



Guide to Faculty & Librarian Recruitment

This document supports the recruitment and selection of faculty members and librarians through a review of essential recruitment steps, in chronological order, and the inclusion of relevant tools and templates in the Appendices.

Equity, diversity and inclusion are essential values for UVic, and a foundation for the institution's excellence. As articulated in the Collective Agreement, the University and the Faculty Association are committed to the recruitment of a diverse workforce and to the identification and removal of discriminatory barriers in all processes related to the selection and hiring of faculty members and librarians. All recruitment and appointment procedures in a unit are governed by BC Human Rights legislation, by the University of Victoria and the University of Victoria Faculty Association Collective Agreement, by UVic equity policies, and by each unit's own equity policy.

All policies referenced in the Guide are on the web site of the [University Secretary](#). For the purposes of this guide, departments, schools, non-departmentalized Faculties, and the University Library, will hereafter be referred to as “unit”. Each reference to Chair is a reference to a Director. A reference to a Dean includes a reference to the head of a non-departmentalized Faculty/Division and to the University Librarian. Generally, a reference to an appointment committee also includes a reference to a Library appointments advisory committee.

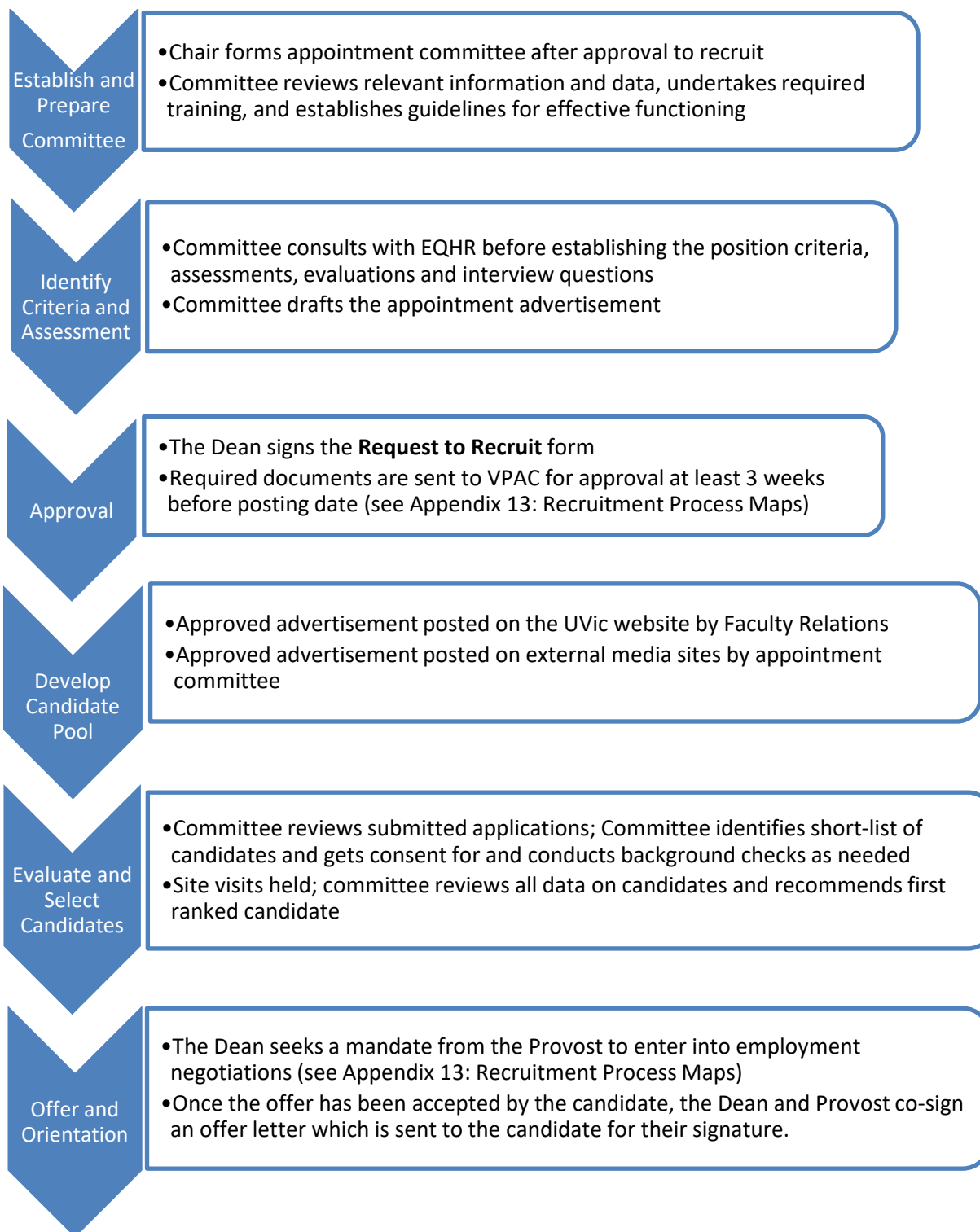
Units are strongly encouraged to consult with their Faculty Relations Consultant when devising protocols for recruitment and hiring, and with the Office of Equity and Human Rights (EQHR) for input on equity, diversity and inclusion considerations in a search. The Office of the Vice President Research and Innovation (VPRI) provides support as related to CRC opportunities.

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Overview of the Recruitment Process



Note: CRC Appointments have some differential requirements; see Appendices 3 through 6 for further information.

1.0 Establishment and Composition of Appointment Committee

References and Resources:

Relevant [Collective Agreement](#):

- Article 16 *Equity, Diversity and Inclusion*
- Article 20 *Appointments*
- Article 22 *Appointments Procedures: Librarians*
- Article 32 *Appointments, Reappointments, Promotion and Tenure Committees*
- Article 49 *Conflict of Interest and Reasonable Apprehension of Bias*

Other Useful Resources:

- Increasing Equity Committee Workbook
- [Policy on Human Rights, Equity and Fairness \(GV0200\)](#)
- [Protection of Privacy Policy \(GV0235\)](#)
- [Fact Sheet: Access, Records Management, and Privacy Guidelines for Search Committees](#)
- Unit Standard
- Faculty Evaluation Policy/Librarian Evaluation Policy
- British Columbia's [Freedom of Information and Protection of Privacy Act](#)

Faculty and librarian recruitment is conducted by the hiring unit's appointment committee. In order to ensure a robust pool of qualified applicants, it is important to create a diverse committee with a clear mandate that meets the requirements of the Collective Agreement and unit policies.

1.1 Committee composition

- The appointment committee for faculty and librarian positions manages the recruitment process.
- The Collective Agreement provides committee composition and procedure guidelines.
- Unit policy outlines the structure and process for appointments, aligned with the Unit Standard.
- The Chair ensures that the committee structure and process conform to Collective Agreement and Unit policy.

Faculty recruitment (Article 32):

- Faculty members holding regular academic appointments elected from/by the Unit must form the majority of voting members (unless for joint appointment).
- For community-engaged research, teaching, or service, at least one committee member must have expertise in these activities.
- For clinically based scholarship, at least one member must have clinical expertise.
- Refer to [Article 32](#) for full details.

Search Committee ([Article 32.13-32.16.2](#)):

- When the Home Unit is unknown, the Search Committee fulfills Appointment Committee responsibilities initially.
- Once a candidate and Home Unit are determined, the Home Unit's Appointment Committee completes the process.

- The Search Committee Chair monitors compliance with Collective Agreement, particularly regarding committee membership ([s. 32.3](#)).

CRC Program:

- Requires representation from underrepresented groups in the appointment committee (see Appendix 3: CRC RECRUITMENT Appointment Committee Composition Report).

Librarian recruitment (Article 22):

- Appointments Advisory Committee involved for regular and limited-term librarian appointments.
- Committee should include representatives from designated equity-deserving groups.
- Refer to [Article 22](#) for more details.

1.2 Joint appointment (Faculty)

- Committee composition is determined by the home unit, which will be responsible for reappointment, promotion, tenure, and salary recommendations.
- Committee representation from each unit reflects their proportionate share in the joint appointment.
- Majority of committee should be faculty members with regular academic appointments, elected from and by each unit.
- Non-voting members may be added, but the committee should remain a reasonable size.
- Refer to [Article 32](#) for more details.

1.3 Committee equity, diversity and inclusion

There are many benefits to ensuring diversity on an appointment committee.

- A diverse committee has more perspectives to draw on to perform a richer assessment of candidates.
- Studies indicate that more diverse groups are better at problem-solving and creative decision-making.
- Diversity in the committee sends a strong signal to candidates that diversity is valued at UVic.

Components of diversity include:

- Those from the groups indicated in the [University of Victoria equity statement](#).
- Those with different perspectives and other diversity of personal identity.
- Those with varied professional expertise and rank.
- All with a demonstrated commitment to equity, diversity and inclusion.

The Committee should:

- Seek views of students, staff, and other unit members for additional insight (see Appendix 2).
- Address challenges for marginalized individuals (e.g., representation, junior rank, workload) by:
 - Seeking members from outside the unit.
 - Requesting Chair's support for workload re-balancing.
- Contact EQHR or Faculty Relations Consultant for help in creating a diverse committee.

Committee Requirements ([Section 32.4](#)):

- All members must complete mandatory training on employment equity, diversity, inclusion, anti-racism, Indigenization, and decolonization before beginning committee work.

- For candidates involved in community-based work, committee members require additional training in evaluating this work.
- Committees must outline and record how equity concerns will be addressed throughout their work.
- Access training through EQHR's [Hiring Resources](#) website and VPAC's [Professional development and training](#) website.

CRC Program:

The CRC program requires that all appointment committees for such positions include an equity, diversity and inclusion (EDI) champion, responsible for helping to keep a focus on equity, diversity and inclusion. See Appendix 4: CRC RECRUITMENT Equity, Diversity and Inclusion Champion.

1.4 Responsibilities of the Chair

- Compose the committee according to the Collective Agreement and the unit's policy, ensuring diversity in membership and commitment by each member to equity, diversity and inclusion.
- Confirm that all committee members have completed up-to-date training in the last two years. Where the candidate engages in community-based work, committee members must also have received University designated mandatory training in evaluating such work.
- Set the tone of respect, confidentiality, responsibility and equity.
- Encourage the committee towards careful scrutiny of applications, avoidance of bias, and the recognition of benefits of increased diversity at the University.
- Ensure members feel involved, valued and motivated.
- Take the lead in addressing ethical and employment equity questions.
- Ensure the recruitment and selection process is followed, in compliance with the Collective Agreement, the unit's Standard and policy, relevant University policies and applicable external requirements (e.g., CRC program, BC Human Rights Code).

Consider establishing guidelines for the committee as a means of enhancing the work the group will do. See Appendix 2: Sample Guidelines for Appointment Committees.

1.5 Responsibilities of appointment committee members

- Understand and support obligations under human rights legislation and UVic policies to facilitate a confidential, open, equitable and unbiased search process.
- Undertake training in effective employment equity practices and current institutional expectations with respect to equity, diversity, inclusion, anti-racism, Indigenization, and decolonization; in evaluating community-based work when relevant to the search; and topics such as current selection process methods, ethical issues in hiring, unconscious bias, and confidentiality.
- Contribute individually to a transparent, open, unbiased and effective search.
- Ensure the recruitment and selection process is followed, in compliance with the Collective Agreement, your unit's procedures and relevant policies.

Training for these responsibilities is available through the Office of Faculty Relations and Academic Administration (FRAA) and EQHR. Appendix 17: Checklist for the Appointment Committee Chair and Appendix 5: CRC RECRUITMENT Checklist are handy references to follow throughout the recruitment process.

Possible appointment committee roles:

- Teaching leader: provides expertise on pedagogic effectiveness and the use of teaching dossiers to keep the group's focus on teaching criteria.
- Scholarship leader: attends to relevant scholarship and research abilities and potential, keeping the group's focus on the fit between the candidate's scholarly performance and interests, and the position needs.
- Librarian leader: provides expertise on specific aspects of librarianship relevant to the position and focus on the ability of candidates to perform such functions.
- Candidate advocate: focuses on the recruitment process from the candidate's point of view to ensure that the site visit is a positive experience.
- Reference leader: ensures credential and degree verification and reference and background checks are conducted and shared.
- Recorder: records and files meeting minutes.

1.6 Apprehension of bias and conflict of interest

- Committee members must review [Article 49](#) on Conflict of Interest and Bias before the evaluation process.
- Members must self-identify any potential bias or conflict of interest.
- Depending on the situation, members may need to recuse themselves from part or all of the process (e.g., previous supervisor of an applicant).
- Declarations of conflict or bias can occur at any point during the process and should be raised immediately.
- Conflicts or bias must be addressed early to prevent tainted processes or re-processing.
- Refer to Appendix 12 for more details on bias and conflict of interest as a committee member.

1.7 Procedural fairness

- Committee members must attend all meetings (including informal ones) where candidates are evaluated.
- Members absent from any part of candidate evaluation should not participate in the final selection.
- All candidates must be treated equally and follow the same process for procedural fairness.
- Use the same interview questions for all candidates, with some flexibility for follow-up questions.
- Ensure candidates have equal opportunities and conditions (e.g., same interview mode and environment for informal meetings).
- Variations in conditions can unfairly impact candidate performance.

1.8 Confidentiality

- The Freedom of Information and Protection of Privacy Act ([RSBC 1996](#)) requires applicant personal information to be kept confidential and shared only on a need-to-know basis or with written consent.
- Application packages must be stored securely (see [Section 52.00 of the Procedures for the Management of Personal Information](#)).
- Committee members must not disclose applicant names outside the committee without candidate consent (e.g., for reference checks or site visits).
- Referees or background checks must not be contacted without written consent (see Appendix 10).
- Inform applicants when references or background checks will be conducted.

- **Applicant information and committee deliberations must remain confidential, even after the process ends.**
- All committee members should sign a confidentiality agreement (see Appendix 1).
- Privacy-related questions should be directed to the Dean or Chief Privacy Officer.

2.0 Committee Activity before the Search Begins

- Engage in early and ongoing collegial discussions to identify disciplinary areas for recruitment.
- Consult the Dean early to ensure the Vice-President Academic and Provost will approve the recruitment request, avoiding delays.
- Plan the recruitment process by discussing data collection and review.
- Identify relevant information to define role criteria, create ads, and guide candidate selection.
- Review unit diversity data (from Chair/Dean) and candidate pool representation (from EQHR or other sources).
- Consider whether a preferential or limited hire is appropriate early in the process.
- Review the **Increasing Equity Committee Workbook**

Consider also:

- Did the previous interview questions cover all relevant aspects of the position? Do the questions need to be updated?
- Do we need to add additional assessments from the previous search in order to properly evaluate criteria?
- What is the current competitive environment in the field and in the particular areas of expertise, scholarship, and professional achievement relevant to the search?
- What other institutions are advertising similar positions? What are they doing differently?
- Identify the key advantages of joining the unit and determine how best to represent and project this in the advertisement and to the candidates.
- What issues may be raised by candidates? What is the best way to proactively address them?

References and Resources:

Relevant [Collective Agreement](#) Articles:

- *Article 22 Appointments Procedures: Librarians*
- *Article 32 Appointments, Reappointments, Promotion and Tenure Committees*

Other Useful Resources:

- [Increasing Equity Committee Workbook](#)
- [Policy on Human Rights, Equity and Fairness \(GV0200\)](#)
- [Black Inclusion Resources](#)
- [UVic Plans](#)
- [The UVic Edge](#)
- [Rankings and Reputation](#)
- [Virtual Campus Tour](#)
- [Life in Victoria](#)

2.2 Appointment Classifications

Recruitment for any of the following positions must be conducted in accordance with this Guide:

Rank	Appointment Options
Assistant Professor/Assistant Teaching Professor	Eligible for tenure or grant-tenure
Associate Professor/ Associate Teaching Professor	Tenured or grant-tenured; Eligible for tenure or grant-tenure
Professor/Teaching Professor	Tenured or grant-tenured; Eligible for tenure or grant-tenure
Regular Librarian	Probationary; Confirmed
Limited Term Faculty (greater than 1 year) Research or Teaching	Without: tenure, grant-tenure or eligibility for tenure or grant-tenure
Limited Term Librarian (fixed term)	No right of reappointment although reappointment may occur as per s. 27.11 .

