

CSM Equity Guidelines for Search and Selection Committees

Assumptions

- 1) A diverse faculty benefits learners and the department.
- 2) Diversity benefits the university as an organization.
- 3) Individuals have unconscious biases.
- 4) Unconscious bias may be a barrier to equality.
- 5) Equity efforts will benefit recruitment and retention across all groups.

Recommendations

1. Raise Awareness:

- 1.1 Educate Department Heads and Search Committee Members regarding unconscious bias.
- 1.2 Take the online version of an unconscious bias training module:
<http://www.chairs-chaires.gc.ca/program-programme/equity-equite/bias/module-eng.aspx>

2. Broaden Candidate Pool:

- 2.1 Delete gender-specific terms from position descriptions or job advertisements.
- 2.2 Broaden descriptions of position qualifications to recruit from a wider pool, including women, Indigenous peoples, uniquely abled, visible minorities.
- 2.3 Send advertisements to organizations that are receptive to broad audiences, including women and minorities. To reach the widest audience of qualified candidates, utilize not only conventional, but also alternative media of interest to equity-seeking groups, such as: *Canadian Research Institute for the Advancement of Women, Society for Canadian Women in Science & Technology Newsletter, Canadian Journal of Native Studies, Academic Careers Canada online.*
- 2.4 Create inclusive search procedures that require input from women, staff, and students from underrepresented groups.
- 2.5 Consider supports required to accommodate a diversity of needs and circumstances.

3. Standardize Candidate Selection Methods:

- 3.1 The Chair should select a diverse search committee to ensure equity is considered in all aspects of the committee's work.
- 3.2 Have search committees commit to the qualifications required before reviewing resumes.
- 3.3 Consider criteria such as the ability to work with diverse students and colleagues as well as experience with a variety of teaching methods and curricular perspectives.
- 3.4 Do not penalize candidates for "resume gaps" that coincide with child-bearing & child-rearing years.
- 3.5 Create awareness that letters of reference may reflect unconscious bias.
- 3.6 Don't require letters of reference until later in the recruitment process.

4. Structure Interviews:

- 4.1 Have structured interviews to create a more objective interview process.
- 4.2 Have adequate time for interviews. Biases emerge when evaluators are under time pressure.
- 4.3 Have search committees commit to evaluation criteria before interviewing candidates.

5. Create a Review Process:

- 5.1 Document search process for each search.
- 5.2 Review search processes on a regular basis.