



## **Department of Medicine**

### **Internal Leadership Positions - Hiring Process and Procedure Document**

These processes and procedures have been developed to remove bias from internal departmental hiring processes. All internal leadership positions (e.g. deputy heads; vice-chairs; associate vice-chairs; site leads; program directors; associate program directors; departmental and sectional/divisional leadership roles; clinical program leads) within the Department of Medicine should follow the hiring procedures outlined below. Positions that require external postings (e.g. department head; section/division head; new hires; GFT applications) will continue to follow the established University and AHS hiring policies and procedures.

#### **Department or Section/Division Internal Positions**

- 1) Job postings will be distributed internally to all eligible department members (in the case of department-level positions) or section/division members (in the case of section/division-level positions) with an application deadline of at least five working days
- 2) In the case of multiple applicants, the job qualifications will be ranked by priority before application packages are reviewed
- 3) In the case of multiple applicants, the interview panel will include two or more members

#### **Job Descriptions should:**

- 1) Avoid using gender-specific terms to describe the position and in job advertisements
- 2) Broaden descriptions of position qualifications to recruit from the entire pool of applicants within the department/division, including women, Indigenous peoples, uniquely abled, visible minorities
- 3) Consider supports required to accommodate a diversity of needs and circumstances

#### **Interview Process (when required) should:**

- 1) Use structured interview questions to create a more objective interview process
- 2) Have adequate time for interviews. Biases emerge when evaluators are under time pressure
- 3) Have the interview panelists commit to evaluation criteria before interviewing candidates

- 4) Not penalize candidates for “resume gaps” that coincide with illness, childbearing & child-rearing years
- 5) Understand systemic barriers and privilege that may impact a candidate

**Hiring Panels/Search and Selection Committees:**

Ensure broad representation on your hiring panels and search and selection committees to reflect the needs of the position but also the needs of the community where the work is being undertaken.

We would highly encourage all department/division members to complete inclusive hiring and implicit bias training if involved in hiring or search and selection committees to ensure mitigating bias in the selection process.

- A. Equity Centered Inclusive Hiring Course (PESJO and D2L)
- B. Equity Guidelines for Members of CSM Search and Selection Committees
- C. University of Calgary Hiring Manager Toolkit

**Compensation Considerations:**

Not every leadership position has an associated leadership stipend (financial contract), nor is every department member within the AMHSP where they can receive protected time for leadership roles. To create a more equitable process that appreciates the contributions for all leaders within the department, the department and/or division will reimburse FFS/cARP members in leadership roles (who do not receive a leadership stipend or protected time) costs associated with leadership development activities. This can include but is not limited to courses and leadership coaching. The department and/or division will reimburse leadership development costs up to \$2000/year for every year the member holds the leadership role (to a maximum of \$10,000 for the duration the member holds the leadership role).