2.3 Grant-Tenure

- Grant-tenure status applies when over 50% of the salary is funded externally.
- Incumbents have the same rights and responsibilities as other academic appointments with tenure, with a few exceptions (see [Sections 20.19–20.22](#)).
- Recruitment for grant-tenure or grant-tenure eligibility follows the processes in this Guide.

2.4 Duty to accommodate

- The [Employment Accommodation](#) (HR6115) policy requires providing accommodation to applicants throughout the hiring process.
- Accommodation must be provided for protected grounds under the BC Human Rights Code unless it causes undue hardship to the University.

Examples of some types of accommodation that may arise during the recruitment process are:

- Having someone available to answer applicants’ questions about the expected process and accommodation requests.
- Scheduling events that are accessible for all candidates, including persons with a disability (e.g. use of ramps and/or elevators; ensuring that rooms have good acoustics and limited background noise).
- Alternate formats for communication and/or presentation material.
- Technical aids and/or assistive devices.
- Interview schedules taking into account religious holidays, nursing requirements, need for breaks for medical reasons, and other individual needs.

References and Resources:

- [Preferential or Limited Hiring \(HR6110\)](#)
- [EQHR Equity Action Plan](#)
- [EQHR Preferential and Limited Hiring Guidance](#)
- [Black Inclusion Resources](#)
- [Quick Guide](#)
- Unit equity plan
- British Columbia [Human Rights Code](#)

Best practices:

- Incorporate accommodation considerations for all candidates when booking rooms, events, and setting schedules.
- Schedule mini breaks between events.
- Book meals in quiet locations with diverse dietary options.
- Inform candidates about arrangements and ask if they have questions or special needs.
- Include the University's accommodation statement in all appointment advertisements (see Appendix 6).
- Contact the Faculty Compensation and Recruitment Consultant with any accommodation-related questions.

3.0 Preferential or Limited Hiring

- UVic's Employment Equity Plan, approved by the BC Human Rights Commissioner, allows for Preferential and Limited hiring.
- UVic's [Preferential or Limited Hiring](#) policy outlines conditions and steps for giving hiring preference to designated equity groups: Indigenous peoples, black people, people with disabilities, racialized people, women, and gender diverse individuals.
- Applies to faculty, librarians, sessional instructors, and staff when Preferential or Limited hiring is deemed appropriate.

Generally a Preferential and/or Limited hire can be undertaken where:

- There is under-representation of a designated group;
- Previous attempts to reach equity have not created sufficient change;
- The unit requires the special expertise or knowledge of members of a designated group;
- Equity and diversity targets/commitments with external funding programs need to be met;
- It is necessary to build a critical mass of perspectives to support diverse scholarship and work;
- It is desirable to hire designated group members who will be role models or mentors for students, faculty and/or staff; or
- It is expected there will be few opportunities in the near future to address the under-representation.

3.1 Appointment advertisement

- Include a proposal and rationale for Preferential or Limited hiring to the Vice-President Academic and Provost along with the Request to Recruit form.
- BC's Human Rights Commissioner pre-approval makes it non-discriminatory to exclude other groups in such hiring programs.
- University Affairs and CAUT accept ads referring to UVic's Human Rights Commissioner approval.
- See Appendix 7 for diverse advertising options beyond regular sources.

3.2 Equity statement

Once the Preferential or Limited hiring has been approved, ads should include the appropriate statement (See Appendix 6: *Academic Appointment Advertisement Templates*).

Consider:

If you are not conducting a Preferential or Limited hire and you select a candidate based on their membership in a designated group you run the risk of a discrimination challenge by other candidates under the BC *Human Rights Code*. Remember, the successful candidate is the one that best meets the pre-determined criteria. Do keep in mind that you are encouraged to consider equity dimensions through the integration of equity within the identified criteria and assessment processes; this is good practice for all appointments. This aligns with the CRC directive that candidates be asked to identify their strengths and experiences in increasing diversity in their previous institutional environment and in the curriculum. Contact the EQHR office for support working with the appointment committee or for more information.

4.0 Waived Competition for Initial Appointments

- A good recruitment process attracts qualified candidates and provides a wide applicant pool.
- A full and open recruitment is usually required under the Collective Agreement.
- Examples of approved exceptions to an open competition include:
 - Conversion of a Limited Term appointment to a regular faculty appointment.
 - Spouse/partner of a newly hired faculty member with valuable expertise.
- Requests to waive open competition must be submitted by the Dean or University Librarian to the Vice-President Academic and Provost with a Request to Recruit form.
- Such requests must have majority support from the unit's appointment committee (see [s. 20.26](#)).

The ability to waive an open competition is limited *only* to the posting of the appointment advertisement. All other steps in the recruitment and selection process must be followed:

- Establishing an appointment committee
- Identifying the required criteria and related assessments (the creation of an appointment advertisement is not required)
- Evaluation; and
- Appointment and acceptance procedures

The committee must:

- Inform candidates of the University's commitment to equity, diversity, and inclusion.
- Include information on consideration of career interruptions and accommodation for disabilities.
- Provide candidates with assessment criteria, similar to those in the advertisement.
- Immigration requirements apply even for waived searches.

References and Resources:

Relevant [Collective Agreement](#):

- Article 20 *Appointments*

Other Useful Resources:

- British Columbia [Human Rights Code](#)

4.1 Appointment advertisement

The appointment advertisement outlines the appointment type, rank, qualifying criteria and salary range. While the creation of this document is not required for a waived competition process, the appointment committee remains responsible for identifying and documenting:

- Specific information about the appointment terms (e.g., appointment type such as regular/limited term, rank, status such as tenure-track/limited term, expected start date, salary range).
- Criteria (including core requirements and preferred assets).
- Closing date and contact information.
- UVic equity statement.
- Accommodation statement.
- Bargaining unit affiliation.
- Immigration statement.
- Reference and Background Check notice.

For more information about the selection process, see the sections [Identifying the Required Criteria and Related Assessment Materials](#) and [Evaluation: Identifying Qualified Candidates](#) within this document.

5.0 Identifying the Required Criteria and Related Assessment Materials

- Criteria are the identified skills, knowledge, abilities, and experience necessary to perform the duties and responsibilities of the role in a manner that meets position expectations.
- Criteria are used to structure the appointment advertisement, interview format and evaluation rubrics, and must be used to underpin the assessment of any candidate.
- The criteria must be relevant and consistent with the role. Preparing adequately helps attract appropriately qualified candidates, ensures procedural fairness, and reduces bias throughout the recruitment processes.

The committee should review the Collective Agreement, the Faculty Evaluation Policy/Library Evaluation Policy and the unit's Standard for performance of duties and responsibilities related to:

- Teaching, Research and Service (research stream)
- Teaching, Scholarly Activity and Service (teaching stream)
- Professional Performance, Scholarly and Professional Achievement and Service (librarian)

References and Resources:

Relevant [Collective Agreement](#):

- Article 13 *Standards, Workload and Assignment Practice*
- Article 16 *Equity, Diversity and Inclusion*
- Article 20 *Appointments*
- Article 21 *Terms of Initial Appointment*
- Article 22 *Appointment Procedures: Librarians*

Other Useful links:

- Increasing Equity Committee Workbook
- [Policy on Human Rights, Equity and Fairness \(GV0200\)](#)
- [Employment Equity \(HR6100\)](#)
- [Preferential or Limited Hiring \(HR6110\)](#)
- British Columbia [Human Rights Code](#)

5.1 What is needed to develop the criteria?

To develop criteria, committees will consider:

- The outcomes expected of the incumbent
- The required educational components
- The full range of duties and responsibilities, such as:
 - teaching, undergraduate and/or graduate courses
 - research activity (including research potential and, where relevant, the ability to run a lab and effectively manage diverse employees and support students)
 - scholarly activity (Teaching stream)
 - service contributions
 - scholarly and professional achievement (Librarians)
 - supervision of students
 - academic counselling of students and mentorship
- The skills required to successfully complete duties and responsibilities, such as:
 - collegiality and interpersonal skills
 - leadership
 - organizational skills
 - administrative skills
- The nature and extent of previous experience required to successfully attain expected outcomes, such as:
 - experience advancing equity, diversity and inclusion
 - university service
 - student recruitment
- The relevant information gathered from the review of previous searches and equity and diversity goals

5.2 Characteristics of good criteria

By setting out selection criteria and weighting each factor, the appointment committee creates a fair and organized structure for decision-making. To be effective, fair and inclusive, selection criteria should be:

- Given an appropriate name and clear descriptor
- Measurable
- Based on the minimum requirements of the position rather than overstated requirements
- Organized into two groups: core criteria (essential to performing the role) and preferred assets (to help decide between strong candidates)
- Unbiased
- Suitable to the rank at which the position is posted
- Defined as broadly and inclusively as possible, considering emerging, interdisciplinary areas of the field where underrepresented faculty are usually better represented, but sufficiently specific so as to allow candidates to be distinguished as suited for the unit's need
- Thoroughly developed and described unambiguously

5.3 Steps to follow in developing the criteria

1. Review the data that inform the criteria
2. Develop a draft of the core and asset criteria
3. Develop a detailed annotation of the criteria (see below for steps)
4. Have the criteria reviewed by a diverse group of people (diverse in identity, position, perspective and other aspects) to ensure that all relevant aspects of work are captured in an unbiased way
5. Consider whether any of these criteria could pose barriers to any groups of candidates
6. After review, modify criteria as needed

Detailed annotation of the criteria:

To ensure that the criteria appropriately address the requirements of the position and are well understood, the committee should develop a detailed annotation that includes:

- a description of each criterion that spells out hidden assumptions about the meaning of the criteria or what success looks like and avoids replicating common biases that exclude particular groups from being fairly assessed and hired
- the acceptable evidence which supports that a candidate meets the criterion
- how the criteria will be ranked or weighted

This document will be used at each stage of the search as a reference point for decisions and to direct development of interviews. Put the criteria into a rubric for use in the shortlisting and final selection process. See Appendix 18: *Sample Matrices and Scorecard*

5.4 Using the criteria

Since the criteria form the basis for the identification of the successful candidate, use the criteria to:

- develop evaluation methods (interview questions, approaches, additional materials required, reference questions etc.) to thoroughly assess each criterion
- develop the appointment advertisement (see The Appointment Advertisement section)

Note: In the case of recommending a non-Canadian candidate, a committee will need to identify clearly the specific criteria the Canadians and/or Permanent Residents did not meet. Please review 6.8 Immigration – administrative process for more information.

5.5 Determine the methods of assessment

- Assessments and tools are critical for a successful selection process and should be considered early, after criteria.
- Establish assessments and scoring before reviewing applications to reduce bias and address discrimination claims.
- Ensure each method used is valid and reliable.
- Use qualitative methods to assess key traits in teaching, research, and service, focusing on relevant and observable traits.

Quantitative methods are a useful complement and allow the committee to compare candidates using a pre-determined evaluation process. Examples of assessment materials:

- application package
- samples of work
- presentations
- responses to interview questions
- responses to reference questions

Appendix 8: Sample Matrices and Scorecard provides sample tools that can be used to:

- identify the required criteria and how each criterion is expected to be demonstrated
- track the criteria for each candidate
- create a comparison scorecard for candidates

5.6 Determine interview questions

- The interview aims to assess if candidates meet the criteria for successful performance.
- Use a structured interview format to ensure consistent information and reduce bias.
- Determine questions based on criteria and job requirements before reviewing applications.
- Avoid questions related to race, age, gender, marital status, etc., to prevent bias and Human Rights Code complaints.
- Focus on behavioral-based questions, which predict future behavior based on past experiences.
- Supplement with situational questions to assess theoretical knowledge and decision-making.
- See Appendix 19 for sample behavioral and situational interview questions.

Best Practices:

- Questions are matched to the position criteria.
- Candidates are expected to provide evidence-based answers to demonstrate how they meet these criteria.
- Every candidate should have the opportunity to answer all the questions.

- Questions that are not answered satisfactorily should be rephrased; probe firmly but with discretion and sensitivity to elicit sufficient information to make an evaluation.
- Know the range of answers expected as well as components of the ideal answer; this gives a better parameter for scoring.
- Be aware that the order of the questions asked and the speaker who asks them can affect the response given by the candidate. To counteract this, establish a consistent plan for question order, who asks, and other elements.
- Keep the interview conditions consistent for each candidate. For example, do not schedule in-person interviews for some, and audio or visual conferencing interviews for others. Some interview modes will provide an advantage to some candidates and a disadvantage to others. Share consistent information about the interview format and general content in advance of the interview for all candidates.
- Avoid questions seeking information on race, national or ethnic origin, religion, sex or sexual orientation, disability, age, marital status, family status, source of income, or conviction for an offence where a pardon has been granted unless such information forms a bona fide occupational requirement. Speak with the Faculty Compensation and Recruitment Consultant if you have questions in this regard.

6.0 The Appointment Advertisement

References and Resources:

Relevant: [Collective Agreement](#)

- Article 12 *Academic and Professional Responsibilities*
- Article 20 *Appointments, Open Competition for Initial Appointments*, ss. 20.24 – 20.29

Other useful links:

- [Fact Sheet: Access, Records Management and Privacy Guidelines for Search Committees](#)
- [Studying and Working In Canada \(UVic\)](#)
- [Directory of Records: Academic Search Case Files \(HR010-30\)](#)
- [Hire Permanent Workers \(IRCC\)](#)
- [Hire A Provincial Nominee \(IRCC\)](#)
- [Freedom of Information and Protection of Privacy Act \(RSBC 1996\)](#)

The advertisement may be the first time a candidate is introduced to UVic. It is not only an invitation to work here; it is also the opportunity to highlight why UVic is a great place to be for a diverse range of candidates.

6.1 Creating the ad

The appointment committee is responsible for creating the appointment advertisement (see Appendix 6: Academic Appointment Advertisement Templates).

Any advertisement for a faculty or librarian position must contain the following information:

- An Indigenization and Territorial Acknowledgement, including how the territory connects with the work of the unit/Faculty where relevant
- Introduction to the hiring unit(s)
- Specific information about the appointment terms (Include: appointment type, rank, tenure eligibility status, expected start date, salary range)
- Criteria (including both core and asset) and any pre-conditions that must be met (such as attainment of a chair or external funding, identified registration and licensing requirement by a specified date)
- Indication if the opportunity is a Preferential or Limited hire with relevant accompanying statements
- Application requirements. For example, a PDF document that includes:
 - a cover letter with overview of the candidate’s qualifications, how they fulfill the criteria, and how their research capacity will complement existing research strengths;
 - a detailed curriculum vitae
 - teaching statement capturing experience and approach, syllabi, evidence of effectiveness and working collaboratively with diverse students, trainees, community members, colleagues
 - appropriate evidence of Research
 - A one-page statement identifying their strengths and experiences in promoting equity, diversity and inclusion, and
 - contact information for three referees
- Application closing date and contact information
- Notice of Reference and Background Checks, including credential and degree verification
- UVic Equity Statement
- Career Interruption Impact Statement
- Accommodation Statement
- Bargaining Unit Affiliation Statement
- Immigration Statement
- Posting date (for CRC ads only)

For all CRC positions, the advertisement must be run through the [Gender Decoder](#).

- It is strongly recommended that all faculty and librarian advertisements be run through the Gender Decoder before they are submitted for approval.

Other considerations:

- The committee can request a review of the ad by EQHR (equitymanager@uvic.ca) to highlight equity considerations within the ad.
- Review the writing a job posting page in the Increasing Equity Committee Workbook.
- The advertised criteria must accurately reflect the requirements of the position that will support the selected candidate in their efforts to be successful.
- The advertised criteria are the standards against which the applicants are assessed and will be a focus during any review conducted by Immigration, Refugees and Citizenship Canada (IRCC) in the event a foreign academic is selected, or by the BC Human Rights Commissioner in the event a discrimination complaint needs to be defended.

Please use Appendix 6: Academic Appointment Advertisement Templates for any faculty and librarian posting.

