Posting a Position?
Consider the Following Tips When Recruiting

This resource is intended to provide faculty and department hiring managers with additional tips and tools to consider when moving through the recruitment process. The primary focus of this document is job description development, evaluating qualifications, and strategies for filling vacant roles.

Job Descriptions:
Importance of job descriptions (JD):

A job description summarizes the essential responsibilities, activities, qualifications, and skills for a role. JD's form the foundation for classification, job postings (the summary and qualifications section), recruitment (shortlist based on qualifications) and selection (interview questions based on skills and abilities identified).

Job description tips to keep in mind:

- Job descriptions should be **written as broad as possible** and identify the key roles and responsibilities while keeping the document short and concise.
- **Emphasize department values and culture** throughout the JD to create more inclusive job descriptions. Refer to the UVic Competency Model for useful language around values and culture
- **Do additional research**. Job descriptions may be inadvertently turning away qualified candidates from underrepresented groups. Refer to EQHR resources.
- JD should focus on "what" responsibilities are included, and not the specific steps describing "how" someone performs those responsibilities. **The "how" should be included in department/position manuals** and through Performance and Development Cycle (PDC).
- Review the language in your JD to **be as gender-neutral as possible**.
- **Avoid writing a JD for a specific person**, keep it to the job. Focus on the results you'd like to see, rather than the type of person that you think could deliver those results.

- **Consider building in redundancy** within departments by combining similar positions into more generalized JDs. This will allow for additional coverage if a position becomes vacant or department priorities shift.
- **Communicate regularly** with department leadership and Human Resources to identify current and future position needs.
- Determining Qualifications:
  - In response to the current labour market where candidates have many options and to begin to break down systematic barriers**, consider re-evaluating the minimum and preferred qualifications** for positions to ensure that they are necessary. For example:
    - Can certain skills be learned on the job?
    - Does the person need the degree or diploma or certification that you have required?
- **Consider focusing on skills-based JD's**. Weighing competencies over credentials can give employers greater access to often-overlooked but highly qualified talent pools while increasing diversity and retention.

When updating or designing a new job description **please contact your HR Advisor as early as possible**. Their guidance and expertise will save you time and ensure your staff recruitment attracts the right candidates.

Filling Vacant Roles:

Recruitment tips to keep in mind:

- Consider your **hiring process from the candidate's point of view**. Design your recruitment and interview process for maximum efficiency and candidate engagement, so that candidates know what to expect in your process and feel respected and valued.
- Consider a skills-based hiring approach:
  - Explore candidates from different backgrounds by **prioritizing a candidate's skills over their credentials.**
    - Use skills focused assessments and focus on transferrable skills. For example, simulate an on-the-job experience by creating a short exercise. Be clear on what you're evaluating and why.
    - You'll never find a "perfect" employee. Instead, look for the best possible match between your needs and the candidates' abilities, without compromising your overall standards.
- Succession planning – look for talent from within:
  - **Cultivate a skilled and capable pool of internal candidates** by facilitating ongoing learning and development of individuals who have the potential and desire to expand their capabilities.
    - Tools for this include using the PDC Cycle, the UVic Competency Model, the Stay Interview Guide, and the Think Succession Toolkit.

- **Continually recruit and build a pipeline of diverse talent** to draw from when a vacancy becomes available:
  - Consider revisiting former high performing employees who have left the company. They may have left for career development and have acquired valuable skills and talents that you need
  - Write candidates personalized outreach messages to share a little about your role, and why you think they'd be a great match for your department.
  - Focus on Active and Passive Candidates
- **Mitigate bias in recruitment** decisions:
  - Refer to EQHR resources and training to become more aware.
  - Collect interview feedback individually to avoid group-think, before getting together to make decisions as a group.
  - Use the criteria that was set during the planning stages of recruitment.
  - Challenge opinions or decisions that you feel may be rooted in unconscious bias to ensure a fair decision-making process.
- It is important to be honest in the recruitment process, in order not to build up unreal expectations. **It is okay to be enthusiastic but also be accurate.**

Additional Resources:

- Manager Hiring/Recruitment Website
- Job Description Library
- EQHR Hiring Website
- Hiring Manager Connect Website
- Think Succession Toolkit

- Performance and Development Cycle (PDC)
- UVic Competency Model
- Stay Interview Guide