McMaster University aims to ensure the advancement of academic excellence through inclusive, fair, equitable and meritorious consideration of prospective applicants throughout the appointments/search preparation, recruitment, assessment, and selection processes.

As part of the application process, all applicants submitting applications through Mosaic are invited to complete a voluntary self-identification survey, with respect to Indigenous (First Nations, Métis and Inuit) peoples, members of racialized communities, persons with disabilities, women and LGBTQ+ persons of marginalized sexual orientation and gender identities.

The data collected is confidential and will be provided in aggregate and disaggregate form to Department Chairs and Employment Equity Facilitators, during the candidate assessment and selection process. The recruitment, selection and data collection process is outlined below.

**PROCESS GUIDELINES**

**Department Chairs**

Department Chairs should refer to the Policy and Handbook for more details and guidelines about the process.

**Employment Equity Facilitators**

Employment Equity Facilitators shall act as process consultants, receive and steward self-ID data and liaise between the Chair and Employment Equity Specialist.

---

**Supporting Contacts**

**FACULTY RELATIONS**

*Office of the Provost*

- Manager, Faculty Appointments And Records
- Coordinator, Academic Appointments And Records

**FACULTY OF HEALTH SCIENCES**

- Manager, Academic Advancement

**HUMAN RESOURCES SERVICES**

Contact Human Resources Employment Equity at hr.empequity@mcmaster.ca

- For assistance with upcoming recruitment searches (e.g. search strategies, posting language etc.)
- To arrange training for search committees or employment equity training for your team
- To discuss McMaster’s Employment Equity Program
PREPARATION FOR THE SEARCH PROCESS

- Review Applicable Policies
- Consider Workforce Gaps
- Draft the Advertisement
- Obtain Approval to Recruit & Budget Authorization
- Assemble & Train the Search Committee
- Establish Evaluation Criteria and Develop Assessment Rubric
- Proceed to Advertisement

ADVERTISEMENT AND OUTREACH

- Finalize & Place the Advertisement
- Active Targeted Recruitment
- Posting Closes in Mosaic (or resumes are reviewed at a pre-determined date)
- Proceed to Assessment

ASSESSMENT OF APPLICANTS

- Initial Resumé Screening & Assessment
- Identify Viable Applicant Pool
- Gap Analysis of the Viable Applicant Pool
- Develop the Long List
- Gap Analysis of the Long List
- Develop the Short List
- Gap Analysis of the Short List
- Conduct Interviews & Associated Activities
- Proceed to Selection

SELECTION

- Identify Candidates who meet or exceed the Zone of Excellence
- If several finalists are found to be relatively equally qualified, preference will be given to candidates of an equity-seeking group
- Present an Employment Offer to the selected finalist in accordance with all relevant statutes and university policies
- Proceed to Record Keeping

RECORD KEEPING

- Chair prepares Search Summary Form, and submits to Dean for Review & Endorsement
- Dean Reviews & Endorses Search Summary Form
- Dean submits Search Summary Form to Faculty Relations/Provost’s Office, and Employment Equity Specialist
- Employment Equity Team presents Aggregate Recruitment & Selection Summary to Senate Committee on Appointments