6.2 Posting the ad

- Advertisements for faculty and librarian positions need approval before posting.
- Changes to templates in Appendix 6 must be highlighted to avoid processing delays.
- Finalized ads must be sent to FRAA at FRrecruit@uvic.ca with the Request to Recruit form.
- The Faculty Compensation and Recruitment Consultant will review for compliance and, if approved, post on the VPAC site.
- Refer to Appendix 1: Recruitment Process Maps for details on approval processes and timelines.
- CRC position ads must be reviewed and approved by the Office of the Vice President Research and Innovation (jtrapero@uvic.ca and ediresearch@uvic.ca) before sending to FRAA.
- See CRC Recruitment Process map in Appendix 13 for CRC recruitment steps.
- Ads must be posted for at minimum of six weeks.
- Majority of ads should be in Canadian publications/websites to reach qualified Canadian candidates (immigration requirement).
- Refer to [sections 20.24-20.29](#) of the Collective Agreement for details.
- The unit is responsible for arranging postings outside UVic; broad international advertising is encouraged.
- For CRC searches, the committee must develop a strategy to identify a diverse candidate pool, including using diverse advertising sources (see Appendix 7).
- For non-CRC recruitments, broad advertising is highly recommended to attract a diverse pool of applicants.

In addition to being posted on the UVic website, faculty and librarian appointment ads must also be posted by the unit in at least two of the following print and/or on-line media, subject to budgetary limitations and advertising copy deadlines:

- University Affairs
- CAUT Bulletin
- A professional journal specific to the discipline of the advertised position which advertises academic employment opportunities
- A newspaper
- Relevant listservs or external websites (see Appendix 7: Inclusive Outreach and Advertising)

6.3 Online recruitment systems and privacy obligations

- If you will be using an online recruitment site such as AcademicJobsOnline and MathJobs, BC privacy laws mandate that applicants be advised that their information will be stored outside Canada.
- See Appendix 6: Academic Appointment Advertisement Templates for the appropriate wording.

6.4 Notice of reference and background checks

- As noted in section 7.4 [Qualification and background checks](#) and Appendix 11: Advice on Conducting Reference and Background Checks, it is recommended that the advertisement indicate

that reference and background checks, including credential and degree verification will be undertaken.

6.5 Receipt of letters of application

In most cases, units can expect numerous applications for advertised positions.

- A letter or email from the hiring unit should promptly acknowledge receipt of the application (see Appendix 10: Sample Candidate Letters).
- Candidates whose applications are missing required documents should be informed before the application deadline; therefore, it is good practice to review all application packages as they arrive.

6.6 Records management

A record of all applications should be established and include the following information:

- List of documents received and date received;
- Date receipt of application package was acknowledged;
- Dates of receipt of referees' letters (if required by the position posting);
- The date any other credential or background checks were conducted;
- Disposition of application (not short-listed, short-listed ranking, called for interview; called for site visit; withdrew, etc.)

The relevant Directory of Records for academic appointments is [Academic Search Case Files \(HR010-30\)](#).

- Records of all Canadian/Permanent Resident candidates must be kept for at least one (1) year from search completion date, although they may be kept until the next search is initiated.
- In the case of a non-Canadian candidate, records must be kept for six (6) years from the search completion date.
- See also [Fact Sheet: Access, Records Management and Privacy Guidelines for Search Committees](#).

6.7 Immigration considerations

- Copies of all ads as they appeared in publication and proof of the dates they were run must be retained (screenshots of ads posted on websites must include the URL) and submitted to FRAA at FRrecruit@uvic.ca with the [Recruitment Advertising Report](#) once the recruitment is completed.
- The [Canadian and Permanent Resident Applicants](#) spreadsheet also needs to be completed and submitted.

6.8 Immigration: administrative process

Before the University can hire a foreign academic for a position in Canada, it must:

- Advertise the vacant position in Canada;
- Ensure that vacant positions advertised abroad are also advertised simultaneously in Canada;
- Advertise for a minimum period of 30 days;
- Demonstrate that the advertising method used is effective;
- Meet all conditions of applicable collective agreements; and
- Explain why the top ranked Canadian applicants were not hired via the Canadian and Permanent Resident Applicants spreadsheet.

Immigration Process:

- Hiring foreign academics [NOC 4011](#) (professors in academic positions) involves either a Transition Plan or a year-end annual report to Employment and Social Development Canada, submitted by UVic's Immigration Office.
- The Immigration Office may apply for a Labour Market Impact Assessment based on appointment type (e.g., regular faculty vs. visiting professors).
- For more information, contact the Immigration Coordinator (immigration@uvic.ca).
- The Immigration Coordinator assists with the immigration process, including documentation, and verifies data with the appointment committee before sending documents to the government.
- The Immigration Coordinator is a Regulated Canadian Immigration Consultant, offering advice and support, but candidates are responsible for providing required documentation and meeting entry requirements.
- Failure to provide necessary information may affect the candidate's ability to come to or work in Canada.
- See Appendix 14: Referring a Foreign Academic for Immigration Support.

6.9 Immigration timelines

- The Immigration process for new foreign faculty or librarians generally takes 4-6 months.
- Timelines may extend if the new hire has extensive travel history or citizenship outside the USA, Europe, or Commonwealth countries.
- IRCC workloads and regulatory changes can also affect timelines.
- Contact the Immigration Coordinator for specific recruitment timelines.
- Consider these timelines when setting the start date for non-Canadian or non-permanent resident hires.

7.0 Evaluation: Identifying Qualified Candidates

References and Resources:

- [Preferential or Limited Hiring \(HR6110\)](#)
- [Employment Accommodation \(HR6115\)](#)
- [How to Complete Preferential & Limited Hiring \(UVic\)](#)
- [Protection of Privacy Policy \(GV0235\)](#)
- British Columbia [Human Rights Code](#)
- [Black Inclusion Resources](#)

- Faculty and librarian position ads typically receive high response rates.
- The goal is to identify and offer the position to the most qualified candidate.
- Committees should dedicate adequate time to objectively evaluate applications to positively impact the unit's growth and development.

7.1 Best principles for evaluating applications

Assessment information typically comes from the candidate or authorized references.

- Only information provided by the candidate or authorized referees should be shared with the committee.

- Committee members may receive information from outside the formal process.
- Unofficial information should not be considered unless given to the candidate and they have the chance to address it.

Guidance for committee members:

- Committee members should not conduct informal reference checks or have discussions about the candidate with persons who are not formal references, without candidate consent.
- Committee members should not conduct “independent research” on candidates, for example by viewing social media or web pages, unless the candidate is advised this is part of the process.
- Committee members should be advised of whom is responsible for conducting the reference checking process (e.g., the Chair).
- Validated external information (e.g., citation counts, journal rankings) is acceptable for academic assessment.
- Evaluating diverse candidates can be challenging due to cultural, gender, or ability differences.
- Cultural differences in communication and self-presentation may lead to varied or skewed evaluations.
- Discussing cultural differences and choosing appropriate assessment tools can reduce evaluation variability.
- Establish clear, inclusive criteria for candidates to effectively showcase their skills and abilities.

Contact the Manager, Faculty Relations Systems for guidance on using such information or concerns from informal sources.

There are a number of factors that may result in variation in candidate packages, including:

- Career gaps for family, maternity or parental leave;
- Alternative work experience;
- Delays in degree completion owing to additional requirements and responsibilities when candidates have moved to a new country; or
- Other non-standard profiles including experiences outside the norm.

None of these variations reduce the quality of a candidate’s application, and sometimes may actually strengthen their likelihood of career success by enriching their experience, knowledge, skills, and perspectives or by instilling tenacity.

Best Practice:

Bias sometimes arises when a committee focuses on a single outstanding accomplishment or ability of a certain candidate. To mitigate this, consider the full range of each candidate's qualifications and accomplishments. Ensure the committee looks at every aspect of an application and avoids overemphasizing any one element. One approach is to create separate shortlists that rank people on different criteria such as teaching, research potential or record, collaborative potential, and mentoring or supervision capability. Then, develop your final shortlist by taking the top candidates across different criteria. Another approach is to develop a medium list from which to generate your shortlist that ranks the top female and/or minority candidate.

Assessment criteria:

- All assessment criteria should be weighted, based on relevancy and criticality to success in the role, knowing the relative importance of key criteria help committees compare close candidates
- Evaluate any criteria relevant to diversity at the start of the search along with other core materials, ensure that these qualifications are seen as equivalent to other qualifications and discussed accordingly.
- On each criterion, candidates could be assessed with a numerical weight (e.g., 1-4) or verbally articulated (e.g., no evidence -strongly present).
- Candidates need to be evaluated for each assessment component. To maintain an effective and procedurally fair process, it is important to remember the following:
 - the same assessments should be given to all candidates;
 - the same scoring grid should be used for all candidates;
 - committee members must attend all interviews for each candidate;
 - candidates are evaluated against the criteria after each assessment (no delays in assessing);
 - in discussing assessments, the committee members will refer directly to their notes or the application materials to clarify why they assess candidates in a particular manner.
- Use of a standard scoring grid for each assessment is strongly advised. (See Appendix 8: Sample Matrices and Scorecard).

Scoring:

- Scoring should not be overly determinative; it's meant to systematize complex information for comparison and short-listing.
- Scoring reflects qualitative assessments but may mask biases.
- Discuss scores in the context of candidate evidence and ensure fair application across all candidates.
- Scoring aids in identifying areas for deeper discussion, not in finalizing the top candidate.
- As per [Section 32.5](#) of the Collective Agreement, address and record equity concerns before starting the recruitment process. Use this record for equity-related questions.

7.2 Long-list of candidates

- The first review identifies candidates meeting minimum criteria.
- Committees create a 'long list' of candidates based on their application packages and criteria.
- Only long-listed candidates can proceed in the recruitment process.
- The number of interviewees is determined by the committee in consultation with the Dean.

7.3 Short-list of candidates

- Committees may use phone or online video conferencing for initial screening to identify top candidates.
- Maintain a diverse candidate pool, including underrepresented groups, until creating the short-list.
- A diverse pool offers a broader scope for assessment and helps counteract unconscious biases.
- Adding an interpersonal evaluation component provides a fuller picture of candidates and supports familiarity with diversity.

The unit prepares a short-list made up of candidates that are typically the highest ranked, and requests approval from the Dean to interview. Normally, the request for approval is accompanied by the following items for each person on the short-list:

- List of criteria used in the selection process;
- Application package, including all correspondence;
- Reference letters;
- Background and credential check documentation;
- Curriculum vitae; and
- Any other supporting materials.

Shortlisted candidates should be given information about working at UVic and living in Victoria. Resources for this material can be found in the [Reference and Resources box](#) and unit webpages.

7.4 Qualification and background checking

Academic hiring has customarily relied on academic reference letters to support a candidate's assertions of academic quality and these are typically requested at the short-listing stage to inform a final ranking.

- Further references and checks may be required to assure the committee of a candidate's qualifications and quality due to the following:
 - The candidate pool is increasingly international and so candidates may not be as well known to members of the discipline as was historically the case.
 - Fake degree credentials are increasingly and easily available for purchase.
 - To ensure candidates will be good colleagues and do not come with a criminal or disciplinary history that indicates they are likely to engage in behaviours that put students and co-workers at risk of harm.

Best practices:

- Before site visits, seek academic and employment references and complete an academic/professional credential check.
- Review reference letters of short-listed candidates before short-list interviews.
- Police checks are recommended for roles involving vulnerable populations; consult with the Faculty Relations Consultant for legal and UVic practices.
- Early reference and credential checks can save time and costs; include these requirements in the job posting to encourage self-selection.
- Contact references before extending an offer; use consistent questions to validate candidate information and abilities.
- Prefer independent credential verification over accepting copies of degrees; be prepared for challenges with international or older degrees.
- Retain detailed notes and reference letters in the recruitment file per University records management requirements.

Note taking:

Note taking assists with the recall of relevant information and increases rating consistency, as it focuses on responses and helps alleviate bias (e.g., recency effect, halo bias). Good notes are an excellent defense against claims of discriminatory hiring practices and are used to explain why a Canadian applicant was deemed not suitable for the position. Proper notes are:

- legible;
- verbatim, whenever possible;
- fact based; excludes opinions; and
- complete, with date, time and name of the note taker

7.5 Site visit

The site visit is one of the most important components of the search process as it provides an opportunity to showcase the University and the hiring unit and to create a welcoming and inclusive experience. The visit has three main purposes:

- To enable the candidate to understand fully the nature of the position
- To enable the appointments committee to assess the candidate in relation to the criteria
- To introduce the candidate to the benefits of a career at UVic and life in Victoria.

The committee should consider the following when arranging for a site visit:

- Allow candidates to have input into the schedule, such as asking if there is anything they particularly want to do or see, or someone they would like to meet.
- Send a letter or email from the Chair with details about all scheduled events and clearly explaining what is expected of the candidate.
- Build in breaks so that the candidate can re-energize, attend to personal or medical needs, or review their notes.
- Provide access to facilities such as washrooms, stores/cafeterias, a computer, internet access, and private space.
- Provide the candidate with contact information in case of an emergency, a last-minute need for clarification, or change in plans.
- Assign a host responsible for ensuring, in collaboration with unit staff, that all arrangements are made for the visit, including those involving other members of the unit. It is recommended that candidates be accompanied throughout their visits on campus, recognizing some candidates may desire unaccompanied free time. Where at all possible, candidates should be accompanied into the city if they are travelling by plane or ferry; a welcoming first impression is important.
- Provide an itinerary to each person who will be meeting with the candidate.
- Arrange an opportunity for a candidate from an underrepresented group in the unit to meet with other members with similar backgrounds.
- Air travel arrangements should be made by the recruiting unit through a travel agent, using the [Non-Employee Travel Request form](#) and applying payment with a UVic C-card, or by creating and submitting a WebReq to the Purchasing Office. ([Web Requisition](#) assistance is available.)
- Transportation arrangements for the candidate, while they are in Victoria, including transportation to and from the airport and to and from the University.

- Details of reservations for hotel accommodations if paid for by the University or recommendations for good quality accommodations if arranged by the candidate.
- Special considerations, such as an overview of local housing; information related to a candidate's partner, spouse or children, if requested; [moving to Victoria, and rental housing resources](#).

7.6 Key activities during the site visit

The committee and the unit must ensure, to the fullest extent possible, that all short-listed candidates are offered the same experiences during the site visit. This includes any internal and local candidates. Key activities and considerations are:

- Meet with faculty members or librarians, staff, and student members of the unit, both formally and informally, and with the relevant Dean or University Librarian.
- Conduct at least one exercise - such as teaching a class, delivering a lecture, or making a seminar presentation - that enables the evaluation of teaching skill and potential. It is reasonable to ask candidates to do more than one activity, provided all candidates are treated the same.
- All those who will meet with the candidates (e.g., students, members of the unit) should be provided with an evaluation form which outlines the assessment criteria to guide the expression of their views to the committee.

Before the interview, the committee should review section 52.00 of the Procedures for the Management of Personal Information of the [Protection of Privacy Policy](#) document for information handling the records created during the formal interview. Either before or during the site visit, each candidate should receive:

- a copy of the Undergraduate and Graduate University Calendars (or the relevant web links)
- the link to the Collective Agreement that pertains to the appointment
- information about working at UVic and living in Victoria
- the Relocation Grant policy and related procedures
- any other relevant documents, including those that provide specific information about the recruiting unit.

7.7 Notifying candidates

The unit is responsible for notifying all unsuccessful applicants (see Appendix 8: Sample Candidate Letters) whether or not they were short-listed. This can be done when the short-list is established or after the position is filled, whichever the unit deems appropriate.

8.0 Appointment and Acceptance Procedures

8.1 Negotiations and verbal offer

- The Dean, in consultation with the Chair/Director, negotiates offer terms with candidate.
- The candidate must be informed that terms are non-binding until the offer letter is signed and returned.
- The offer letter must be approved by Faculty Relations and signed by both the Provost and Dean.
- No written offer can be made without signatures from Provost and Dean.
- For urgent cases requiring a "letter of intent to offer", consult the Faculty Compensation and Recruitment Consultant.

8.2 Letter of offer and offer acceptance

- The Faculty Compensation and Recruitment Consultant provides the template and supports drafting and review of terms.
- The offer letter must be approved and signed by the Provost and Dean before sending to the candidate.
- The offer letter must be dated and accepted before employment starts to avoid legal issues.
- The offer letter must include all terms, conditions, and required standard statements.
- Acceptance by scanned copy of original signature is allowed; email or electronic signatures are insufficient.

