
Hiring and/or Admissions Policies for University/Organization – MUN/Canada pod

This is what was found by the MUN/Canada pod at Memorial University of Newfoundland on Hiring and Admissions Policies, as well as what the pod would propose to change and improve.

- **What EEO (Equal Employment Opportunity) statement¹ is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available²?**

From: <https://www.mun.ca/policy/browse/policies/view.php?policy=294>

3.2 Where appropriate, advertisements for positions shall include a statement demonstrating the University's commitment to equity and diversity.

a) For positions covered by the *MUN-MUNFA Collective Agreement*, the text of the statement shall be that which is outlined in that collective agreement.

b) For other positions, the text of the statement shall be determined, with appropriate consultation, by the Director of Human Resources or the Director of Faculty Relations, as applicable.

From the MUNFA agreement (http://munfa.ca/agreements_type/current-collective-agreement-articles/), article 30.17 (http://munfa.ca/wp/wp-content/uploads/2016/07/Article-30_CA-19-20.pdf) we use the following statement:

“Memorial University is committed to employment equity and diversity and encourages applications from all qualified candidates, including women; people of any sexual orientation, gender identity, or gender expression; Indigenous peoples; visible minorities, and racialized people; and people with disabilities”.

More recently, within the Earth Sciences department, we've added a few additional statements in hopes to reduce barriers to people applying to this position:

“The Department is committed to developing and establishing diversity, equity, and inclusion best practices and encourages applications from underrepresented groups. We therefore request that the research and/or teaching statements indicate the candidate's abilities and strategies for fostering diversity, equity, and inclusion in the earth sciences. Candidates are invited to explain any gaps in career or research history that may exist for any number of reasons (e.g. family responsibilities, sick leave, settlement) as these will

be taken into consideration in the application process. We encourage informal inquiries about this position, our department, and the broader community. These may be initially addressed to committee chair (contact given here) or Department Head (contact given here) who can help put you in touch with others in our community. “

Memorial’s equity office also recommends adding the following statement which we have in our more recent ad:

“Memorial is also committed to providing an inclusive learning and work environment. If there is anything we can do to ensure your full participation during the application process please contact equity@mun.ca directly and we will work with you to make appropriate arrangements.”

***NOTE: The biggest issue that we see with all of this is the lack of formal policy taking the advertisements further in reducing barriers for unrepresented individuals in applying to positions. Thus, it remains quite ad hoc beyond the one required statement above from MUNFA and thus up to the individual hiring committee to seek input from the equity office who normally does not get involved until after selection of candidates to interview and then hire is made by the committee. That really undermines a very key part of the hiring process to enhance diversity.**

GRADUATE STUDENT ADMISSIONS:

Graduate student admissions are done on quite an ad-hoc basis. Faculty members identify students with whom they would like to work and then they are put into a competition for the department level funding (both research and teaching). Faculty must match the research portion from grant funds, but grants are often small enough that only students successful in this competition are admitted. The competition itself is based primarily on grades, with the addition of a statement of research interest and CV. In the experience of the POD members, the statement and CV are generally used only in borderline cases. There is a rubric that indicates the weights that should be given to a range of activities modelled after the NSERC rubric, available here: https://www.nserc-crsng.gc.ca/doc/Students-Etudiants/SelectionCommitteeGuide_e.pdf

***NOTE: The key issue that we see with this is the combination of the ad hoc nature of who enters the funding competition and the emphasis on grades. For the former, we didn’t have a lot of good ideas beyond encouraging faculty to advertise and then choose deliberately rather than just going through emails received. For the funding competition, we are considering whether we could work to broaden the selection somewhat, but are concerned about the same issues raised in the readings, namely that the time commitment and the difficulty in weighting different experiences are barriers to broader acceptance.**

- **Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?**

Our department has a standard set of venues it will use for posting job ads once they are approved both free and for payment (e.g. Earthworks, GAC, AGU, EGU, various listservs dependent upon focus of the job ad).

More recently, we've made an attempt to find venues that enable a greater diversity of applicants and in our most recent search have included:

Association of women geoscientists

<https://www.awg.org>

<https://awg-jobs.careerwebsite.com/employer/pricing/> ([\\$125-150 single job posting](#))

Aboriginal Job Board (\$99)

https://aboriginaljobboard.ca/?gclid=Cj0KCQiAvP6ABhCjARIsAH37rbSQnWvu3HKyCbKF3UcxScnvA6JC85ovrszvYYBwm9JHkUnHD0inmkIaAqOHEALw_wcB

<https://aboriginaljobboard.ca/job-packages/>

Blacks in Higher Ed (\$175)

<https://www.blacksinhighered.com>

<https://www.blacksinhighered.com/advertising-opportunities/>

Latinos in Higher Ed (\$75)

<https://latinosinhighered.com>

<https://latinosinhighered.com/main/clients/products>

Tribal College Journal American Indian Higher Education (\$185)

<https://jobs.tribalcollegejournal.org/jobs/>

https://jobs.tribalcollegejournal.org/registration/?user_group_id=Employer&return_url=aHR0cHM6Ly9qb2JzLnRyaWJhbGNvbGxlZ2Vqb3VybmFsLm9yZy9hZGQtbGlzdGluZy8/bGlzdGluZ190eXBIX2lkPUpvYg==

National association for black geoscientists (email)

<http://www.nabg-us.org>

Canadian Black Scientists Network

<https://www.blackscientists.ca> (need link to job ad before posting)

job board available on the CBSN page that should be useful

<https://www.surveymonkey.com/r/J3WRVQN>

Earth Science Women's Network (need to use social media and link)

<https://eswnonline.org/welcome/who-we-are/>

The Department of Human Resources at Memorial, through their Equity Officer provided us with an additional list of venues which we will plan to avail of next opportunity:

