

## **FAQs in Recruiting:**

### **1. What is EDI?**

Ans: Equity, Diversity and Inclusion

### **2. Do we have to attend the search committee orientation again?**

Ans: Every member of a search committee (this includes everyone reviewing the CVs who will also rank, or select long list or shortlisted candidates) will need to attend a search committee orientation for the current hiring season. If you've done so *this* hiring season, you will be exempt.

### **3. Who has to attend the orientation session?**

Ans: All members of the search committee. In some departments, this involves all faculty.

- If you will review CVs and have a role in ranking, or selecting long list or shortlisted candidates, you must attend.
- Standing Committee members who review CVs and only provide input to a search committee will need to attend in-person training every other year.
- Faculty members who will only review CVs of candidates after the shortlist is set will not be required to attend the session, provided the confidentiality, conflict of interest, and document privacy requirements are made clear.

### **4. When does the Dean's office need to know about the composition of the search committee?**

Ans: The names of the search committee members and chair should be included in the job search plan. Any changes on the search committee should be finalized and communicated to the Dean's office by the time that the job ad has been approved.

### **5. Can we replace the FoS orientation session with an external EDI expert?**

Ans: The orientation session for recruiting committees will be held by the Assoc. Dean E&D (or designate) as it includes FoS-specific information on the recruiting process. You are welcome to invite external EDI experts/advisors in addition to the AD's session.

### **6. Can we start filling the candidate visit schedule and then check on the Dean's office for availability to meet with an Assoc. Dean (AD)?**

Ans: No. ADs who meet with candidates are not in the Dean's office daily as they are all part-time with research careers as well. Please send Kate Blackburn the dates of candidate visits as soon as they are known to schedule these meetings to fit with ADs as they are available.

### **7. What are the designated equity groups and who sets them? Are first-generation college attendees, socioeconomics or accent grounds for consideration?**

Ans: The federal Employment Equity Act and the BC Human Rights Act govern who is designated under under-represented group (URG) or equity groups. We can ONLY consider:

- Women
- Visible minorities (persons who do not identify as Indigenous peoples, and who do not identify as European, and/or White in race, ethnicity, origin, and/or colour, regardless of their birthplace or citizenship).
- Indigenous people
- People with disability
- LGBTQ+ individuals

**8. Asians are highly represented in my department. Shall we exclude them from consideration as under-represented minorities?**

Ans: No. Unlike US diversity laws, in Canada, we do NOT distinguish between different visible minority groups. Disaggregating to sub-groups is not (yet) done in Canada.

- For CRC hires, the standard is now to benchmark our actual under-represented group faculty diversity against the Canadian population diversity of our last census, not against the available pool diversity.
- For regular hires, we benchmark against the available pool of candidates as per UBC Policy 2.

**9. Can the Dean's office evaluate our candidate diversity for us?**

Ans: The Dean's office will conduct a diversity survey of candidates for each search and will share the survey results with the search committee in aggregate form. The department should assess the diversity of their shortlist and longlist by FIPPA-compliant methods. The Dean's office will share survey results in more granular form only if the committee needs it to perform its role.

**10. What are the criteria for evaluating a candidate's Diversity Statement? How can/should this be weighted in comparison to their research and teaching accomplishments/potential?**

Ans: awareness; actions and impact; future plans. See Appendix A in recruiting Guidelines. 7 categories to expect:

- "Values and understanding" of diversity, equity and inclusion
- Teaching, research and scholarship
- Engagement and service
- Mentorship
- Skill building
- Personal growth
- Personal background experiences

[Colleen Flaherty article, Inside Higher Education, Nov 19, 2018](#)

**11. Can we get the diversity self-identification survey link from the Dean's office before we post the job ad and include it with the posted ad, or can we re-use the diversity survey link of a previous/recent search?**

Ans: No. Each search gets its own unique link. The diversity survey link will be provided once the ad has been approved, and should only be sent to candidates who have submitted their application. The invitation to participate in the survey will be part of your message to the candidate acknowledging receipt of their application.

**12. Can we send the diversity survey link to the candidates after the closing date?**

Ans: No. The survey link should be sent to candidates soon after they have submitted their application, as these data are critically important to help us understand where the challenges are in the recruiting process in achieving our diversity goals. Survey results will be provided to the recruiting committee 1-2 weeks before and again after the closing date to allow the effectiveness of the recruiting strategies to be assessed.