8.3 Post-acceptance documentation and follow-up

- After the candidate signs and returns the offer, the Unit must submit a "[Recommendation for Appointment – Regular Faculty/Librarian & Limited Term \(over 1 year\)](#)" form to Faculty Relations and Academic Administration at FRrecruit@uvic.ca.
- Faculty Relations and Academic Administration will create and maintain a central file for recruitment documentation as per Records Management requirements.
- Refer to: Appendix 13: Recruitment Process Maps, Appendix 14: Immigration support for foreign academics. Appendix 16: On-Boarding Checklist for new employee preparation.

Appendix 1: Confidentiality and Conflict Agreement for Committee Members

As a member of an Appointment Committee, I understand that I hold a responsible position of trust and confidence. I understand and agree that I am bound by the privacy and records management provisions of the *Freedom of Information and Protection of Privacy Act* and the privacy, records management and conflict of interest/apprehension of bias provisions of University policy and applicable collective agreements.

Privacy and Records Management

I hereby agree:

- (i) to hold in complete and continuing confidence any search information regarding candidates for the {insert name of position and unit} both during and after the search;
- (ii) that I will use the search information solely for the purpose of fulfilling my role on the Committee;
- (iii) that the committee meetings are strictly confidential and that I shall not disclose the content of the committee meetings to any person, unless required by University General Counsel or by law; and
- (iv) I will not make any unauthorized inquiries of anyone concerning any or all of the candidates, both during and after the search, related to their application for employment with the University of Victoria.

I further agree that within two days following receipt of a request for return of search information, I will take all reasonable measures to collect and return all records of the search information to the Committee Chair without retaining copies.

I understand that the finalist candidates, at the appropriate time, will be officially announced by the authorized administrator. All other candidates competing for the position will remain anonymous.

This obligation does not apply to information known to me prior to the execution of this agreement and information which is in the public domain.

I acknowledge that disclosure could harm the career of a candidate, could harm the reputation and credibility of the University of Victoria, could result in personal liability, and place the University of Victoria in a position of liability.

Conflict of Interest and Apprehension of Bias

I hereby agree:

- (i) it is vital to the integrity and effectiveness of an Appointment Committee that none of its members be perceived to be biased or in a conflict of interest;
- (ii) to familiarize myself with and follow the provisions of the Collective Agreement for Faculty and Librarians respecting conflict of interest and bias;

- (iii) to declare any situation which *may* be an actual, potential or perceived conflict of interest or apprehension of bias with respect to my service, or another committee member's service on the committee, as soon as it comes to my attention; and
- (iv) to abide by determinations of conflict or bias that are made pursuant to the Collective Agreement.

Read, understood, and agreed by:

Name: _____

Date: _____

Signature: _____

Date: _____

Appendix 2: Sample Guidelines for Appointment Committees

Appointment committee work is enhanced when the committee discusses and agrees on guidelines they will adhere to for the full course of their responsibilities. Discussing what is needed to make the work go well as a group, and building commitment to these collectively, helps maintain focus and smooths further work.

Committee members commit to:

1. agree together, prior to the start of our work, how we will come to decisions.
2. rise above biases and cognitive errors in discussions and assessments.
3. develop clear, effective criteria before our search begins that address the most relevant aspects of this particular search, and to agree on them as a group.
4. use the criteria for the role as the touchstone for decisions at each stage in the search process.
5. attend all appointment committee meetings. Attendance includes punctuality and avoiding multitasking and the use of electronic devices for non-related distractions.
6. focus on evidence presented, not on opinions or hearsay.
7. adhere to strict confidentiality regarding candidate information and the work of the committee.
8. use creative and meaningful outreach efforts to build a diverse pool of candidates.
9. ensure we facilitate balanced opportunities for every member of the committee to speak and share their views.
10. treat every applicant with respect, both interpersonally and with regard to fair processes.
11. use consistent procedures with every candidate, including parallel question lists, activities, methods of contact, information provided, and all other processes.
12. use a diversity of measure to evaluate candidates, and to consider the full range of information available when making decisions about shortlisting and offering positions.
13. provide every candidate with the same information about resources available at our institution and in our community to support partners and those with marginalized social locations and identities.

Adapted from Moody, Joann (2012). *Faculty Diversity: Removing the Barriers* (second ed.). New York, NY: Routledge.

Appendix 3: CRC RECRUITMENT *Appointment Committee Composition Report*

As part of its new reporting requirements, we are required to assess and keep information on the diversity of each CRC appointment committee. It is recommended that the Search Committee has diverse representation of systemically and historically marginalized groups including, but not limited to Indigenous people, members of racialized minorities, persons with disabilities, women and other forms of diversity (no need to include details).

To assess composition, an online self-identification composition survey or paper-based self-identification ballots must be distributed to each committee member at a preliminary meeting (additional instructions provided on the next page).

To maintain privacy, completed survey results are collected anonymously. If diversity is not sufficient, the unit may be advised to re-form the committee. Survey results are maintained as part of the recruitment process and are subject to Records Management rules. Upon receiving the survey results, the search committee chair will prepare and submit an appointment committee composition report along with the Request to Recruit form.

List of appointment committee members:

- | | |
|----------|----------|
| 1. _____ | 5. _____ |
| 2. _____ | 6. _____ |
| 3. _____ | 7. _____ |
| 4. _____ | |

Comments:

Self-identified Diversity of Appointment Committee

Designated group	present/absent
Women and other gender diverse peoples	
Indigenous peoples	
People with disabilities / Disabled persons	
Racialized individuals	
Other forms of diversity (do not need to list)	

Committee Chair Signature: _____

A. ONLINE APPOINTMENT COMMITTEE SELF-IDENTIFICATION SURVEY

INSTRUCTIONS

1. When a **CRC funding allocation letter** is issued, the **committee chair** provides a contact list of committee members to the **VPRI EDI Research Officer** (EDIRESEARCH) (ediresearch@uvic.ca)
2. **EDIRESEARCH** creates a survey link from SurveyMonkey and distributes the link to the members
3. **Committee members** are asked to complete the survey within 7 days
4. **EDIRESEARCH** will share the collected information with the **committee chair** via email
5. The **committee chair** prepares the diversity composition report (page 1 on this document) and includes it with their **Request to Recruit Form**.

B. PAPER-BASED APPOINTMENT COMMITTEE SELF-IDENTIFICATION FORM

INSTRUCTIONS

1. **Administrative staff** within the unit print a sufficient number of ballots (found on the next page).
2. **Administrative staff** cut into strips and place into an envelope for distribution.
3. **Committee members** will be asked to place completed ballots back in the envelope
4. Sealed envelope is given to **administrative staff** for data collation.
5. Information is reported back by **administrative staff** to the appointment **committee chair**.
6. The **committee chair** prepares the diversity composition report (page 1 on this document) and includes it in their **Request to Recruit Form**.

----- CUT ALONG HERE -----

APPOINTMENT COMMITTEE SELF-IDENTIFICATION FORM

I self-identify as a woman and/or a member of gender diverse peoples:

- Yes
- No
- I choose not to respond

----- CUT ALONG HERE -----

APPOINTMENT COMMITTEE SELF-IDENTIFICATION FORM

I self-identify as an Indigenous person:

- Yes
- No
- I choose not to respond

----- CUT ALONG HERE -----

APPOINTMENT COMMITTEE SELF-IDENTIFICATION FORM

I self-identify as a person with a disability or a disabled person:

- Yes
- No
- I choose not to respond

----- CUT ALONG HERE -----

APPOINTMENT COMMITTEE SELF-IDENTIFICATION FORM

I self-identify as a member of a racialized individual:

- Yes
- No
- I choose not to respond

----- CUT ALONG HERE -----

APPOINTMENT COMMITTEE SELF-IDENTIFICATION FORM

I self-identify as a member of another under-represented demographic / social position:

- Yes
- No
- I choose not to respond

----- CUT ALONG HERE -----

Appendix 4: CRC RECRUITMENT *Equity, Diversity and Inclusion Champion*

The CRC Program has recently introduced a requirement that all searches have a representative on the committee in the role of an *Equity, Diversity and Inclusion (EDI) Champion*. This document outlines the requirements of this role and provides some suggestions of ways to advance equity in searches.

Training for EDI Champion

- Take CRC online training module on [unconscious bias](#).
- Participate in 1-hour training session with other CRC equity, diversity and inclusion representatives to discuss roles and responsibilities.

Role of equity and diversity champion

Ensure all committee members completed the mandatory [Increasing Equity in Decision Processes](#) training for search committees

- Help the committee develop guidelines for effective consultation and decision-making
- Call out biases, assumptions and problematic behaviours (e.g., trying to rally support; refusing to attend to the criteria; offering a biased justification for including or excluding a candidate) whenever they arise in the process
- Remind the committee of the need to develop the criteria at the start of the search and build such criteria into the appointment advertisement
- Remind the committee of the need to develop all assessment materials prior to posting the appointment advertisement
- Ensure that all decisions regarding candidates are related to the criteria and are recorded with respect to the criteria
- Ensure that all committee members' perspectives are heard and that no one dominates the discussion
- In any assessment or decision, call attention to any overlooked data and encourage a thorough and balanced comparison of candidates
- Emphasize consistent, fair and respectful treatment of all candidates
- Immediately advise the search committee chair of any concerns that may arise throughout the recruitment process

Considerations for Fairness in Inclusive Searches

Broadening the parameters for CRC searches

One strategy recommended by the CRC program to create a diverse pool of applicants is to define the field of research broadly. A broad definition of the research field, although still aligned with the strategic area of research approved by the University, can enhance diversity in several ways:

- It reduces the likelihood that a particular position has been created for a specific applicant (which is not permitted in any case).
- By creating a broader description, it increases the overall number of potential applicants, and thus, the number of marginalized or underrepresented applicants as part of this larger pool.
- Many marginalized or underrepresented scholars conduct research on less mainstream topics; often among and/or with marginalized populations; and/or using Indigenous, alternative, or emerging research methodologies. A broader field of research is more likely to encompass this wider range of scholarship and thus to be relevant for the diverse pool of scholars we are working to attract.

By attracting a richer, more diverse pool of applicants an appointment committee will have a greater variety of perspectives and expertise to consider as they evaluate candidates for the position. This diversity provides a richer set of data to help a committee develop a comprehensive understanding of what excellence in this field looks like. This deeper, broader understanding of excellence will raise the quality of the committee's dialogue, increase their ability to identify a highly qualified candidate, and increase their ability to recognize excellence in diverse candidates and work. Recognizing that excellence comes in many forms also helps the committee generate a more diverse applicant pool and thus, is more likely to generate a diverse shortlist.

Assessing a Wide Diversity of Candidates

Assessing the legitimate impact of leaves and work slow-downs

Adapted from: "[Equity, Diversity and Inclusion: A Best Practices Guide for Recruitment, Hiring and Retention](#)"

The Canada Research Chair program clearly describes the importance of not assessing leaves, or slow-downs in productivity that result from leaves, against candidates. Their best practices documents clearly describe the ways that leaves do not reduce the excellence of a candidate, though they may impact, for periods of time, their research productivity. Such slow-downs or non-productive periods are not signs of lack of commitment or excellence in research ability. Leaves are to be considered appropriately to ensure that candidates are evaluated fairly.

The CRC program recommends that committees:

- Accept a full CV, ensuring that career interruptions due to parental leave, family care, extended illness, or community responsibilities do not negatively impact the assessment of a candidate's research productivity. It is important that applicants know such breaks will be taken into consideration when candidates are assessed.
- Avoid averaging productive periods across non-productive periods, such as those required for parental, family or medical leave. For example, some immigrants may have taken longer to attain

senior degrees due to the difficulties of relocating and adapting to a new country and language. In addition, many Indigenous scholars are completing their senior degrees later in life and can take longer to complete them due to familial, socio-economic or other reasons.

Consider: "[Guidelines for Assessing the Productivity of Nominees](#)"

Guidance on assessing diverse research fairly

Adapted from "Creating an Equitable, Diverse and Inclusive Research Environment: [A Best Practices Guide for Recruitment, Hiring and Retention](#)"

Unconscious biases can interfere with the fair assessment of a candidate's portfolio during the review of application materials. Biases are often based on unconscious assumptions about the profile of typical candidates for a role, or on the demographics of previous incumbents. Biases can create an unconscious "ideal profile and career path" in the minds of reviewers. This unconscious profile and career path may provide "bonus points" to those candidates who match this profile superficially, while subtracting points from those candidates whose profile and career path superficially differ.

To reduce this negative impact and help committees assess diverse research fairly, consider the following perspectives:

- Ensure the method of assessing candidate applications is equitable. Review each application through the lens of equity, diversity and inclusion principles by:
 - challenging the notion of rewarding or overvaluing the familiar;
 - considering diversity of thought, method and experience; and
 - valuing the candidates' demonstrated commitments to equity, diversity and inclusion.
- Be mindful that the best-qualified candidates may not have the most years of experience, greatest number of publications, or largest number of academic accomplishments. For example, an applicant who took time away from work or studies for family-related matters may not have as many publications, but the substance and quality of that applicant's work may render them best qualified. As well, many Indigenous applicants will often have articles published in non-peer reviewed journals on important Indigenous questions. Many of these applicants are producing research work to meet community needs for the next seven generations. The advances an Indigenous scholar makes in academia and their community service can impact future generations.
- Be aware of limitations the field of study may have on publishing in top-tier, mainstream platforms and attracting research funding. If the market for the research conducted is smaller, the candidate's "numbers" may not be comparable to those for more traditional research areas.
- Minimize potential bias within the research program by adhering to the Canadian Institutes of Health Research (CIHR) [Sex, Gender and Health Research Guide: A Tool for CIHR Applicants](#), the Tri-Council Policy Statement on [Research Involving the First Nations, Inuit and Métis Peoples of Canada](#), and the Social Sciences and Humanities Research Council's [Indigenous Research Statement of Principles](#), where applicable.
- See also: [Guidelines for the Merit Review of Indigenous Research](#)

Appendix 5: CRC RECRUITMENT Checklist

Canada Research Chair searches need to follow the [Equity, Diversity and Inclusion \(EDI\) requirements](#) set by the CRC Program and be aligned with [UVic's CRC Equity, Diversity and Inclusion Action Plan](#). The chair of a CRC appointment committee must complete and submit this checklist as part of the Request to Extend Offer package. This Checklist is to be signed by all committee members attesting to how these requirements have been met.

Appointment Committee

- The appointment committee composition report was completed at a preliminary stage to ensure that the committee has adequate representation from underrepresented populations.
- A committee member was assigned the role as equity, diversity and inclusion (EDI) champion and completed the CA identified necessary training.
- All members of the committee underwent the mandatory UVic equity training ([Increasing Equity in Decision Making Processes](#) course).
- In searches for preferential or limited hires, all committee members became familiar with the relevant information available on [the Office of Equity and Human Rights](#) website.

Appointment Advertisement

- The appointment advertisement was developed and supported by all committee members.
- The appointment advertisement was run through the [Gender Decoder](#) before it was posted. A final copy is to be submitted with the Request to Extend Offer form.
- For preferential and limited hiring, the appointment advertisement included the designated statement and provided detailed instruction on how to self-identify if the applicant is a member of the identified group(s).
- The appointment advertisement was posted as broadly as possible, particularly in locations that would increase the likelihood that a diverse pool of applicants would be developed, including internationally.
- The committee developed a strategy to make proactive efforts to identify a diverse pool of candidates. A description of the advertisement strategy and efforts is attached to this checklist.

Selection Criteria and Assessment Process

- The committee finalized the role criteria and the associated assessment metrics before the advertisement was posted.
- The requested application materials allow for non-traditional materials or evidence. A description of how this was done is attached to this checklist.
- The recruitment process accounted for and allowed for non-traditional areas of research and/or research outputs. A description of this is attached to this checklist.
- This search process ensured individuals requiring accommodation were not disadvantaged during the recruitment process. Check all that apply:

- the advertisement invited applicants to contact a representative of the University if accommodation requirements were needed and confidentiality was indicated;
- the advertisement invited applicants to self-identify if they need accommodations;
- the recruitment process allowed for breaks between assessments; and
- the recruitment process recognised the potential impact of career interruptions and allowed applicants the opportunity to expand on such impacts.

