

# Tips for Inclusive Selection Processes

## Job Postings:

- ✓ Sell the job in the posting. Emphasize aspects that might be particularly appealing to diverse candidates. E.g. flexible or non-traditional business hours, appreciation for multiple languages.
- ✓ Emphasize what is to be achieved, not how.
- ✓ Watch for wording that unintentionally excludes qualified diverse candidates. E.g. requiring 'excellent communication skills' when an effectiveness in verbal communications is the minimum requirement.
- ✓ Consider that the choice of words can subtly exclude candidates of both genders. Check out this [tipsheet](http://wwest.sites.olt.ubc.ca/files/2015/05/Gendered-Words.pdf) (<http://wwest.sites.olt.ubc.ca/files/2015/05/Gendered-Words.pdf>) to help you include more feminine language that appeals to all candidates in job postings.

## Screening & Interviewing:

- ✓ Do not let the résumé format/layout influence the assessment of qualifications.
- ✓ Create a diverse interview panel – considering multiple dimensions of diversity.
- ✓ Ask all candidates whether they require accommodation for the interview.
- ✓ Avoid scheduling interviews on holidays for major faiths. You can check a [multicultural calendar here](http://graybridgemalkam.com/resources/multicultural-calendar-2017) (<http://graybridgemalkam.com/resources/multicultural-calendar-2017>).
- ✓ Consider and challenge your personal lens
  - Be aware of your biases in order to avoid potential sources of error when assessing qualifications. For example, a selection panel member may consistently evaluate certain qualifications more positively than others (e.g., placing higher value on experience gained inside versus outside Canada, or on experience gained inside versus outside the PSE's).
  - Such errors in assessment can occur because people tend to evaluate more positively those whom they perceive as similar to themselves than those whom they perceive as different.

## When Interviewing a Person with a Disability:

- ✓ Be aware that many disabilities are invisible.
- ✓ The word "disabled" is an adjective, not a noun. People are not conditions. It is therefore preferable not to use the term "the disabled" but rather "people with disabilities."
- ✓ People with disabilities are comfortable with the terminology used to describe daily living activities. People who use wheelchairs go for "walks," people with visual impairments "see" what you mean, and so on.
- ✓ Ask before you help. Before you help someone, ask if they would like help. In some cases a person with a disability might seem to be struggling, yet they are fine and would prefer to complete the task on their own. Follow the person's cues and ask if you are not sure what to do. Don't be offended if someone declines your offer of assistance.
- ✓ Speak normally. Some people have a tendency to talk louder and slower to people with disabilities; don't.
- ✓ Be aware of personal space. Some people who use a mobility aid, such as a wheelchair, walker, or cane, see these aids as part of their personal space. Don't touch, move, or lean on mobility aids. This is also important for safety.

**When Interviewing Across Cultures:**

- ✓ Indicators that culture was the source of disconnect during an interview, and you should consider other interpretations of behaviour:
  - If the candidate asks no questions
  - If the candidate is perpetually nodding and smiling
  - The candidate is being rude
  - Statements sound like questions
  - The candidate sounds bored
- Avoid acronyms and simplify language. Using plain language and avoiding the use of jargon (the language, especially the vocabulary, peculiar to a particular trade, profession, or group) can increase the candidate’s comprehension of questions and information.
  - Reflect on why a candidate has presented themselves to you in a way you perceive as “strange”. When you come across behaviours or a resume that is not what you traditionally expect, ask yourself if seen it may be rooted in another culture’s norms; do not immediately dismiss the candidate. Here are a couple quick examples – to learn more and improve your intercultural competence check out [this suite of learning resources](http://www.trieccampus.ca) on the TRIEC Campus (<http://www.trieccampus.ca>) .

Interview Behaviour	North American Cultural Norm	Other Cultural Norms
<b>Eye Contact</b>	Direct eye contact indicates: self-confidence, trustworthiness, interest.	Direct eye contact is disrespectful.
<b>Handshake</b>	Expected form of greeting	May prefer to avoid physical contact with person of the other gender. May wait for a hand to be offered before participating in a handshake.
<b>Smiling and Showing Emotions</b>	Indicates friendliness and comfort with interview panel	Could be a sign of embarrassment. Displaying any emotions is not appropriate with superiors or strangers.
<b>Responding to the question “Tell me about yourself.”</b>	Understand that the recruiter is asking for a brief overview of the candidate’s experience and education.	May be less familiar with answering open-ended questions. Specific questions help focus responses. Instead ask: “Tell me about your education/ experience.”
<b>Speed of Response</b>	Answering a question immediately after asking demonstrates competence and confidence.	Taking time to pause and reflect on the question demonstrates respect for the interviewer and question being asked. A slow reply is normal and expected.