**KEY POINTS TO REMEMBER**

**The “ABC’s” of Recruiting**

**A Accommodate:** when recruiting, we have a duty to accommodate to ensure everyone is treated fairly and equitably. As the employer, we need to remember to identify **what** needs to be done and be open to **how** it can be done differently. It’s the law!

**B Bias:** bias is a form of a barrier that can impede successful recruiting. When reviewing applications, consider those with non-traditional career paths and try to avoid looking for candidates similar to the status quo.

**C Confidentiality:** from the moment faculty members commit to sitting on a search committee, confidentiality has to be respected and maintained throughout the process. That means the documents, notes and information gathered during the process are kept in confidence and retained by the Chair, in a secure location, for **eighteen (18) months**.

**D Diversity:** when hiring, it is important to create a workplace that is inclusive and appreciates the diversity all individuals offer. *The Manitoba Human Rights Code* is in place to ensure we are inclusive and promote diversity in the workplace.

**E Equity:** in terms of employment equity, as we hire new faculty members, we need to increase representation of women, visible minorities, Aboriginal peoples, and persons with disabilities. This helps to increase our diversity, dispel stereotypes and remove biases in the workplace.

**F Fairness:** the best way to ensure fairness in the recruitment process is to have the committee establish clear, job-related criteria and measure the candidate against those criteria only. That prevents biases from tainting the process.

**G Groups:** Under the Employment Equity Act, four designated groups have been identified as groups of individuals whose representation in the workforce needs to be improved. Those four groups include: women, visible minorities, Aboriginal peoples, and persons with disabilities.

**H Human Resources:** When in doubt, call HR! With the addition of the Diversity and Human Rights Advisor, she can help guide you through the different legislation to ensure the hiring process goes smoothly and in accordance with the law.

**I Integrity:** One of the basic principles of recruitment is to ensure the integrity of the process is maintained throughout the search. Personal relationships or other reasons that may prevent committee members from maintaining objectivity should be declared in advance of the start of the search to avoid a conflict of interest.

**J Job criteria:** the criteria needs to match the job’s requirements, keeping in mind what qualifications are essential to the job and what would be desirable qualifications.

**K Keep records:** it is vitally important that all notes, feedback and information related to a faculty search are kept by the Chair for **eighteen (18) months**. The Personal Investigations Act allows for an applicant to request access to the records relevant to their interview which means we are obliged to keep these records should they be requested.

**L Legal obligations:** search committees at Brandon University are obligated to comply with the Manitoba Human Rights Code, Accessibility for Manitobans Act and Employment Equity Act.

**M Manitoba Human Rights Code:** we are fortunate to have legislation in place that protects all individuals from being treated differently to their disadvantage and without reasonable cause. When hiring, you must remember that protected characteristics under the Code include: ancestry, nationality, ethnic background, religion, age, sex, gender identity, sexual orientation, family status, source of income, political belief, physical or mental disability, and social disadvantage.

**N Notes:** because notes taken during a candidate’s presentation and interview are deemed to be part of an investigation of the candidate, under the Personal Investigations Act, we are obligated to retain the information should the individual wish to view the notes after the fact. Also, Human Rights Code indicates that an individual has one year to file a human rights complaint, which means we must retain all documents related to the faculty search for that time period.

**O Offer of Employment:** Once you have determined the best-suited candidate and offer the position, be sure to make sure there is a time limit to accept. Should the first candidate decline, this gives you reasonable time to make an offer to your second-choice candidate, if you choose.

**P Personal Investigations Act:** This protects individuals and regulates the information that can be contained in a personal report, including interview notes on a candidate.

**Q Questions:** Be sure that the interview questions are relevant to the job criteria. Ask a variety of questions, from open-ended scenario-based to behaviour-based ones to give the committee a sense of the candidate and to allow the candidate to share their knowledge and experience sufficiently.

**R Reference checks:** individuals do not list people as references unless they are confident they will offer positive feedback; however, it is important for the Chair to speak with the referees to learn more about the candidate. The Chair is responsible for making the reference checks and should ask a wide array of questions about their knowledge, skills and attitude with relevance to the new position.

**S Screening applications:** be fair and objective when reviewing applications. Remember to avoid stereotyping and making assumptions, especially if there are work gaps. Evaluate applicants based on the criteria previously determined for the job posting.

**T Temporary Foreign Worker Program:** we are to make every effort to hire Canadians or permanent residents. Should there not be a successful candidate from that pool, you may consider the Temporary Foreign Worker Program (TFWP). Keep in mind, there are strict rules in place so be sure to check out this link: <https://www.brandonu.ca/hr/tfw_imp/>

**U Unsuccessful candidates:** out of respect to those who applied for the position, but were unsuccessful, they should be advised as soon as reasonably possible. Not only does this avoid the uncomfortable phone calls and awkward conversations, but it also leaves those candidates with a good impression of Brandon University.

**V Verify credentials:** Photocopied credentials may be acceptable for the application process but once the candidate is hired, official transcripts are required.

**W Weighting criteria:**  while individuals may view certain skill sets more valuable or significant than others, it is important for the search committee to determine at the beginning of the process how the criteria is weighted. What aspects are more necessary and valuable than others?

**X eXtra careful:** It is a good practice to be thorough when reviewing applications to ensure that systemic discrimination does not exist. Systemic discrimination occurs when processes, policies or procedures are in place that in and of themselves are not discriminatory but can result in a discriminatory action.

**Y Your role:** as a search committee member, you play a significant role in the growth and development of your department and faculty. Your job in this capacity is to:

* Be fair and be open to candidates who can offer diverse perspectives
* Maintain confidentiality at all times
* Help create a job description based on what your area needs
* Screen candidates based on the job criteria previously determined
* Keep clear, accurate and relevant interview notes
* Once the offer has been made and accepted, actively participate in the onboarding process to make the new hire feel welcome

**Z Zero in:** by focusing on what your department needs in terms of talent for future growth, you are able to create a relevant job description and matching criteria for the vacancy posting.