Nomination Decision

- Copies of the criteria evaluation and assessment grids are submitted with the request to extend offer.
- The committee reviewed the final hiring decision to confirm that unconscious bias did not affect the decision and to confirm it aligns with the CRC EDI action plan.

Equity, Diversity and Inclusion Compliance

- The committee involved and consulted with the EDI champion and/or a representative from the Office of Equity and Human Rights at all relevant stages of the recruitment and selection process.

Name of Chair, Appointment Committee

Signature

Name, Equity and Diversity champion

Signature

Name of Search Committee Member

Signature

Name of Search Committee Member

Signature

Name of Search Committee Member

Signature

Name of Search Committee Member

Signature

Appendix 6: Academic Appointment Advertisement Templates

See [CRC Appointment Advertisement Template](#) for CRC ads

NOTE: Items highlighted in yellow denote required information

Department:

Rank:

Start Date:

[INSERT THE TERRITORIAL ACKNOWLEDGEMENT, including how being on this territory connects with the work of the unit/faculty where relevant:]

We acknowledge and respect the Ləkʷəŋən (Songhees and Xʷsepsəm/Esquimalt) Peoples on whose territory the university stands, and the Ləkʷəŋən and WSÁNEĆ Peoples whose historical relationships with the land continue to this day.

[INSERT INTRODUCTION TO UNIT]:

Key components can include:

- Mission and foci of the unit
- Major areas of teaching and research
- Major initiatives worth highlighting
- Equity, diversity and inclusion activities, culture and/or commitments. These may relate to diversity of faculty, staff and/or students; priority areas of research; approaches to teaching and student success; or the culture, including the types of social activities or informal interaction among colleagues

Examples:

“The Peter B. Gustavson School of Business is dedicated to providing business research and education that is non-traditional in its approach, creative in its application, and unique in its perspective. The School offers Bachelor of Commerce, Master of Business Administration, Master of Global Business, and Master of Management degrees, and a PhD in International Management and Organization – all of which have an international focus embedded in their curricula and a strong co-op component. Scholarship and teaching at the School are strongly aligned around our areas of specialization (International Business, Entrepreneurship, Service Management, and Sustainability). We are a pioneer and leader in integrating curriculum at both the undergraduate and graduate level and a strong contributor to business research particularly in our areas of expertise.”

“We are also a faculty with a commitment to diversification across our ranks, particularly, although not limited to: racialization, marginalized sexualities, gender identity, Indigeneity and disability.”

“The department is strongly committed to both excellence and equity and to increasing the diversity of approaches and perspectives in teaching and research.”

“We strongly value candidates who share our Department’s commitment to equity and inclusivity in scholarship and teaching.”

“We strive for innovation in the classroom, creativity and leadership in research, with due attention to the needs of Canada’s most marginalized communities.”

“As a member of the Faculty of ..., you will work with colleagues to advance a shared mission of sustainable quality professional programs, decolonization of the academic environment, anti-racist pedagogy and community engaged research.”

“The Faculty of ... is a vibrant, student-centred learning environment based on a commitment to social justice, humane professionalism and civic responsibility, and critical interdisciplinary policy-oriented research and teaching.”

“We are working towards offering a path-breaking trans-systemically oriented joint law degree in Canadian Common Law and Indigenous Legal Orders (JD/JID).”

[INSERT INFORMATION ABOUT THIS JOB OPPORTUNITY]:

The {insert name of unit} invites applications from talented scholars for a {limited term, tenure, or, tenure-track} position at the rank of {Assistant/Associate Professor, Assistant/Associate Teaching Professor, Professor/Teaching Professor} to commence {insert expected start date}.

Salary Range

The candidate's qualifications, experience and overall market demand will determine a candidate's final salary offer. The salary for this position includes a competitive salary range of {salary range will be provided when the job ad is reviewed}. UVic is committed to offering an equitable and competitive salary, inclusive of a generous benefits package, eligible leaves and pension plan.

Qualified candidates will have (Note: language that emphasizes excellence and outstanding is likely to turn away marginalized candidates. For all requirements, consider broadening the sought-after scholarship, experience, disciplinary background and expertise as diverse candidates in many fields are better represented in non-traditional, interdisciplinary, and emerging research areas. To help ensure an accurate understanding of the role, ensure you do not overstate requirements.) {insert the following relevant information:

- **Required education** (i.e., degrees and designations)
- **Required knowledge**, including the demonstration of how the discipline engages with critical social perspectives and/or different populations, cultures, groups, and/or questions of diverse and intersecting identities for all subject matters. It is best practice to ensure that community service is recognized as one of the methods of gaining this knowledge.

Examples:

“... including how X work affects different genders/ different ethnic groups/ different populations; knowledge of foundations in X discipline, including challenges to the traditional canon and new interpretations from different cultural/ geographic/ other perspectives.”

“We are especially interested in a specialization at the intersection of gender and Indigenous cultural production and/or analysis with a strong focus on Indigenous knowledge production, ways of knowing, and direct engagement with Indigenous communities. Research on gender and Indigenous issues in Canada or an ability to situate Indigenous gender issues in Canada in a comparative and relational framework is also of particular interest.”

“We are particularly interested in applicants with expertise in stereotyping and prejudice, Indigenous psychology, intergroup attitudes and relations, cultural psychology, or social justice and activism, but we value excellence above any specific topic or methodological approach.”

“Underlying all Faculty of ... courses is the active pursuit of social justice enabled by critical analyses that expose inequities and interrogate their systemic foundations.”

- **Required experience and skills in teaching**, including track record addressing equity, diversity and inclusion in the classroom or curriculum. For example:
 - demonstration of outstanding teaching abilities evidenced by data, testimonials and other forms of documentation
 - demonstrated ability to teach to a diverse student body with a range of perspectives, experiences and cultures
 - demonstration of cultural sensitivity
 - ability to give effective feedback to diverse students
 - inclusive, non-discriminatory approaches to teaching, curriculum and assessment

- **Required experience and skills in research** (if applicable), including track record addressing equity, diversity and inclusion. For example:
 - high quality research shared through a wide range of outlets (academic publications, community-based projects, and others)
 - established publishing record in leading scholarly journals commensurate with rank
 - strong research pipeline including high-quality research targeted to such journals, commensurate with rank
 - demonstrated record of accomplishment for obtaining grants
 - demonstrated track record as a researcher
 - demonstrated ability to manage a healthy lab environment that integrates diverse students and employees
 - research that demonstrates meaningful, respectful engagement with communities and outcomes that support their well-being

(Note: Consider asking for top 2-5 research publications rather than full list of publications. This allows emphasis on quality and removes a barrier to equity for qualified candidates who have gaps in their records. Also, consider whether your unit wants to hire in any emerging, interdisciplinary areas or subfields where underrepresented faculty may be better represented. The emphasis should be on quality and impact rather than a narrow focus on impact factor and prestigious journals. Much of the research focused on emerging areas or marginalized populations takes longer to publish and is more likely to be published in smaller journals. Review the guidelines on community-engaged scholarship to ensure such work is properly valued).

- **Required experience and skills in service**, professionalism and collegiality, including track record addressing equity, diversity and inclusion. For example:
 - demonstrated ability to work collaboratively in an academic unit
 - adds to the diversity of the unit
 - able to serve as a role model and/or mentor for students from designated groups
 - experience in promoting equity, diversity and inclusion on campus; appreciative of and responsive to diverse perspectives

[INSERT IF APPLICABLE The following are considered assets: [identify the preferred qualifications, skills, experience, and/or knowledge considered assets]

[INSERT IF PREFERENTIAL HIRE: In accordance with the University’s Equity Plan and pursuant to Section 42 of the BC Human Rights Code, preference will be given to members of the following designated group(s): [Indigenous peoples, Black people, people with disabilities/disabled persons, racialized people or people of colour, and women and gender diverse peoples]. Candidates from [these groups/this group], who wish to qualify for preferential consideration must self-identify in their cover letter.

The committee will review other applications if they do not find a suitable candidate in the preferential pool.

[INSERT IF LIMITED HIRE: In accordance with the University’s Equity Plan and pursuant to section 42 of the BC Human Rights Code, the selection will be limited to members of the following designated group(s): [Indigenous peoples, Black people, people with disabilities/disabled persons, racialized people or people of colour, and women and gender diverse peoples]. Our search committee will review the pool of applications from those who self-identify with one of these designated groups. Candidates from [these groups/this group] must self-identify in their cover letter to be considered for this position.

[SELECT ONE:

To be considered, please send a cover letter that addresses the full scope of the job requirements, along with your curriculum vitae, appropriate evidence of research (publications or work in progress), teaching skills (teaching statements, syllabi, evaluation data), statement of diversity knowledge, experience and skills, and contact information for XX references to {Name, Title, Business address of person collecting data}. In order to be considered, application packages must be received by [insert date]

or

To be considered, please submit a completed application package including a cover letter that addresses the full scope of the job requirements, along with your curriculum vitae, appropriate evidence of research (publications or work in progress), teaching skills (teaching statements, syllabi, evaluation data), statement of diversity knowledge, experience and skills, and contact information for XX references at [Academic Jobs Online](#), addressed to {insert UVic contact info}. In order to be considered, application packages must be received by [insert date]. You are asked to upload your C.V. and other personal information to this service, which is provided for the convenience of you and your referees. The service stores data on servers located outside of Canada; the data is therefore not in the custody or under the control of the University of Victoria. You may wish to review the [privacy statement](#) on their website. If

you do not wish to use this service, please submit your complete application package to {insert UVic contact info}.

Please note that reference checks will be done, and background checks, including credential and degree verification, may be undertaken as part of this recruitment process.

INSERT IF APPLICABLE The Office of the Vice-President Indigenous (OVPI) is drafting a policy and developing a process to affirm declarations of Indigenous identity, citizenship and membership at UVic where these claims result in material advantages, such as employment in an Indigenous-specific position. While the forthcoming policy can not be retroactively applied to this opportunity, the successful candidate(s) will be required to complete the Indigenous Citizenship Declaration (ICD) process should they apply for, or access, future opportunities resulting in material gain.

For more information about the ICD initiative, please visit our website at: <https://www.uvic.ca/ovpi/ways-of-knowing/policies-and-guidelines/indigenous-citizenship-declaration-icd/index.php> and please feel free to reach out to ypiicd@uvic.ca if you have specific question or concerns

UVic is committed to upholding the values of equity, diversity, inclusion and [human rights](#) in our living, learning and work environments. In pursuit of our values, we seek members who are eager to actively participate in that shared responsibility. We actively encourage applications from members of [historically and systemically marginalized groups](#). *{if it is a preferential hire, insert this language: and in particular we are seeking for this Limited Hire search candidates who are _____}*

Read our [full equity statement](#).

The University acknowledges the potential impact that career interruptions can have on a candidate's record of research achievement. We encourage applicants to explain in their application the impact that career interruptions have had on their record.

Persons with disabilities who anticipate needing accommodation for any part of the application and hiring process may contact Faculty Relations and Academic Administration in the Office of the VP Academic and Provost at FRrecruit@uvic.ca. Any personal information provided will be maintained in confidence.

Faculty and Librarians at the University of Victoria are governed by the provisions of the [Collective Agreement](#). Members are represented by the University of Victoria Faculty Association (www.uvicfa.ca).

All qualified candidates are encouraged to apply; if you are neither a Canadian citizen or permanent resident, please indicate if you are authorized to work in Canada, and be prepared to provide a copy of your permit authorizing same.

CRC Academic Appointment Advertisement Template

NOTE: Items highlighted in yellow denote required information

Canada Research Chair (Tier {1 or 2}) in {insert tentative title of the chair}

Date posted:

Department:

Rank:

Start Date:

[INSERT THE TERRITORIAL ACKNOWLEDGEMENT, including how being on this territory connects with the work of the unit/faculty where relevant:]

We acknowledge and respect the Ləkʷəŋən (Songhees and Xʷsepsəm/Esquimalt) Peoples on whose territory the university stands, and the Ləkʷəŋən and W̱SÁNEĆ Peoples whose historical relationships with the land continue to this day.

The Department of {insert name} invites applications from external candidates for a Canada Research Chair (CRC) Tier {1 or 2} in {insert tentative title of this Chair}. This CRC recruitment is part of a broad strategy to expand and raise the profile of research in {provide brief outline of research area}. The successful applicant will be nominated by the University for a CRC Tier {1 or 2} and, upon approval by the CRC Secretariat, will then be offered a position at the rank of {Assistant Professor, Associate Professor, Professor eligible for tenure/with tenure}. The anticipated start date is {insert date}.

Salary Range

The candidate's qualifications, experience and overall market demand will determine a candidate's final salary offer. The salary for this position includes a competitive salary range of {salary range will be provided when the job ad is reviewed}. UVic is committed to offering an equitable and competitive salary, inclusive of a generous benefits package, eligible leaves and pension plan.

[INSERT THE APPLICABLE OPTION]:

Option 1: Tier 1 Canada Research Chairs are outstanding researchers acknowledged as world leaders in their fields and must be full professors or associate professors who are expected to be promoted to the full professor level within one to two years of the nomination. For more information on the CRC program generally and on eligibility specifically, please consult the [Canada Research Chairs](#) website.

OR

Option 2: Tier 2 Canada Research Chairs are one of Canada's premier early career recognition and recruitment programs, and are intended for exceptional emerging scholars (i.e., candidate must have been an active researcher in their field for fewer than 10 years at the time of nomination). However, applicants who are more than 10 years from having earned their highest degree (and where career breaks exist) may have their eligibility for a Tier 2 Chair assessed through the program's Tier 2 [justification](#)

[process](#). For more information on the CRC program generally and on eligibility specifically, please consult the [Canada Research Chairs](#) website.

[INSERT INTRODUCTION TO UNIT]:

{Key components can include:

- Mission and foci of the unit
- Major areas of teaching and research
- Major initiatives worth highlighting
- Equity, diversity and inclusion activities, culture and/or commitments. These may relate to diversity of faculty, staff and/or students; priority areas of research; approaches to teaching and student success; or the culture, including the types of social activities or informal interaction among colleagues

Examples:

“The Peter B. Gustavson School of Business is dedicated to providing business research and education that is non-traditional in its approach, creative in its application, and unique in its perspective. The School offers Bachelor of Commerce, Master of Business Administration, Master of Global Business, and Master of Management degrees, and a PhD in International Management and Organization – all of which have an international focus embedded in their curricula and a strong co-op component. Scholarship and teaching at the School are strongly aligned around our areas of specialization (International Business, Entrepreneurship, Service Management, and Sustainability). We are a pioneer and leader in integrating curriculum at both the undergraduate and graduate level and a strong contributor to business research particularly in our areas of expertise.”

“We are also a faculty with a commitment to diversification across our ranks, particularly, although not limited to: racialization, marginalized sexualities, gender identity, Indigeneity and disability.”

“The department is strongly committed to both excellence and equity and to increasing the diversity of approaches and perspectives in teaching and research.”

“We strongly value candidates who share our Department’s commitment to equity and inclusivity in scholarship and teaching.”

“We strive for innovation in the classroom, creativity and leadership in research, with due attention to the needs of Canada’s most marginalized communities.”

“As a member of the Faculty of ..., you will work with colleagues to advance a shared mission of sustainable quality professional programs, decolonization of the academic environment, anti-racist pedagogy and community engaged research.”

“The Faculty of ... is a vibrant, student-centred learning environment based on a commitment to social justice, humane professionalism and civic responsibility, and critical interdisciplinary policy-oriented research and teaching.”

“We are working towards offering a path-breaking trans-systemically oriented joint law degree in Canadian Common Law and Indigenous Legal Orders (JD/JID).”

[INSERT INFORMATION ABOUT THIS JOB OPPORTUNITY]:

Qualified candidates will have (Note: language that emphasizes excellence and outstanding is likely to turn away marginalized candidates. For all requirements, consider broadening the sought-after scholarship, experience, disciplinary background and expertise as diverse candidates in many fields are better represented in non-traditional, interdisciplinary, and emerging research areas. To help ensure an accurate understanding of the role, ensure you do not overstate requirements.)