**13. How can we make sure we receive the diversity survey link in a timely manner?**

Ans: Advise Janie McCallum and Carola Hibsich-Jetter when you see that your position has been approved in the Position Management system, i.e. as soon as it has received the Provost's approval. Typically, you will then receive the link within 1-2 working days.

## **Faculty recruiting-guide posts**

### **1. Before posting your job ad:**

- Assemble your search committee well ahead of search closing deadline
- Start search process well ahead of foreseeable time obstacles (field work, competitors' offers etc.)
- Diversify the evaluation committee
  - post-tenure faculty are preferred over pre-tenure, PDF or grad reps to makeup greater diversity on the committee
- Develop and prioritize objective criteria prior to evaluating applicants.
- Job ads will request a diversity statement, linked to UBC's Strategic plan.
  - What to evaluate - awareness; actions and impact; future plans. See handout, Appendix A in Recruiting Guidelines.
- Critical Mass – increase proportion of women and minorities in the pool
  - Use active solicitation especially if preliminary survey statistics show a decline from historical applicant pool diversity; phone, contact networks to ensure applications from women and other under-represented groups
  - Use application deadline wording that keeps it open for later applicants. This allows flexibility if the pool is atypical and you begin active solicitation later.
  - faculty search postings to non-traditional spaces – targeting professional societies, Science Twitter is a large community...

### **2. Before search committee meets:**

- Contact Kate Blackburn four weeks before application deadline to schedule orientation session for committees to be held (ca. 1 week) BEFORE closing date. You must not begin reviewing applications before this session.
- Train committees on unconscious (and conscious) bias and to reflect on bias during the hiring process

### **3. As search committee meets:**

- Declare and manage all conflicts of interest.
- Review and agree on structured process, documentation and objective criteria to be used
- Add EDI as one of the criteria: evaluate diversity statement for awareness, actions and impact, and future plans.
- Diversity is not limited to just gender; racialized (visible minority), Indigenous and peoples with disability and LGBTQ+ individuals are under-represented groups under the BC Human Rights Act. Additional groups are not currently recognized.
- Preliminary cull of unqualified candidates MUST be done adhering to predetermined criteria such as the minimal qualifications described in the job ad. This should preferably be done by more than one person as it is a gate keeping step.
- Hold each member of the evaluation committee responsible for conducting equitable evaluations
- Replace your self-image as an objective person with recognition and acceptance that you are subject to the influence of bias and assumptions

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- Consistently apply all criteria to each candidate
- Recognize the potential for "unconscious bias" affecting aspects of the CV (awards, letters of recommendation, placement in elite labs, rates and levels of grant funding)
- Focus on each applicant as an individual and evaluate their entire application package – information minimizes bias
- Spend sufficient time and attention on evaluating each application – rushed decisions lean on unconscious biases
- Use inclusion rather than exclusion decision-making processes
- Accountability: Be able to defend every decision
- Stop periodically to evaluate your criteria and their application, especially at longlist stage and again at shortlist stage.
- Consider Skype interviewing your longlist – moving away from CVs is one of the best ways to counter implicit bias. SOP available in Appendix in Recruiting Guidelines.
- Do not narrow your shortlist down below 5, aim to interview 5-6 individuals, or 8 and more for multiple positions.
- Aim for more than one under-represented group candidate on the shortlist but avoid token placement – your longlist should have diverse candidates who are all close in meeting minimum requirements if you have recruited widely.
- Send proposed interview shortlist and rationales to Kate Blackburn *and* Janie McCallum for approval – if your shortlist is less diverse than the applicant pool, list the top ranked candidates from under-represented groups and why they didn't meet the criteria for the shortlist.

**4. After candidates have been interviewed:**

- Confidentiality of the search committees' deliberations must be maintained by search committee members AND administrative staff handling the communication with candidates.
- Once all shortlisted candidates have been interviewed, the search committee must make its recommendation for each candidate and hold a vote by the department's Standing Committee on this recommendation. A committee may not place the process on hold and seek to add candidates to the shortlist once candidates have been interviewed but before voting on them as this does not meet Faculty Relations' standards of an equitable, transparent process.
- Inform candidates who are clearly eliminated promptly.

**5. After search process is concluded:**

- Committee members are expected to maintain continued confidentiality about the proceedings and deliberations of the Search Committee.
- Return any search-related documents and records to the Chair in a manner that protects confidentiality and privacy. Securely dispose anything not deemed critical to retain.
- Time period to retain all records:
  - 1 year for a Canadian or PR hire
  - 6 years for a non-Canadian hire (Immigration Canada rules)
  - Designate the chair or admin staff to collect all such materials to be preserved as needed.