

## Department of Medicine

### Internal Leadership Positions - Hiring Processes and Procedures

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These processes and procedures have been developed in an effort to ensure equity and diversity in internal departmental hiring processes, and to minimize unconscious bias during applicant selection. All internal leadership positions (e.g. vice-chairs; associate vice-chairs; sectional site leads; associate program directors; sectional QI/patient safety leads; clinical program leads; etc) within the Department of Medicine should follow the appropriate hiring procedures as outlined below. Positions that require external postings (e.g. department head; deputy department head; section/division head; department site leads; program directors; new hires; GFT applications; etc) will continue to follow the established University and AHS hiring policies and procedures.

#### Department Level Internal Positions

- 1) A job description (see below) will be posted internally for a minimum of 7 days
- 2) Prior to review of applicants, there will be an appropriate priority ranking of required job qualifications (e.g. prioritizing of job experience vs. formal training/education; prioritizing research productivity vs. teaching expertise)
- 3) If multiple applicants apply, the interview panel will include 3 or more members (see below)

#### Section/Division Internal Level Positions

- 1) A job description (see below) will be forwarded to all members of the Section/Division, including both AMHSP and FFS members
- 2) Prior to review of applicants, there will be an appropriate priority ranking of required job qualifications (e.g. prioritizing of job experience vs. formal training/education; prioritizing research productivity vs. teaching expertise)
- 3) If multiple applicants apply, the interview panel will include 2 or more members (see below)

#### Job Descriptions should:

- 1) Delete gender-specific terms from position descriptions and 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 and visible minorities
- 3) Consider supports required to accommodate a diversity of needs and circumstances

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

- 1) Require that Interview panel members take an online version of the Implicit Association test on unconscious bias prior to the interview process:  
<http://implicit.harvard.edu/>  
<http://www.chairs-chaires.gc.ca/program-programme/equity-equite/bias/module-eng.aspx>
- 2) Have structured interview questions to create a more objective interview process
- 3) Have adequate time for interviews. Biases emerge when evaluators are under time pressure
- 4) Have the interview panelists commit to evaluation criteria before interviewing candidates
- 5) Not penalize candidates for “resume gaps” that coincide with child-bearing & child-rearing years