For Tier 2 CRCs, candidates are to be evaluated according to the following CRC criteria:

- *be excellent emerging world-class researchers who have demonstrated particular research creativity;*
- *have demonstrated the potential to achieve international recognition in their fields in the next five to ten years;*
- *as chairholders, have the potential to attract, develop and retain excellent trainees, students, and future researchers; and*
- *be proposing an original, innovative research program of high quality.*

Examples (reference to CRC criteria is highlighted in bold as a reference):

*“The successful candidate will be an **emerging world-class researcher** in the field of Assistive Technologies who **demonstrates particular research creativity**; will have a critical understanding of medical devices in the context of Biomedical Engineering; and **will propose an original, innovative research program of high quality with the potential to achieve international recognition**. The candidate will offer evidence of **high-quality teaching and graduate supervision, including support of diversity and inclusiveness**. The successful candidate will collaborate with CanAssist – developing innovative, non-medical technologies that solve practical problems for differently abled clients. They will also facilitate integration of CanAssist’s expertise into the academic and research missions of the University of Victoria along with interactions with Mechanical Engineering. In addition, the candidate will translate the knowledge generated by their research program through the Research Partnerships and Knowledge Mobilization office. The successful candidate will possess a PhD, degree in biomedical or mechanical engineering or a closely related field, be eligible for registration as a professional engineer, and will be expected to offer courses for our undergraduate program in Biomedical Engineering.”*

*“The University seeks an **emerging world-class researcher** at the intersections of urban planning and climate change. Excellence in scholarship can be demonstrated in different ways and should include examples of sustained publication in top-tier journals, high-impact writing on community-engaged research, and/or a commitment to knowledge mobilization through various forms of public engagement. The successful applicant **is expected to lead a high-quality, original research program, with the potential to achieve international recognition while attracting and mentoring excellent students and researchers**. Applicants must be able to demonstrate their **support for diversity and inclusiveness** in University or other settings. The Chair is also expected to be a **high-quality teacher, creating inclusive class environments and supporting a diverse student body**, and with the ability to teach core courses in geography and an upper-level interdisciplinary course in civil engineering.”*

OR

For Tier 1 CRCs, candidates will be evaluated according to the following CRC criteria:

- *be outstanding and innovative world-class researchers whose accomplishments have made a major impact in their fields;*
- *be recognized internationally as leaders in their fields;*
- *have superior records of attracting and supervising graduate students and postdoctoral fellows (taking into account different practices in the relevant field or discipline) and, as chairholders, be expected to attract, develop and retain excellent trainees, students and future researchers; and*
- *be proposing an original, innovative research program of the highest quality.)*

Example (mention to CRC criteria is highlighted in bold as a reference):

"The successful candidate will be registered, or be eligible for registration and commit to achieving registration within three months from hire date, with the British Columbia College of Nurses and Midwives, have a PhD, and at least one graduate degree in nursing. Candidates will be evaluated on the following criteria:

- *The successful candidate will be an **internationally recognized leader, whose accomplishments have made a major impact** in the field of aging and community health.*
- *The candidate **will propose an original, innovative research program of the highest quality.***
- *The candidate **will offer evidence of high-quality teaching, supervision, and mentorship, promote inclusiveness, and support learning among a student body diversified by gender, ethnicity, age, place, origin as well as many other factors.***
- *The successful candidate will have demonstrated capacity to collaborate with a range of diverse colleagues and communities."*

(both Tier 2 and Tier 1 advertisements must include the following)

Additionally, promotion and support of equity, diversity and inclusion is a key requirement of the CRC program.

(Insert the following relevant information)

- **Required education** (i.e., degrees and designations)
- **Required knowledge**, including the demonstration of how the discipline engages with critical social perspectives and/or different populations, cultures, groups, and/or questions of diverse and intersecting identities for all subject matters. It is best practice to ensure that community service is recognized as one of the methods of gaining this knowledge.

Examples:

"... including how X work affects different genders/ different ethnic groups/ different populations; knowledge of foundations in X discipline, including challenges to the traditional canon and new interpretations from different cultural/ geographic/ other perspectives."

"We are especially interested in a specialization at the intersection of gender and Indigenous cultural production and/or analysis with a strong focus on Indigenous knowledge production, ways of knowing, and direct engagement with Indigenous communities. Research on gender and Indigenous issues in Canada or an ability to situate Indigenous gender issues in Canada in a comparative and relational framework is also of particular interest."

“We are particularly interested in applicants with expertise in stereotyping and prejudice, Indigenous psychology, intergroup attitudes and relations, cultural psychology, or social justice and activism, but we value excellence above any specific topic or methodological approach.”

“Underlying all Faculty of ... courses is the active pursuit of social justice enabled by critical analyses that expose inequities and interrogate their systemic foundations.”

- **Required experience and skills in teaching**, including track record addressing equity, diversity and inclusion in the classroom or curriculum. For example:
 - demonstration of outstanding teaching abilities evidenced by data, testimonials and other forms of documentation
 - demonstrated ability to teach to a diverse student body with a range of perspectives, experiences and cultures
 - demonstration of cultural sensitivity;
 - ability to give effective feedback to diverse students;
 - inclusive, non-discriminatory approaches to teaching, curriculum and assessment
- **Required experience and skills in research** (if applicable), including track record addressing equity, diversity and inclusion. For example:
 - high quality research shared through a wide range of outlets (academic publications, community-based projects, and others)
 - established publishing record in leading scholarly journals commensurate with rank
 - strong research pipeline including high-quality research targeted to such journals, commensurate with rank
 - demonstrated record of accomplishment for obtaining grants;
 - demonstrated track record as a researcher
 - demonstrated ability to manage a healthy lab environment that integrates diverse students and employees
 - research that demonstrates meaningful, respectful engagement with communities and outcomes that support their well-being

(Note: Consider asking for top 2-5 research publications rather than full list of publications. This allows emphasis on quality and addresses removes a barrier to equity for qualified candidates who have gaps in their records. Also, consider whether your unit wants to hire in any emerging, interdisciplinary areas or subfields where underrepresented faculty may be better represented. The emphasis should be on quality and impact rather than a narrow focus on impact factor and prestigious journals. Much of the research focused on emerging areas or marginalized populations takes longer to publish and is more likely to be published in smaller journals. Review the guidelines on community-engaged scholarship to ensure such work is properly valued).

- **Required experience and skills in service**, professionalism and collegiality, including track record addressing equity, diversity and inclusion. For example:
 - demonstrated ability to work collaboratively in an academic unit;
 - adds to the diversity of the unit;
 - able to serve as a role model and/or mentor for students from designated groups;

- experience in promoting equity, diversity and inclusion on campus; appreciative of and responsive to diverse perspectives

[INSERT IF APPLICABLE] The following are considered assets: [identify the preferred qualifications, skills, experience, and/or knowledge considered assets]

[INSERT IF PREFERENTIAL HIRE: In accordance with the University's Equity Plan and pursuant to Section 42 of the BC Human Rights Code, preference will be given to [members of the following groups: [Indigenous peoples, Black people, people with disabilities/disabled persons, racialized people or people of colour, and women and gender diverse peoples]. Candidates from [these groups/this group] who wish to qualify for preferential consideration must self-identify in their cover letter.

The committee will review other applications if they do not find a suitable candidate in the preferential pool.

[INSERT IF LIMITED HIRE: In accordance with the University's Equity Plan and pursuant to section 42 of the BC Human Rights Code, the selection will be limited to members of the following designated groups: [Indigenous peoples, Black people, people with disabilities/disabled persons, racialized people or people of colour, and women and gender diverse peoples]. Our search committee will review the pool of applications from those who self-identify with one of these designated groups. Candidates from [these groups/this group] must self-identify in their cover letter to be considered for this position.

Application Instruction

Candidates are asked to prepare a single PDF document that includes:

- (1) a cover letter providing an overview of the candidate's qualifications, how they fulfill the CRC criteria, and how their research capacity will complement existing research strengths defined above;
- (2) a detailed curriculum vitae,
- (3) a {insert number of pages. Between 2 and 4 recommended} page description of the candidate's proposed CRC research program,
- (4) a 1-page description of the candidate's three most important research contributions to date,
- (5) a maximum 2-page statement of teaching experience and approach, including evidence of teaching effectiveness, and working effectively and collaboratively with diverse students, trainees, community members, and colleagues;
- (6) A one-page statement identifying their strengths and experiences in promoting equity, diversity and inclusion, and
- (7) contact information for three referees {Name, Title, Business address of person collecting data}.

To be considered, please submit your application package via email to {insert UVic contact info} by [insert time and date].

Please note that reference checks will be done and background checks, including credential and degree verification, may be undertaken as part of this recruitment process.

INSERT IF APPLICABLE The Office of the Vice-President Indigenous (OVPI) is drafting a policy and developing a process to affirm declarations of Indigenous identity, citizenship and membership at UVic where these claims result in material advantages, such as employment in an Indigenous-specific position. While the forthcoming policy can not be retroactively applied to this opportunity, the successful candidate(s) will be required to complete the Indigenous Citizenship Declaration (ICD) process should they apply for, or access, future opportunities resulting in material gain.

For more information about the ICD initiative, please visit our website at: <https://www.uvic.ca/ovpi/ways-of-knowing/policies-and-guidelines/indigenous-citizenship-declaration-icd/index.php> and please feel free to reach out to ypiicd@uvic.ca if you have specific question or concerns

UVic is committed to upholding the values of equity, diversity, inclusion and [human rights](#) in our living, learning and work environments. In pursuit of our values, we seek members who are eager to actively participate in that shared responsibility. We actively encourage applications from members of [historically and systemically marginalized groups](#). *{if it is a preferential hire, insert this language: and in particular we are seeking for this Limited Hire search candidates who are _____}*

Read our [full equity statement](#).

The University acknowledges the potential impact that career interruptions can have on a candidate's record of research achievement. We encourage applicants to explain in their application the impact that career interruptions have had on their record. For more information, see "[Requirements for recruiting and nominating Canada Research Chairs](#)"

Persons with disabilities, who anticipate needing accommodation for any part of the application and hiring process, may contact Faculty Relations and Academic Administration in the Office of the VP Academic and Provost at FRrecruit@uvic.ca. Any personal information provided will be maintained in confidence.

Faculty and Librarians at the University of Victoria are governed by the provisions of the [Collective Agreement](#). Members are represented by the University of Victoria Faculty Association (www.uvicfa.ca).

Appendix 7: Inclusive Outreach and Advertising

Building a diverse applicant pool requires conscious efforts.

The work starts with embedding the following **key elements in the job advertisement**:

- the targeted field of research is broadly defined (as appropriate) to encourage a greater diversity of applicants
- the job posting has been reviewed to ensure it is welcoming and unbiased
- qualifications are set at the appropriate ability level and not overstated, which reduces the diversity of the applicant pool
 - Members of equity seeking and deserving groups are less likely to consider themselves qualified for positions they are qualified for, compared with dominant identity holders (i.e. white cis-gender heterosexual able-bodied men)
 - e.g., “... in male-typed domains, qualified women are significantly less likely to apply than similarly well-qualified men.” ([Coffman et al., 2023](#))
- job elements that relate to equity, diversity and inclusion are included and clearly described

Next, create a plan for **active sharing of the job posting by committee and unit members**:

- Create outreach and sharing expectations for all committee and unit members (see table below for suggestions of where and how to do this)
- Reach out through networks (e.g., colleagues, programs, previous institutions, mentors and mentees) to circulate the posting or invite potential candidates to apply
- Actively reach out to qualified candidates, including those from equity seeking and deserving groups
- Ask unit members to share about the job opportunity at conferences and other professional events
- Create resources (e.g., PPT slides) to support sharing

Advertise in a range of venues and provide information in **multiple, accessible ways**:

- Remember that people may need to see something multiple times before they decide to act on it, so spread the advertisement widely and encourage word-of-mouth sharing about the position in addition to digital and print advertising
- Hold a well-advertised informational session about job opportunities and about the unit
- Advertise in venues that target underrepresented populations (see some ideas in the list below)

Ensure that **equity and diversity are embedded** in your outreach and advertising plans:

- If using a recruitment firm, embed specific expectations about diversity of the candidate pool into your contract
- Reach out across Canada and globally to programs with strong representation of equity seeking and deserving students to circulate the job posting
- Actively invite people to apply, particularly members of underrepresented groups.

Potential job advertisement locations

Please note that the listed organizations are examples only. We recommend that hiring committees spend time identifying organizations/professional associations that are best suited to advertise their job opportunities, including looking for professional groups within your discipline that serve equity seeking and deserving groups.

General

[University Affairs](#)

[Academica Group](#)

[Canadian Association of University Teachers](#)

[LinkedIn: posting on individual unit and committee members' profiles](#)

[Conferences, symposia, and other professional gatherings](#)

[Discipline-specific listservs and newsletters](#)

[Sharing with research and collaborative partners and their networks](#)

Specific Underrepresented Groups

2SLGBTQIA+

[Pride at Work Canada](#)

Indigenous Peoples

[Nation Talk](#)

[Indigenous Professional Association of Canada \(IPAC\)](#)

Women

[Canadian Coalition of Women in Engineering, Science, Trades and Technology \(CCWESTT\)](#)

[Society for Canadian Women in Science and Technology](#)

Racialized individuals

[Visible Minority Librarians of Canada](#)

Black peoples

[Canadian Black Scientists Network](#)

[Black Business and Professional Association](#)

People with disability / Disabled people

[Jobs Ability](#)

Appendix 8: Sample Matrices and Scorecard

Identifying and Weighting Criteria

Use this chart to identify required criteria, including how the committee will accept demonstrated evidence as well as the weight each criteria holds.

Core Criteria	Description	Evidence	Rank/Weight
e.g., Excellent researcher	Science of outstanding quality Strong, respectful protocols for working with research populations Track record of effective knowledge translation Substantial body of literature as a senior author Substantial success in attracting peer-reviewed research funding	Research awards, recognitions, etc. Funding history Research protocols Committee’s assessment of publications/research	40%
e.g., technical skills in xyz	Able to use XYZ to produce findings; able to explain XYZ to colleagues/ collaborators/students; able to manage a project that uses XYZ	Has managed a project/ conducted research/published/etc. using xyz	20%
e.g., manage/ supervise a team	Proven excellence in teaching and mentoring of diverse students	Syllabi; references	20%
e.g. Respectful and collegial	Work experiences detail communication, dealing well with conflict, bridging differences and treating coworkers, supervisors & students well	Responses to questions indicate: skill in addressing conflict in a respectful manger; demonstrates strong listening skills and ability to communicate in a respectful way; references	20%

Asset Criteria (max. 3)	Description	Evidence	Rank/Weight
Ability to teach in XYZ area	Able to develop new courses/ pick up existing courses	Course and research areas; interest	1
Administrative experience	Able to chair [type of committees]/ assume Chair role in future/ other	Expressed interest; experience	2

Keep in Mind...good criteria:

- Reflect the core responsibilities—key things someone needs to do well to succeed in this role
- Identify what is needed within an evolving unit—look to the future as you identify these
- Focus on what someone needs to do, not their qualifications to do it. This means integrating transferable skills and equivalencies
- Are unbiased and open to a diversity of persons—have others review criteria for unintended biases
- Are fleshed out: have a description, identify the evidence someone will need to show that they fulfill the criterion, are given a relative weight

- Are developed by the committee as a whole and understood by each member of the committee
- Not too broad or too narrow: Describe the main elements sought

How to use the criteria:

- They are the basis for every decision the committee makes.
- Design interview, questions and assessment tools to assess criteria in a robust manner. Ensure you have some way to gather evidence for each criterion.
- At every stage, record information and scoring for candidates relative to the criteria (see next template).
- Ask everyone who provides feedback on the candidates to review these and provide feedback in relation to the criteria.

Tracking Criteria Across a Search

This tool can help committees avoid biased decisions. It encourages them to pay attention to all the evidence about each candidate, ensuring more holistic, accurate evaluations.

Candidate:

	Cover Letter	CV/ Resume	Other materials	Interview	Presentation	References	Other	Summary: strength of criterion
Core Criteria								
1.								
2.								
3.								
Asset Criteria								
1.								
2.								
3.								

Steps:

- Indicate whether the criterion has been demonstrated by devising a simple scale, defining each level carefully. E.g., *strong, adequate, weak or not noted*; Present or absent; or your own scale.
- For each cell, indicate how much that criterion is present in that set of materials.

