



EQUITY, DIVERSITY
AND INCLUSION
IN THE ACADEMIC
HIRING PROCESS

LAND ACKNOWLEDGMENT

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the histories and cultures of the Beothuk, Mi'kmaq, Innu and Inuit of this province. We encourage everyone to reflect on these lands from where you are located and the Indigenous peoples for whom these lands are traditional territory.

<https://www.whose.land/en/>

The app consists of six different maps of Indigenous territories, Treaties, and First Nations, Inuit and Metis communities.



ARTICLE 30

- Article 15- April 1988 - March 1991
- Article 29 - Dec 1992
- Article 30 applies to academic appointments of 12 months or longer, excluding spousal appointments and special visiting appointments (29.02).

JEC PROCESS AT A GLANCE



1. **Ensure a diverse search committee**



2. **Include an equity statement on ad and publish widely- Send to EEO**



3. **Send out Self-ID survey to all applicants**



4. **Search committee reviews preliminary shortlist and equity data**



5. **Complete the JEC review form including rationale and CV's**



6. **The JEC meets within 5 business days and provides advice**

THE JEC PROCESS

- EEO prepares the self-identification survey which includes a link to Article 30.
- Administrative Head circulates the equity survey to all applicants. Information is returned to the EEO.

Have TGMs applied?

- If no... the academic unit proceeds without any further involvement from the JEC.
- If at least ONE applicant self-identifies as a TGM, then the remaining equity steps apply.

JEC PROCESS

- Search Committee meets to compile a preliminary short-list. Prior to finalizing the shortlist the equity information is reviewed and gaps are considered.
- Search Committee uses equity information to confirm the preliminary short-list.
- Search committee provides rationale for each TGM who was not short-listed.

JEC REVIEW PROCESS

The JEC Review Form

- TGM only if self-identified (Article 30.04)
- Rationale for each TGM candidate who is legally entitled to work in Canada and was not short-listed
- Signatures required
- Cannot have a mixed short-list

PAPERWORK

Academic Unit sends the EEO:

- Completed JEC form
- The CVs of short-listed candidates
- The CVs of those candidates who self-identified as TGMs but were not short-listed.
- Most recent ad

JEC PROCESS

JEC responds to Administrative Head

- in compliance
- more information needed
- not in compliance

Proceed with interviews following JEC compliance

SEARCH COMMITTEE RECOMMENDATIONS

- *should give preference in rank order to under-represented TG candidates in all cases where the qualifications of under-represented TG and non-TG candidates are substantially equal and meet the criteria established for the appointment in question.”*

-ARTICLE 30.28

JOB AD

- Grenfell Campus, Memorial University of Newfoundland, is situated in traditional Mi'kmaw territory in Corner Brook, NL. As a Campus, we respectfully acknowledge the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of the province of Newfoundland and Labrador. Grenfell Campus has more than 1,300 students and emphasizes innovative approaches to teaching and learning, research and engagement. Memorial University as a whole and Grenfell Campus in particular are taking important structural actions to address priorities around equity, diversity, Indigenization, and anti-racism in order to foster a culture of equity, diversity, and inclusion, and to achieve a greater diversity of individuals in terms of cultural background and experience.

ACCOMMODATIONS

Ensure that all applicants are aware that accommodations are available during every stage of the search process. The following text could be added to job ad, emailed upon receipt of application and prior to interviewing:

“Memorial is committed to providing an inclusive learning and work environment. If there is anything we can do to ensure your full participation during the application process please contact equity@mun.ca directly and we will work with you to make appropriate arrangements.”

WHAT IS IMPLICIT BIAS

Implicit Bias is the process by which the brain uses “mental associations that are so well established as to operate without awareness, or without intention, or without control.”

- Source: Project Implicit, Harvard University
- <https://implicit.harvard.edu/implicit/>

WHAT WE KNOW...

- Often driven by learned associations
- Have a pervasive effect on behaviour
- Knowledge of bias patterns can reduce its impacts



UNCONSCIOUS BIAS OR IMPLICIT BIAS

Good news!

