a diversity of people in making decisions.
- **Making decisions fairly and consistently.** Use criteria to guide all decisions, including interview format, questions, and informal conversations with applicants. Set up all elements in a consistent format, and treat all candidates in a comparable manner.

### Key Equity Tips for Each Stage of a Search

#### Prepare

- Start well in advance of a search to clarify plans for growth and development of unit
- Research demographics of unit and population served, and explore trends that affect employees and the growth of the discipline or area of work
- Discuss what biases exist about the characteristics of the ideal employee
- Consider what additional diversities would benefit the unit
- As individuals, learn about and work on your own biases and commit to reducing their impact

#### Selection Committee

- Form a diverse selection committee
- Train on bias and fair search practices and commit to avoiding bias and discrimination
- Develop guidelines for participation and decision-making

#### Write the criteria & job posting

- Develop rich, unbiased, well developed criteria that describe the ideal candidate. Draw from existing job ads, research from “prepare” stage, and professional expertise in doing this
- Integrate equity and diversity needs and skills into the criteria
- Use the criteria to develop the job posting, interview questions, and interview structure
- In the job ad, ensure that language is ungendered, inclusive and unbiased. Integrate information about the unit’s equity commitments and welcoming language for diverse applicants

### **Outreach and recruitment**

- Reach out widely into diverse communities to invite applications
- Reach out personally to potential candidates who can add to the unit
- Ask colleagues for recommendations or to circulate the job ad

### **Review applications**

- Take time: at least 20 minutes per application, and enough time as a group for robust discussion of each candidate
- Use the criteria as basis for reviewing and short-listing candidates
- Have individuals review and identify their recommendations prior to group discussions
- Pay attention to power and use the value of diversity: Ensure all voices on the committee are heard and considered

### **Interviews and site visits**

- Design the interviews and site visits around to elicit and assess the criteria
- Ensure consistency and comparability in how candidates are treated, the types of questions asked, information provided to them, and all aspects of their interviews
- Be aware and open to diverse ways of presenting and responding
- Ask all candidates if they require accommodations
- Integrate universal practices like washroom access, personal breaks, food and water, and other elements that can make the process more comfortable for all applicants and tell candidates
- Provide information to all candidates on services at UVic and in the community that support diverse communities in this region
- Ensure that everyone who interacts with candidates understands the criteria and knows about prohibited areas of questioning relating to human rights and identity

### **Final selection**

- Ensure that commentary related to bias does not enter the discussion
- Use the criteria to review information about each applicant as you make the final selection
- Consider the full range of materials in each application; avoid being swayed by any single item
- Facilitate open discussion and fully consider different perspectives raised

### **Reference checks**

- Base questions on the criteria and the materials provided by candidates
- Conduct the reference checks in a comparable manner across candidates
- Be aware of biases that can emerge in reference letters and reference checks and consider these when evaluating what is learned from a reference check

### **Hire**

- Follow all internal processes for approval, including reporting on diversity of applicants and the applicant pool
- Prepare the unit for the new hire, including training on aspects of equity and diversity
- Provide meaningful onboarding and mentoring that helps a new employee integrate well into a unit, that finds ways to draw on the diversity they bring, and that connects them with appropriate mentorship and support

For more support, please review the Faculty Relations Handbook or contact Equity and Human Rights.