"Thoughtful, inclusive hiring is not only the right thing to do, it's a huge competitive advantage for your organization."
- Lever

EQUITABLE HIRING PRACTICES

EMPLOYER RESOURCE GUIDE

Research studies on equity, diversity, and inclusion (EDI) have shown:

- ✓ Diverse organizations are more successful at **recruiting and retaining talent** *(35% of an employee's emotional investment in their work is linked to feelings of inclusion)*
- ✓ Diverse teams are critical for **innovation** *(59.1% increase in creativity, innovation, and openness)*
- ✓ Organizations in the top quartile of gender diversity were more likely to outperform on **profitability** *(25% more likely for gender diverse executive teams and 28% more likely for gender-diverse boards)*

Standardizing each step of the hiring process will help you better identify, reduce or eliminate any potential for bias in your job design and evaluation, recruitment, and selection of candidates. Before you begin the recruitment process, you may want to take the Harvard Implicit Association Test to uncover hidden biases that may impact your decision-making. To help you design and implement a more equitable and inclusive hiring process, here are some helpful tips and strategies to consider.

GETTING STARTED

Establish your interview committee

- Clarify goals around equitable hiring that would help your organization reflect diverse representation.
- Allot more time to ensure an equitable hiring process if your current levels of diversity are poor.
- Educate the interview committee on the importance of EDI to your organization, common hiring biases and illegal interview questions.
- Understand your legal requirements, laid out in the BC Human Rights Code, not to discriminate and to provide reasonable accommodations for disabilities during the hiring process and for employment and workplaces more broadly.

66% of LGBTQ2+ respondents said they would feel more comfortable applying to an organization if the organization were to publicize all LGBTQ2+ related policies (such as anti-discrimination policies and transition guidelines).
- Pride at Work Canada

Design inclusive job postings

- A diversity statement explicitly encourages applications from historically underrepresented groups who might not otherwise apply.
- Showcase how your organization supports diverse workplace needs through your physical workplace and amenities (e.g., multi-faith spaces), work atmosphere (e.g., employer-sponsored affinity groups or resource groups), and employee benefits and perks (e.g., floating holidays).
- Create a competency profile that includes *only* key skills, competencies, knowledge, and experience that are *truly essential* to be successful in the role.
- The words you use to describe the job matter. Avoid using corporate jargon, complex vocabulary or overly technical terms that may discourage younger individuals and non-native English speakers from applying.

RECRUITING TALENT

Broaden your talent search

- Connect with students from various academic disciplines through campus engagement activities such as employer information sessions, career fairs, or panel and networking events.
- Partner with student-led clubs and associations (e.g., UBC Black Student Union, Women in Engineering) and professional societies, networks and advocacy groups (e.g., Indigenous Link, Lime Connect for people with disabilities).
- Use social media to identify and target specific candidates or student groups.
- Offer flexible and accessible ways to submit an application to ensure individuals with certain disabilities don't get screened out before even applying. Consider adding a phone number and e-mail address to the posting.
- Capitalize on your networks to tap into diverse communities, and encourage potential applicants from equity-deserving groups to apply.

62% of Black women believed that they were more likely to miss out on career opportunities due to personal, innate characteristics (e.g., gender, gender expression, race/ethnicity, etc.) compared to less than half (44%) of Black men.
- Handshake Network Trends

Diversify your approach to evaluating potential

Determine what interview tests and assessment methods you'll use to evaluate candidates on their ability and potential contribution to your organization through the position you are recruiting for.

- Construct unbiased interview questions that consider non-traditional experiences, diverse backgrounds, and transferable skill sets.
- Design a work sample test to gain insight into the quality of a candidate's work as well as assess one candidate objectively against another (e.g., interactive role-play, in-basket exercise, presentation).
- Consider what you might realistically expect an individual to achieve at certain milestones of their training and development.
- Assess candidates on their commitment to equity, diversity and inclusion by following these principles and guidelines to evaluate EDI competencies.
- Look for what a candidate will contribute to the diversity of workplace culture rather than "cultural fit", which can lead to affinity bias.

Develop a robust interview rubric

Create an interview rubric or outcome framework that defines what is 'ideal' and what are 'comparable' substitutes for your competency profile, and consider sharing the evaluation criteria with the candidate.
When evaluating application documents:

- Many sources recommend blind hiring techniques that anonymize personal information (name, school, address, prior companies worked), while other sources argue it could actually reduce hiring equity if organizations already have a track record of valuing markers of diversity in applications.
- Reflect on whether career pauses or long study completion times on resumes are preventing good candidates from advancing in the process.
- Focus on skills and accomplishments instead of where or how they were obtained as this type of information may favour those with privileged experiences.
- Be mindful of the language used in reference letters to describe candidates of different identities that may reflect stereotypical thinking.

Make shortlisting fair

- Aim to have at least two members short-list to limit subjectivity and reduce bias, while explicitly requesting that they actively challenge each other's assumptions.
- The 'two in the pool effect' reveals candidates from equity deserving groups are **194 times** more likely to get hired when there are at least two people from the same minority group in the final candidate pool.
- Evaluate candidates through an inclusionary lens by deciding who will move forward rather than who to eliminate.

UBC Diversity Statement

"Equity and diversity are essential to academic excellence. An open and diverse community fosters the inclusion of voices that have been underrepresented or discouraged. We encourage applications from members of groups that have been marginalized on any grounds enumerated under the B.C. Human Rights Code, including sex, sexual orientation, gender identity or expression, racialization, disability, political belief, religion, marital or family status, age, and/or status as a First Nation, Metis, Inuit, or Indigenous person."

CREATING THE INTERVIEW

Clarify expectations for the interview

- Provide a full schedule of the interview process that includes details about the format, types of questions, panelist information, pre-readings, activities, tests, or potential meetings with future team members.
- Openly ask if any accommodations are needed in order to make the interview experience more accessible (e.g., in-person vs. virtual) and if the candidate has any questions about the interview process or format.
- For virtual interviews, be attentive to different time zones, access to the internet or technology, and one's home context or space.

Design an inclusive interview

- Be sensitive to cross-cultural communication and interviewing etiquette (e.g., speech, patterns, differences in greetings or eye contact, preferences around physical touch).
- Keep good documentation and standardize note-taking practices.
- Ensure supplementary questions are consistent for all candidates, and avoid asking more or different follow up questions to a candidate you prefer.

SELECTING YOUR CANDIDATE

Evaluate candidates based on merit

- Refer back to your standardized rubric for evaluating interviews, and give sufficient time for scoring a candidate on the position-related criteria following each interview.
- Debrief interviews with your hiring committee and explicitly talk about personal biases.

Learn more

- Decolonizing and Indigenizing Your Hiring Process
- Sample EDI Interview Questions and Quality Answers
- Hiring Across All Spectrums: A Report on Broadening Opportunities for LGBTQ2+ Jobseekers (Pride At Work Canada)
- Accessible Employers: Inclusive Workforce Best Practices, Tools & Resources
- Human Rights Issues to Avoid in Interviews & Hiring Decisions

Ask yourself ...

- ✓ Are we asking candidates to self-identify as a member of an underrepresented group? If so, do we have a clear privacy notice that explains why we are collecting this information?
- ✓ How can we continue to leverage flexible working arrangements that creatively match individual needs with operational business requirements to help attract people with disabilities?
- ✓ Do we encourage submissions from applicants from a diverse talent pool, including explicitly stating that LGBTQ2+ communities are included?
- ✓ If an Indigenous, Black, or Person of Colour candidate is hired for their cultural competencies, how will we support them in the workplace?