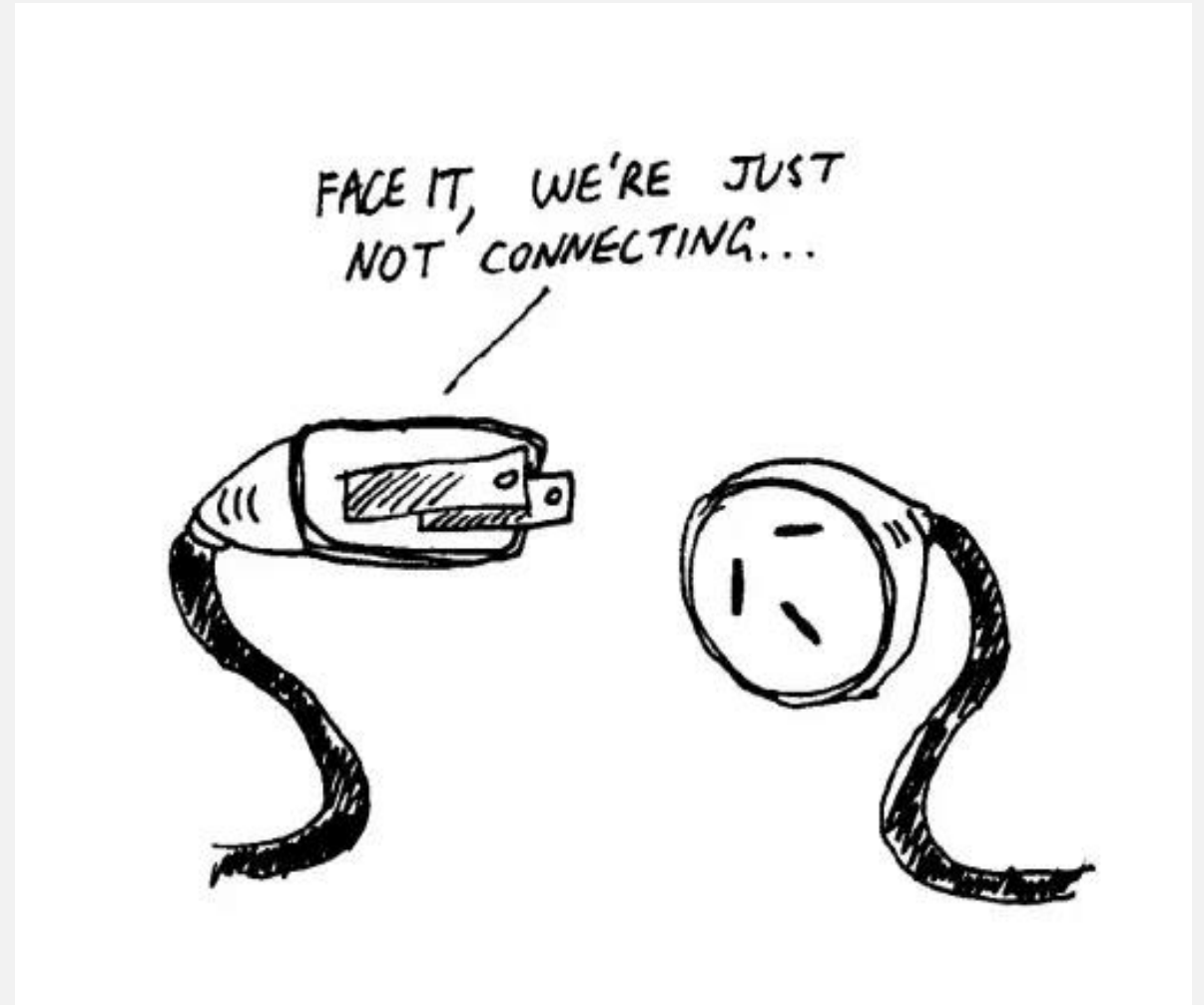
Implicit biases are not permanent; they can be changed



(Staats, Capastosto, Wright, Jackson. 2016).

ASSESSING CANDIDATES

- Not a “good fit”
- Consideration of gaps in work/research history
- Definitions of Excellence
- Linguistic analysis



HOW CAN WE COUNTER OUR BIASES

- Self reflect and name your biases
- Slow down
- Increase your exposure
- Work on consciously changing stereotypes
- Hit pause

VIRTUAL INTERVIEWS

- To create an on-campus experience, provide a remote tour of the office space or share videos of their co-workers talking about their areas of expertise and work culture.
- Consider privacy regulations in the remote interview process. If the virtual interviews are being recorded, all applicants must be informed that they are being recorded and notified why they are being recorded.
- Have a plan in case of a disconnection or other interruption. Ensure the candidate's phone number is available and let all candidates know before the interview process how interruptions will be handled.

VIRTUAL INTERVIEWS

- Inform candidates in advance if there are specific features you are requiring for example- raising your hand or the chat feature on CISCO WEBEX. To avoid distractions ensure all search committee members are also familiar with the technology.
- Ask all candidates whether a transcriber or ASL interpreter is required for the interview process. If so, arrange a resource by contacting equity@mun.ca.
- Interruptions during the remote interviewing process should not be considered in the formal interview performance evaluation.
- Allow candidates the opportunity to log in and test equipment and practice how the environment feels.
- Offer the candidate an opportunity to arrive prior to their interview time and consider providing the interview questions. Even if this is not a practice in face-to-face interviews this is recommended during remote interviews even if it is only sent at the beginning of the interview.
- Let all candidates know who is measuring what and what questions each person is asking.

ONLINE RESOURCES

CRC Module on Unconscious Bias:

<http://www.chairs-chaires.gc.ca/program-programme/equity-equite/bias/module-eng.aspx?pedisable=false>

ONLINE RESOURCES:

Project Implicit

<https://implicit.harvard.edu/implicit/>

Flip it to test it:

https://www.youtube.com/watch?v=Bq_xYSOZrgU

GENDER DECODER

Gender Decoder:

<http://gender-decoder.katmatfield.com/>

KNOWLEDGE REPOSITORY

Canadian Centre for Diversity and Inclusion (CCDI):

As part of the “Members Only” portal on their website, CCDI has an e-library with over 1,000 documents containing Canadian-specific and international diversity and inclusion research, reports, toolkits and news, which are indexed and searchable by multiple parameters (e.g. by keyword, by topic, etc.). This e-library is an evergreen resource and new content is continually being added.

If you would like access to the Knowledge Repository, you can self-register [here](#).

<https://www.mun.ca/hr/services/Equity/ccdi.php>

NAKUMMEK

WELA'LIOQ

TSHINASHKUMITINAU

MERCI

THANK YOU

Any questions?

FOLLOW UP:

equity@mun.ca

Tel: 709-864-2548

