



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

## **Equity in the Recruitment and Selection Process for Faculty Positions at UBC**

UBC is committed to a fair and equitable process for the selection and appointment of all faculty and staff. This brief document is intended to offer suggestions that will assist in ensuring such a process.

Selection processes have a tendency to result in the hiring of people who resemble the people who do the hiring. An equitable process therefore starts with a diverse advisory committee. Hiring processes may also be influenced by unconscious bias. For example, research has shown that the evaluation of academic CVs can be influenced by gender and that letters of recommendation also vary by gender. Further information on unconscious bias and steps to mitigate its impact in hiring processes is included in the attached papers. An inclusive and fair process that directly addresses unconscious bias will advance equity and diversity in the faculty ranks at UBC.

Clear, job-related criteria that are objectively and consistently applied are critical to a process that is fair and equitable.

Criteria for recruitment:

- Criteria inform the content of the advertisement and, in particular, the position profile, setting out the requirements and expectations of the position.
- Criteria may ensure that there are specific efforts to reach a diverse pool of candidates.
- Criteria are used to develop the core interview questions which each candidate should be asked.
- Criteria provide the basis to evaluate each of the applicants in a fair and consistent manner.
- The consistent application of the criteria will provide for a defensible decision in choosing the successful candidate.

Criteria should be determined by:

- Bona-fide occupational requirements (job relevant, objective and measureable)
- A candidate's ability to make a positive contribution to the Faculty environment and academic plan.
- UBC's Strategic Plan: "*Place and Promise*".
- UBC's Equity and Diversity Strategy
- UBC Policy #2 on Employment Equity, which commits the University to advance the interests of women, Aboriginal people, persons with disabilities and visible minorities and to identify and eliminate any discriminatory barriers that interfere with employment opportunities.

Applicants should be objectively evaluated according to the established criteria:

- Review and evaluate each applicant against the criteria.
- Look for diversity in background experience and research.
- Do not unreasonably exclude non-traditional qualifications or experience.

Other points to remember:

- Confidentiality must be maintained at all times, this does not preclude seeking advice from Faculty Relations, the Equity Office or the Provost's Office.
- Advisory committee members must identify if they have a conflict of interest regarding their participation, or if information is personally shared with them regarding a candidate that may influence their decision.
- Each candidate should be treated fairly and consistently.
- Reserve ample time for interviews and evaluations. There tends to be greater unconscious bias when advisory committee members are under time pressures.
- Consider that cultural differences can affect first impressions.
- Ensure accessibility and coordinate any accommodation requirements.
- Avoid questions relating to protected human rights grounds such as sex, ancestry, disability or sexual orientation.
- Recognize that recommendations and referees may be affected by unconscious biases and their commentaries may be skewed.
- Candidates are also making a decision about whether they want to work at UBC – provide all candidates with information about the university and be open to questions about working at UBC.
- Document the process, including efforts to reach equity group candidates and a summary hiring report.
- Develop a plan for feedback to candidates.
- Be willing to re-start a search process if you do not find an excellent candidate.

Additional helpful information related to the recruitment of faculty is contained in the Faculty Recruitment Guide on the Faculty Relations website at

[http://www.hr.ubc.ca/faculty\\_relations/recruitmentguide/facultyguide.html](http://www.hr.ubc.ca/faculty_relations/recruitmentguide/facultyguide.html).

*Attachments: Simon Peacock and Anne Condon, "Gender Bias in Peer Review of Faculty" Association of American Medical Colleges, "Unconscious Bias in Faculty and Leadership Recruitment: A Literature Review"*

Prepared by:

**Equity Office**  
2306 Brock Hall, 1874 East Mall  
Vancouver, B.C. V6T 1Z1  
T 604.822.6353 F 604.822.3260  
[equity@equity.ubc.ca](mailto:equity@equity.ubc.ca)  
[www.equity.ubc.ca](http://www.equity.ubc.ca)

**Faculty Relations**  
Old Administration Building  
6328 Memorial Road  
Vancouver, B.C. V6T 1Z2  
T 604.827.1010 F 604.822.8770  
[fr@exchange.ubc.ca](mailto:fr@exchange.ubc.ca)  
<http://www.hr.ubc.ca/faculty-relations/>