

Tips on Establishing a Selection Committee

The Selection Committee plays a critical role in the recruitment of new staff. It is their role to fairly assess the merits of each applicant and recommend the best applicant. Consider the following when forming a Selection Committee:

- ✓ Include individuals with different perspectives, expertise and a demonstrated commitment to diversity and equity.
- ✓ Ensure the committee itself is diverse with more than one committee member from an equity-seeking group. This may require inviting members from outside of the Department.
- ✓ Identify a few key members who will provide an equity lens to the hiring process. Do not automatically assume that this should be the committee member(s) who belong to equity-seeking group(s).
- ✓ The selection committee should meet at least once in advance of the interviews to ensure everyone is familiar with the points made in this document and understands how the selection will proceed.

Each member of the **Selection Committee** (including the hiring manager) is responsible for:

- reviewing and understanding the University's guidelines on staff recruitment and policies on employment equity and discrimination
- demonstrating a strong commitment to equity and inclusion
- identifying and removing potential barriers to equity and inclusion throughout the selection process, including issues of unconscious, implicit and any other kinds of bias
- understanding Human Rights considerations, including the duty to reasonably accommodate
- assessing the merits of each applicant against the selection criteria
- demonstrating impartiality and objectivity
- attending interviews of all interviewees
- recommending successful applicants
- maintaining confidentiality throughout the selection process

The **Hiring Manager** is typically the person who is responsible for identifying the recruitment need, initiating recruitment, and acting as the main point of contact during the recruitment process. While others will be engaged throughout the recruitment and selection process and will provide input, the Hiring Manager is ultimately responsible for the hiring decision. The Hiring Manager is expected to ensure that:

- recruitment is conducted in accordance with approved staffing plans, guidelines, and relevant legislation
- funds are available to cover the costs of the position

- they are intimately familiar with the skills, qualifications, abilities and relevant experience required for the job in question
- all related recruitment and selection requirements are met in accordance with applicable collective agreements and University policies
- selection criteria and interview questions are appropriate for the particular employee group and are unbiased, gender-neutral, comprehensive and consistent with the job description/duties
- job postings are compliant with employment equity policy and distribution of job postings are in locations that are accessible to diverse groups and deliberate and targeted in order to ensure the diversity of the applicant pool
- a Selection Committee is established and the members are informed of the job requirements, selection criteria, employment equity policies and best practices
- an inclusive and respectful environment is created where all Selection Committee members are encouraged and supported in participating equally (e.g., the Hiring Manager is prepared to moderate when someone continually dominates the discussion)
- the recruitment and selection process is conducted in a fair, equitable and inclusive manner at all stages of the process