- When evaluating, focus must be on the evidence drawn directly from the recruitment process. The score is a blunt instrument intended to aggregate data and make distinctions clear. When working within the short-list, the score should help focus where discussions are needed regarding evidence of suitability. Refer back to the evidence from the recruitment process to verify it matches the scoring and compare across candidates.
- Look at every column in determining how well a candidate meets each criterion, not just the most recent or interesting.

Benefits and ways this reduces bias:

- Gets committee to review every source of information, not just select ones
- Keeps focus on criteria rather than the candidates’ personality or “fit”
- By looking back at evidence from all application materials, avoids the “recency effect” whereby newer information is given more weight
- Balances out the impact of strong personalities during the interview

Adapted from *Template: Tracking Criteria Across a Search, Equity & Human Rights*, University of Victoria, 2019

Keeping Score

Assessments	Weight %	Candidate A Raw Score	Candidate A Weighted Score	Candidate B Raw Score	Candidate B Weighted Score
Video Interview	Pass/Fail	Pass	-	Pass	-
On-Site Interview	.40	79	31.6	82	32.8
Teaching Presentation	.30	87	26.1	81	24.3
Research Presentation	.30	87	26.1	86	25.8
Total	100		83.8		82.9
Canadian Citizen/ Permanent Resident (Yes/No)			NO		YES

This example shows an appointment committee has determined the “Video Interview” component of the recruitment process to be scored on the basis of pass or fail, that is, passing simply allows for the candidate to move to the next stage. Alternatively, this assessment can be assigned a weight. The scoring must be determined before the recruitment process begins.

In this example, the employment offer should be made to Candidate B, as this candidate is a Canadian citizen or has permanent residence status.

The scoring must be an accurate reflection of the evidence demonstrated throughout the recruitment process and discussions should re-engage focus on the demonstrated evidence and candidate suitability.

Candidate Interview Scoring Matrix

Position:		Depart/Faculty:	
Applicant Name:		Date:	Interview Time:

Scoring Key

- 0 to 1** Responses include *few* components of the ideal answer
- 1.5 to 2** Responses include *many* components the ideal answer
- 2.5 to 3** Responses include *almost all/all* components of the ideal answer

Criteria	Question	Response	Components of the ideal answer	Raw Score	Weight	Weighted Score
Education				3	3	9
Diversity				2.5	3	7.5
Total Interview Score:						16.5

Weight:	<p>0 = Not relevant to the assessment of knowledge, skills or abilities</p> <p>1 = Has indirect relevance to the assessment of knowledge, skills or abilities</p> <p>2 = Is relevant to the assessment of knowledge, skills or abilities</p> <p>3 = Has important/direct relevance to the assessment of knowledge, skills, abilities</p>
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Panel Member Name:		Panel Member Signature:	
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Appendix 9: Sample Behavioural and Situational Interview Questions

Behavioural

- Think about a time when you had to advocate for a student. Describe to us the situation, how you advocated for the student and what the end result was.
- Describe for us the actions you have engaged in that have advanced equity and diversity within your academic program or curriculum.
- Describe to us a work situation where you had to deal with conflict, telling us what the conflict was and how you went about resolving it.
- What steps have you taken to build environments free from sexualized harassment?
- Can you give an example of a positive impact of teaching on your research?
- Can you describe a positive experience that you have had in supervising a student (either undergraduate or graduate student)?
- What initiatives have you used in the past to engage with diverse students?
- Take a moment to consider an interpersonal misunderstanding or conflict you have experienced at work. Describe the situation and outline what steps you took to address it.
- Can you point to some examples of how you have incorporated your teaching philosophy (undergraduate and/or graduate) into your actual teaching?
- Can you point to some examples of creative ways you have brought your research into the classroom, laboratories and/or research centres to engage students?
- Can you give us some examples of how you have fostered interdisciplinary exchange between your department and the rest of the University?

Situational

- What steps would you take to build healthy working relationships within your department?
- A colleague seems angry at you and you don't know why. What, if anything, would you do?
- If you were taking on a new PhD student today, what research topics would you propose?

Appendix 10: Sample Candidate Letters

Acknowledgement Letter

Upon receiving an application in answer to the advertisement, a prompt acknowledgement letter should be sent to the applicant. Sample:

Dear (Name of Applicant):

Thank you for your interest in the position of {insert role title} in the Department of (insert) and Faculty of {insert name of faculty}, at the University of Victoria

The appointment committee will be reviewing application packages and making decisions concerning this opportunity after the application deadline has passed. You will be contacted should your application be selected for further consideration.

[If applicable: A preliminary review of your application package indicates that the following item(s) have yet to be received by us: {indicate name of item; to whom the item(s) should be sent to; deadline to submit}.

[If applicable: As stated in the appointment advertisement, please advise if you are a Canadian Citizen, or a Permanent Resident. You may do this by sending this information via email to {insert contact info}

[If applicable:

In accordance with the university's equity plan and pursuant to Section 42 of the BC Human Rights code, preference will be given to members of the following designated group(s): [Indigenous Peoples, Black people, people with disabilities/disabled persons, racialized people or people of colour, and women and gender diverse peoples]. Candidates from [these groups/this group] who wish to qualify for preferential consideration must self-identify in their cover letter.

The committee will review other applications if they do not find a suitable candidate in the preferential pool.

[If applicable: In accordance with the university's equity plan and pursuant to Section 42 of the BC Human Rights code, the selection will be limited to members of the following designated group(s): [Indigenous Peoples, Black people, people with disabilities/disabled persons, racialized people or people of colour, and women and gender diverse peoples]. Our search committee will review the pool of applications from those who self-identify with one of these designated groups. Candidates from [these groups/this group] must self-identify in their cover letter to be considered for this position.

[If applicable: Any other acknowledgement required (e.g. special requests for confidentiality).

If you anticipate needing accommodation for any part of the application and hiring process, please contact Faculty Relations and Academic Administration in the Office of the VP Academic and Provost at FRrecruit@uvic.ca. Any personal information provided will be maintained in confidence

Yours sincerely,

Chair/Director/Dean/University Librarian

Notification to unsuccessful applicant

Dear (Name of Applicant):

Thank you for your interest in an academic appointment with the Department of (insert) and Faculty of {insert name of faculty}, at the University of Victoria. After considering all applications for the advertised position, the selection committee regrets to advise that it cannot offer you an interview at this time.

We would like to wish you the best in your search for an academic position, and encourage you to consider applying for future positions with our department/Faculty.

Yours sincerely,

Chair/Director

Appendix 11: Advice on Conducting Reference and Background Checks

Reference and background checks are critical components of determining the suitability of a candidate as an academic, a colleague and employee. It is the only part of the process that is not based on information the candidate provides and every effort should be made to seek information which is unbiased and credible. The information sought must be relevant to the consideration of the suitability of the candidate for the role. Seeking information beyond what is necessary to assess suitability is an “over collection” and can be subject to challenge. The advice below speaks to typical types of information collection and its appropriateness in consideration of an academic candidate.

Academic References

Academic references have traditionally been sought and are appropriate to the assessment of teaching, research and service performance of a candidate. It is important that an academic referee have strong knowledge of the candidate, an ability to assess their academic performance at the level required for the role, and not be in a conflict of interest or have apprehension of bias. To optimize a reference, the committee should provide the referee with the core and preferred academic requirements for the position in advance of the reference being completed. Academic references can be made in writing or orally. If orally, extensive notes of the discussion should be taken. A scoring system (like that used for interviewing) can be used. Academic references may also have information on criteria related to the candidate’s qualities as a colleague or employee, but they are unlikely to be aware of misconduct or discipline because of privacy rights. As such, an employment reference should also be taken.

Employment Reference

Employment references are commonly taken with non-academic hires and increasingly are seen as necessary with academic hires, to ensure that there is no history of performance or conduct concerns that can impact colleagues and students. While an academic referee may not have access to a candidate’s personnel file from a current or former employer, the Human Resources Department does (or will refer to someone who does). It is therefore recommended that employment references be taken at a minimum for the first ranked candidate before an offer is extended, and where it is useful for assessment of candidates on the short-list, at an earlier stage.

No employment reference can be taken without the candidate’s consent. Sensitivity can exist with respect to timing, as the candidate may not have advised their current employer they are seeking new employment. As such, care must be taken to ensure the candidate is prepared for this reference to happen.

Questions for the employment reference can center on confirming work history and the candidate’s suitability in relation to the core and preferred criteria for the role, but should also include the following questions:

1. Has the candidate been subject to discipline for any performance or conduct related allegations? What was the nature of, and disposition of those matters?
2. Would the candidate be re-hired at your institution?

Employers can be reluctant to provide anything more than the basic employment data, even with the candidate’s consent. This may be a policy matter, or it could be a signal that there are concerns in the employee’s record they do not wish to disclose. If you experience resistance to your questions, ask

directly whether it is a matter of policy or practice to limit references. If not, it can be a red flag. Should you encounter this, consult with your Faculty Relations Consultant for advice on options.

Academic Credential Verification

Increasingly, in the face of availability of “fake degrees” and candidate pools who are unknown to the selection committee, it is necessary to incorporate the practice of degree verification. Verification of degrees should occur, at minimum, for any first-ranked candidate and could occur for those on a short-list. Degree verification can occur directly with the degree-granting institution, or can be done for a fee by a third party provider.

Criminal Records Checks

If a candidate will be working regularly with a vulnerable population (e.g. young children, youth at risk, the elderly, persons with disability who cannot self-advocate), it may be appropriate to seek criminal records clearances specific to vulnerable populations. Please consult with your Faculty Relations Consultant to discuss the appropriateness of this review in specific circumstances and for assistance with the process.

Social Media Reviews

Social media reviews (Facebook, blogs, Twitter, etc.) on prospective employees without the knowledge of the individual, while enticing because of their speed and ease, present associated risks. As these reviews involve the University collecting personal information indirectly about an individual, its collection and use is governed by the *Freedom of Information and Protection of Privacy Act* and this requires the University to take steps to ensure that the personal information it collects is accurate and is necessary for, and directly related to, the hiring process. In addition, any information gathered indirectly usually requires the individual’s consent.

For these reasons, it is strongly advised that the review of personal information from social media is not undertaken by the committee (or any member of the committee).

Information from Irregular Sources

Sometimes information about a candidate comes to the selection committee from outside the regular process which is germane to assessing their suitability for the position. Example: a colleague hears at a conference that the candidate is under investigation for scholarly integrity allegations and reports it to the committee; or someone anonymously “forewarns” that the candidate is abusive to students.

If information (positive or negative) comes to the attention of the committee in a way that is outside the process the candidate has been advised of, and the committee intends on considering it in a selection process, it is necessary that the committee put the information to the affected candidate and enable them to respond to the information. Before doing so, it is recommended that you speak to your Faculty Relations Consultant for advice.

Appendix 12: Bias and Conflict of Interest as a Committee Member

Generally, a conflict of interest is a situation:

- In which a participant in a decision might be affected by matters pertaining to his or her private interests – e.g., a decision to purchase materials from a corporation in which the faculty member is the controlling shareholder;
- May also include situations in which a person’s reputation, position or private interests would be enhanced by a particular decision – e.g., a committee member is co-author on a major book with the candidate;

Conflict of interest can also be where you may be assumed to have some particular interest in the candidate’s being appointed – for example, you have agreed to be a referee.

Typically, bias means that the judgment of a participant in the decision might be affected by factors that should be irrelevant to the decision (positive or negative) – e.g., personal friendship with a candidate or a history of animosity.

- The standard under the Collective Agreement is NOT that the person involved *would* act because of their private interests or out of bias.
- It is not a slur on character or motivation.

The test is objective, not subjective -- this is whether a “reasonable person” (who does not know the participants) would anticipate or have an apprehension about conflict or bias. Quick check: What would you think if you saw a story with these facts on the front page of the Times Colonist?

DO:

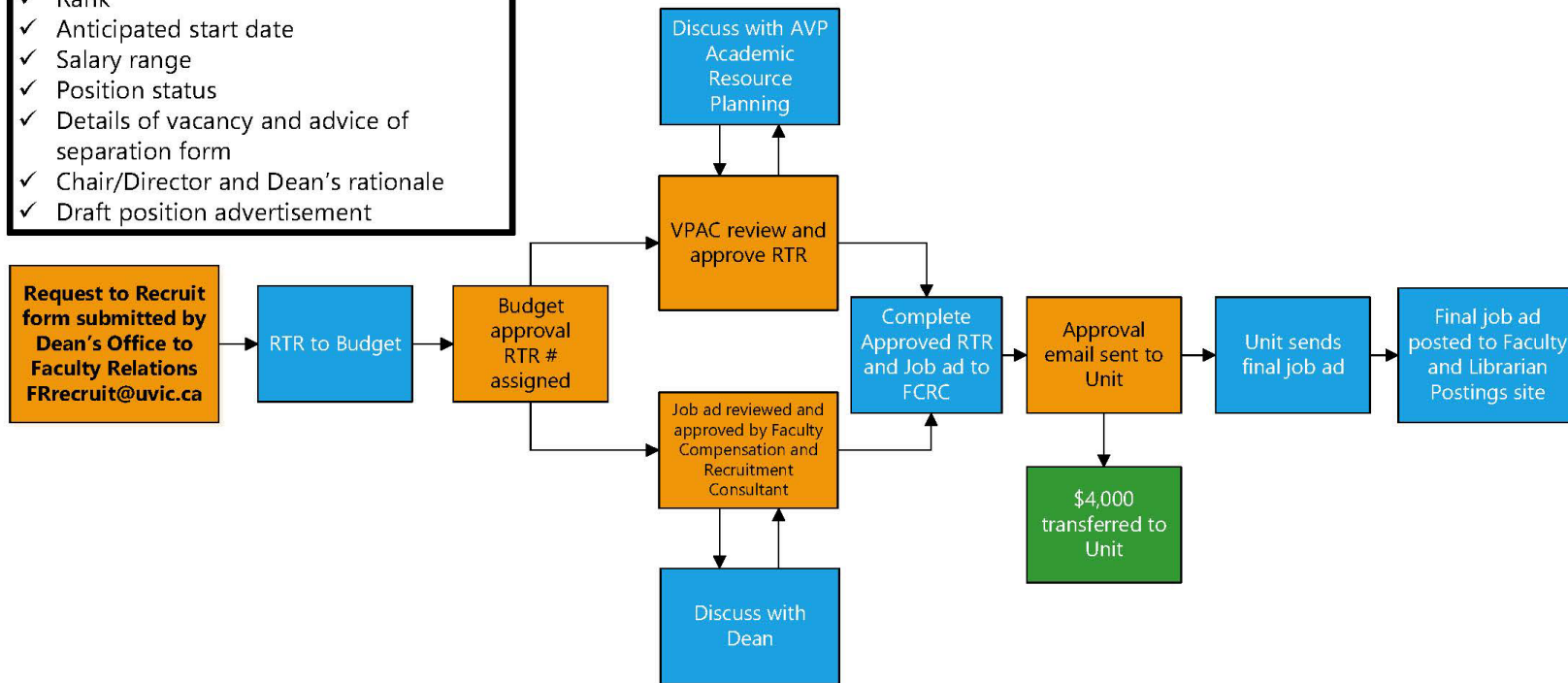
- ✓ discuss the issue at the first meeting and work out procedures to handle them.
- ✓ ask committee members to inform the Chair if a conflict of interest or reasonable apprehension of bias arises during the process. At the very least, require a committee member who has a conflict of interest to absent themselves from the discussion and decision about that candidate.
- ✓ be alert to the extent of the conflict – discussions comparing the candidates may also be subject to a conflict.
- ✓ allow the committee member to rejoin the committee IF the candidate over which there is a conflict is dropped AND the process is still at a preliminary stage (e.g. before any site visits).
- ✓ remember that even if a member has to step off the committee, that does not exclude them from the wider consultation in the unit.
- ✓ appreciate that these decisions can be difficult; talk it out with someone else.

Appendix 13: Recruitment Process Maps

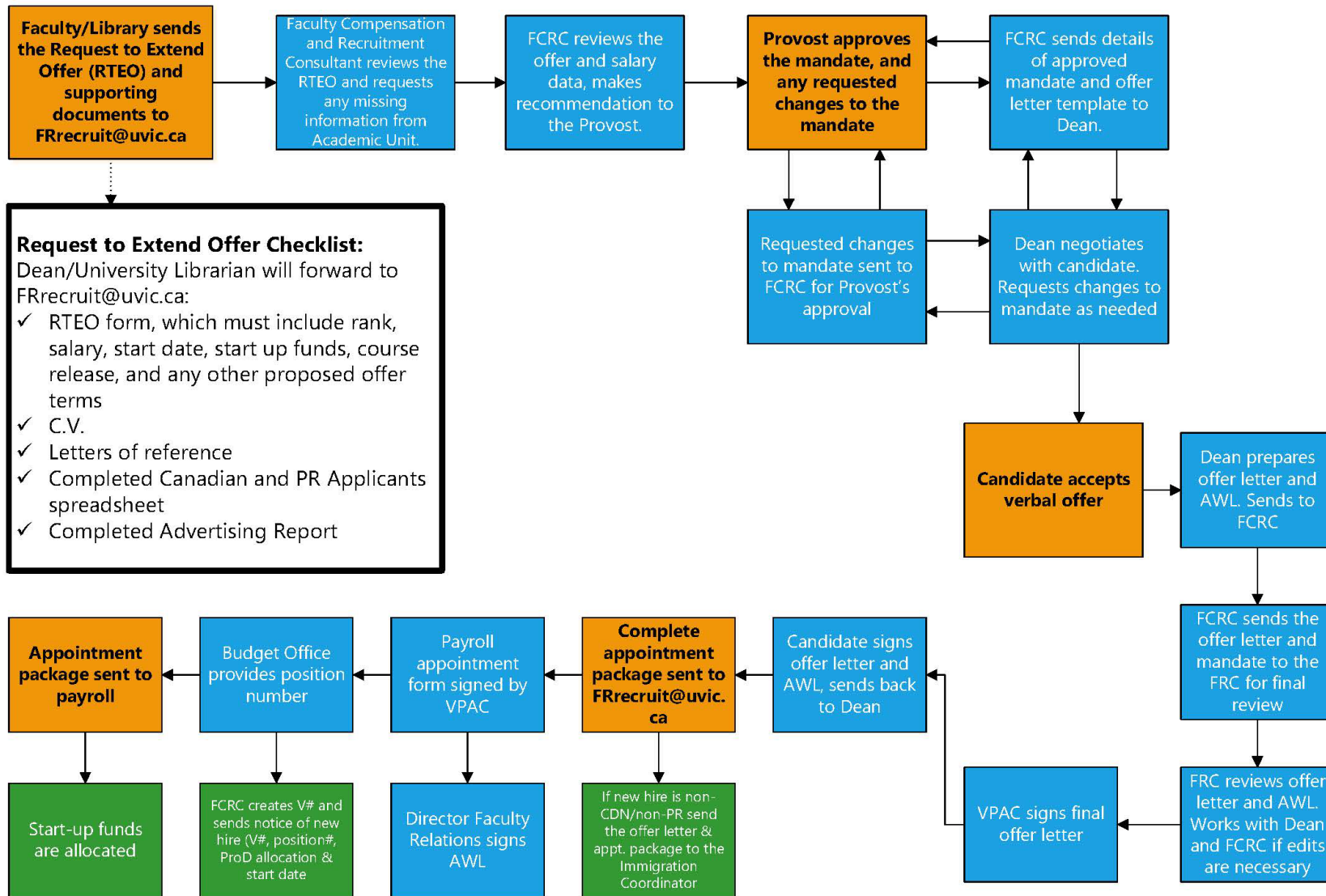
Request to Recruit Checklist:
 Dean/University Librarian will forward to FRrecruit@uvic.ca. The following must be included with the RTR:

- ✓ Position type
- ✓ Rank
- ✓ Anticipated start date
- ✓ Salary range
- ✓ Position status
- ✓ Details of vacancy and advice of separation form
- ✓ Chair/Director and Dean's rationale
- ✓ Draft position advertisement

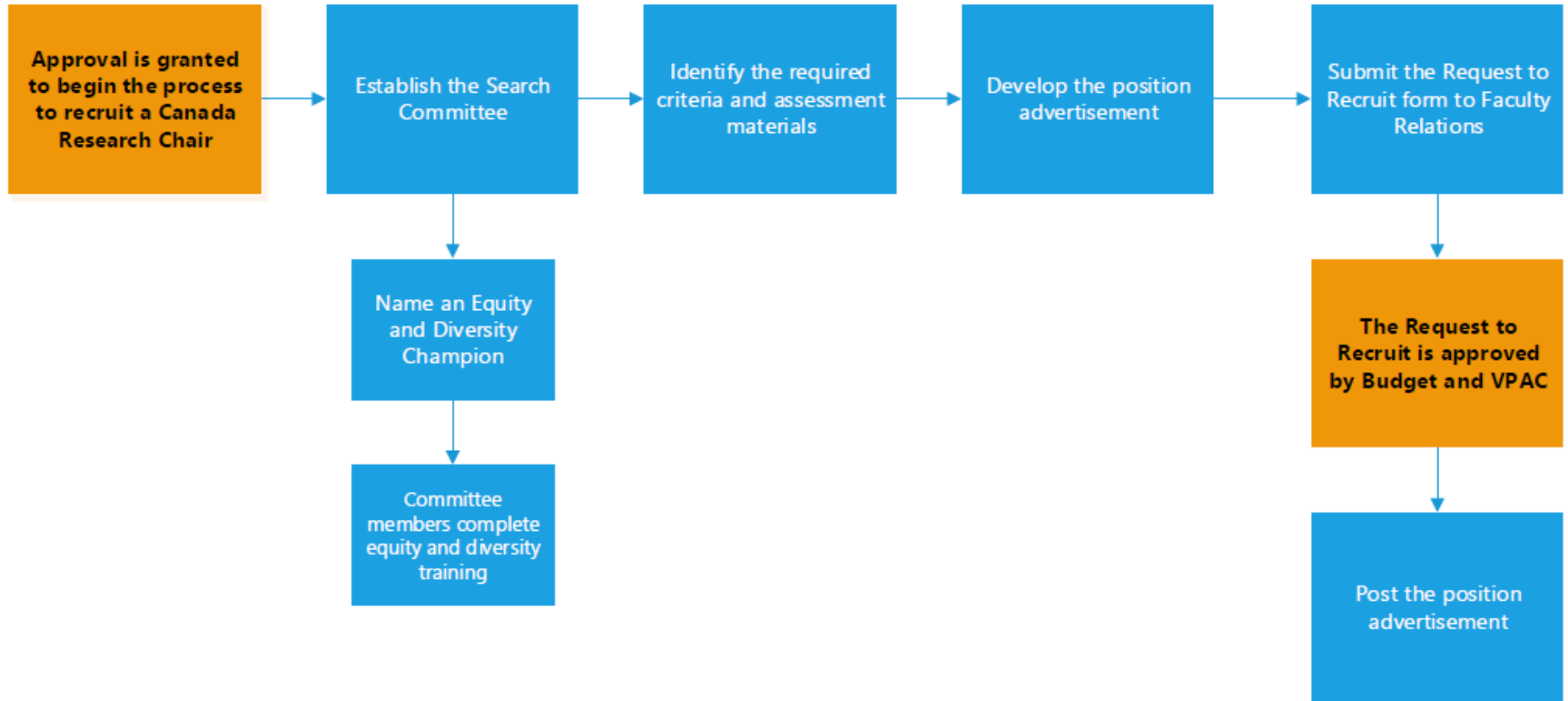
Request to Recruit Process



Request to Extend Offer Process



CRC Recruitment Process



Appendix 14: Referring a Foreign Academic for Immigration Support

This is a brief overview of the process and timelines associated with hiring a foreign academic. Faculties should be aware there are many factors which could complicate procedures.

Initiating the Immigration Process (Hiring Unit)

- Ensure offer letter includes the following paragraph:

Since you are not a Canadian citizen or permanent resident, your appointment is contingent upon obtaining and maintaining a work permit from Immigration, Refugees and Citizenship Canada (IRCC). To support your work permit application and eventual permanent resident visa, the University will nominate you under the BC Provincial Nominee Program. Lori Shaw, the University's Immigration Coordinator, will assist you with this process and will contact you upon approval of your appointment.

- Send the regular appointment paperwork and original, signed offer letter to FRrecruit@uvic.ca.
- Send an electronic copy of the following documents to immigration@uvic.ca:
 - signed offer letter
 - contact information for the new hire
 - role advertising report
 - Canadian and PR report
 - Request to Extend Offer
 - Upon receipt from the Immigration Coordinator, review the letter of support to confirm accuracy of data

Responsibilities of Foreign National Hire

- Respond to requests from immigration officials in a timely fashion, including submitting all required documentation.
- Respond to requests from the Immigration Coordinator in a timely fashion, including submitting all required documentation.

Responsibilities of Immigration Coordinator

- Offer general advice and information to chairs and appointment committees during the recruitment process
- Offer guidance, assistance and information to the newly-hired foreign national through every stage of the process to the new foreign faculty member and their family

Timelines

- language test and results – 2-3 months
- educational credential assessment – 2-3 months (concurrent with language tests)
- set up Express Entry profile to see if criteria met (varies – should be 1-2 days)
- create BC PNP profile and submit application – 1 week
- receive Nomination – 1 to 6 weeks
- apply for work permit – upon arrival in Canada (no delay) up to 4 months
- submit application for Permanent Residency – via Express Entry – 6 months; via paper file – 18 months

Considerations

The nationality of the new hire significantly affects the processing time for initial work permits and eventual Permanent Residence status. For more information, visit [Entry Requirements by Country/Territory](#) or contact the Immigration Coordinator.

Immigration Fees

- The University covers the following fees associated with immigration:
- BC Provincial Nomination Program application fee
- Employer compliance fee
- Permanent Resident fees (for entire family)

Fees associated with a work permit, medical examinations, language tests, and police criminal record checks may be covered by the University's [Relocation Assistance Policy](#). Please review this policy for more information.

Appendix 15: Consent

In order to be considered for an academic position at the University of Victoria, I hereby freely provide the following consent:

I hereby consent to a duly authorized representative of the University of Victoria providing and gathering personal information in relation to my application for an academic position as follows:

1. To confirm my academic and professional credentials by using a third party credential verification service or by contacting the degree or credential granting institution directly;
2. To contact all current or former employers through the Human Resources department and to use this consent to authorize them to release information relating to my workplace performance with the current or former employer, including information relating to disciplinary matters, as applicable; and
3. To contact academic references which I have provided and to use this consent to authorize them to release any information in relation to my professional record, including the referees' assessments of my academic record and strengths, weaknesses and challenges as an academic colleague.

I confirm that I may be required to provide further and other evidence of suitability for the role, including, but not limited to, authorization for criminal record checks, where deemed necessary for the role.

In particular, I understand and agree that upon receipt of a conditional offer of employment, I will provide the University of Victoria with criminal records checks and/or consent to obtain criminal records checks as required.

Signed this _____ day of _____, 20____.

Signature of Candidate

Appendix 16: Checklist for Department On-Boarding

Please customize this condensed onboarding checklist according to your Department/Faculty's requirements.

New Faculty/Librarian:		
Getting Prepared – Before You Start	Yes	Not Required
Use your V (V#000000) to create a Netlink ID	<input type="checkbox"/>	<input type="checkbox"/>
Connect with your Department Chair/Director and Administrative Officer(s)	<input type="checkbox"/>	<input type="checkbox"/>
Visit the About Victoria site.	<input type="checkbox"/>	<input type="checkbox"/>
Purchase a Parking Permit , bus pass , or find your walking/ bike route	<input type="checkbox"/>	<input type="checkbox"/>
Get a ONECard ID	<input type="checkbox"/>	<input type="checkbox"/>
Register for New Faculty/Librarian Orientation and Let's Talk about Teaching Program through the Division of Learning, Teaching, Support and Innovation	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources and Payroll		
Complete Personal Tax Credit Forms (TD1 & TD1BC)	<input type="checkbox"/>	<input type="checkbox"/>
Complete and submit the Benefits paperwork	<input type="checkbox"/>	<input type="checkbox"/>
Submit your Direct Deposit Information	<input type="checkbox"/>	<input type="checkbox"/>
Research Preparation		
Getting Access to Your Research Start-up Funds – Completing Your Project Request Form	<input type="checkbox"/>	<input type="checkbox"/>
Transferring your Existing Grant(s) and Contract(s)	<input type="checkbox"/>	<input type="checkbox"/>
Overall Research Certification Requirements and IRISS Registration	<input type="checkbox"/>	<input type="checkbox"/>
Human Ethics Review Process	<input type="checkbox"/>	<input type="checkbox"/>
Animal Care Ethics Review Process	<input type="checkbox"/>	<input type="checkbox"/>
Teaching Preparation		
Review the Graduate Student Supervision Policy	<input type="checkbox"/>	<input type="checkbox"/>
Register for the <i>Introduction to CourseSpaces Workshop</i> on the Technology Integrated Learning webpage	<input type="checkbox"/>	<input type="checkbox"/>
Getting on the Same Page		

Learn about UVic's Strategic Framework , Aspiration 2030 , International Plan , and other strategic documents	<input type="checkbox"/>	<input type="checkbox"/>
Review your collective agreement, key UVic policies and governing structures	<input type="checkbox"/>	<input type="checkbox"/>
Complete Privacy, Records Management, and Information Security and Workplace Bullying and Harassment Prevention and Phishing Awareness Training online courses	<input type="checkbox"/>	<input type="checkbox"/>
Learn About The UVic Faculty Association	<input type="checkbox"/>	<input type="checkbox"/>
Learn about support services such as: The Office of Equity and Human Rights (EQHR) , Indigenous Academic & Community Engagement (IACE) , Employee and family assistance program (EFAP) .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Getting Started – On Your First Day		
Connect with your Chair/Director and Administrative Officer(s)	<input type="checkbox"/>	<input type="checkbox"/>
Setup Your Desktop	<input type="checkbox"/>	<input type="checkbox"/>
Setup your personal voice mail	<input type="checkbox"/>	<input type="checkbox"/>
Getting Started – After Your First Day		
Connect with your Mentor	<input type="checkbox"/>	<input type="checkbox"/>
Additional Resources and Online Support	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 17: Checklist for the Appointment Committee Chair

- Review Article 32 of the Collective Agreement
- Begin discussions with committee on:
 - Mandate
 - Procedural Fairness (Section 1.7)
 - Assigned roles
 - Any training required by committee (Sections 1.3, 1.5)
 - Conflict of Interest and Apprehension of Bias (Section 1.6; Appendices 1, 15)
 - Confidentiality Agreement for committee members (Section 1.8; Appendix 1)
- Planning Activities:
 - Timelines to be considered in planning process:
 - Appointment Advertisement (Section 6.2)
 - Immigration (Section 6.9)
 - Approval Process Maps (Appendix 16)
 - Composition of appointment committee (Sections 1.1, 1.2, 1.3, 2.1; Appendices 2, 6, 7)
 - Need for a preferential or limited hire (Sections 2.1, all section 3; Appendix 9)
 - Review the unit's disciplinary focus (Section 2.0)
 - Review of University policy regarding records management (Section 6.6)
 - Review and consider the following areas before determining criteria:
 - What is needed to develop criteria (Sections 5.0, 5.1)
 - Review criteria for performance of duties and responsibilities in the Collective Agreement and Faculty and Department evaluation policies (Section 5.0)
 - Characteristics of good criteria (Section 5.2)
 - Methods of assessment (Section 5.5)
 - Use of qualification and background checks (Section 7.4; Appendix 14)
- Committee determines criteria (Section 5; Appendix 4)
- Committee determines interview questions (Sections 1.7, 5.6; Appendix 12)
- Committee determines methods of assessment (Sections 5.5, 7.1; Appendix 11)
- Posting of the advertisement
 - Notice of Reference and Background checks (Sections 6.4, 7.4; Appendices 14, 18)
 - Immigration considerations (Sections 6.7, 6.8, 6.9; Appendix 17)
 - Posting as required (Section 6.2)
- Evaluating applications
 - Committee selects the long-list of candidates (Section 7.2)
 - Committee selects the short-list of candidates (Sections 7.3, 7.4)
 - Site Visit (Sections 7.5, 7.6)
 - Notify candidates (Section 7.7; Appendix 13)
- Candidate appointment and offer procedures (Section 8.0)
- Submit Recommendation for Appointment form to FRrecruit@uvic.ca (Section 8.3)