Resources for Advertising Opportunities to Target Groups

1) Persons with Disabilities

Post advertisements with the National Educational Association of Disabled Students (NEADS) – the organization handles Academic position advertisements (see: <http://www.neads.ca/en/>)

Contact: Frank Smith, National Coordinator

E-mail: frank.smith@neads.ca

Telephone: 613-380-8065 ext. 201

Rm. 426, Unicentre , 1125 Colonel By Drive, Carleton University

Ottawa, Ontario, K1S 5B6 Canada

Telephone: 613-380-8065; Toll-Free: 1-877-670-1256; Fax: 613-369-4391

E-mail: info@neads.ca

Advertisement costs: <http://www.neads.ca/en/about/advertising/>

2) Indigenous

Post advertisements with the Academia Indigenous Top Ten newsletter. This is a free bi-weekly newsletter which shares news, research, etc. regarding First Nations, Métis, and Inuit education in Canada and they list selected job opportunities, as well. The cost of advertising a posting starts at \$425+tax. To have these positions featured in the Selected Opportunities section of the Indigenous Top Ten e-mail careers@academicagroup.com

Post advertisements with the Windspeaker National Newspaper, a non-profit Aboriginal publication. Contact: Advertising Consultant, AMMSA, T: 1-800-661-5469 or 780-455-2700; Ext 244. A listing of the rates for their career and education section is available at the following link: <http://www.ammsa.com/agency/index.htm#anchor4274540>

3) Women

Post advertisements with the Society for Canadian Women in Science and Technology, a non-profit association that promotes, encourages and empowers women in science, engineering and technology. Contact: resourcecentre@scwist.ca

The Senior Women Academic Administrators Canada (SWAAC) site includes a section for Faculty ads, the cost is fairly minimal at \$100.00 per ad <http://www.swaac.ca/opportunities.html> . SWACC promotes leadership of women in academic roles. Job postings are placed online and sent to members via their listserv. Faculty and administrative positions are listed in separate sections. Further information is available at: http://www.swaac.ca/Advert_Policy.htm

We also found out through the Equity Officer that the Provost Office has some funding available to provide for additional advertising to assist with recruiting diverse applicants. This provided an additional \$500 in the most recent case, however, we would never have known this was available. The department nor Dean of Science office was aware of this option to apply for further funding to support recruitment. **This needs to be more**

transparent and also better funded. We were not sure why there shouldn't simply be enough funds to place the ads in all suggested venues to enhance diversity in applications.

One last recent development in recruitment was the use of social media and connecting with BIPOC scientist communities. Those recently "hashtagged" in the posting of our more recent faculty ad included:

[#BlackandSTEM](#), [#NativeinSTEM](#), [#NativeScience](#) [#LatinXinSTEM](#) [#MarginSci](#)
[#DiversityinSTEM](#), [@ADVANCEGeo](#) [@ESWNtweets](#) [@GeoLatinas](#)
[@BkinGeoscience](#)

At the departmental level we plan to use this most recent experience to provide a standardized advertising protocol that is approved by our faculty and instituted in all future hiring practices. This will of course need to be updated to reflect growing and changing BIPOC communities and newly identified practices and venues, e.g. attendance at BIPOC specific conferences to increase familiarity with our department.

***NOTE: Biggest issue with all of this is the lack of formal policy taking the advertisements further in reducing barriers for unrepresented individuals in applying to positions. Thus, it remains quite ad hoc and completely up to the committee beyond requirement by MUNFA that an ad be posted in CAUT (Canadian Association for University Teachers). This really undermines a very key part of the hiring process to enhance diversity - recruitment of BIPOC applicants!**

- **What are the requirements for an applicant, e.g. letters of recommendations, fees/test scores³/grades? Is providing any of these a potential barrier that could be further lowered or removed? Are there any problematic questions asked?**

Applicants are required to submit a letter of application with the names and contact information (including email) of three referees, current curriculum vitae, and research and teaching statements. Most recently we also requested that the research and/or teaching statements indicate the candidate's abilities and strategies for fostering diversity, equity, and inclusion in the earth sciences.

Letters of recommendation are sought from a short list of applicants.

Probably the largest barrier comes with potential bias associated with names and institutions that end up having to be stated within the CV and statements provided. We should seek to have this information redacted but have not formally approved this process nor received support for doing so. We are unsure of the effectiveness of this process and are seeking input from one other department that did this for the first time recently with some success. This is a policy we are going to flag with our department and Dean.

- **How are applicants/applications evaluated? Is that process and/or rubric^{4,5} public? What kind of biases are introduced in this process and what strategies are used to address these, e.g. removing applicant names?**

This is a practice that we sorely need to change as with the others has been left to the committee outside of the mandated regulation that applications from Canadian and Permanent Residence of Canada be evaluated first AND that if anyone from the identified underrepresented groups including women; people of any sexual orientation, gender identity, or gender expression; Indigenous peoples; visible minorities, and racialized people; and people with disabilities are not included in a short list specific reasons for why must be provided to the Joint Equities Community, Department of Human Resources.

We have a current hiring process underway for which the hiring committee is developing a common rubric. Our intention is to bring this to the faculty to discuss, edit and institute policy mandating a common rubric for all future hires.

***NOTE: Another important area for which faculty pod members MUST seek faculty development and approval of new policy.**

- **Who is on selection committees and who makes the final decisions? Who interacts with the applicants?**

Faculty search committees are setup following a procedure outlined by the faculty collective agreement, particularly clause 30 of that agreement (link above).

30.18 Any Search Committee established in accordance with Articles 7, 13, 25 and 31, shall include at least one (1) person from a target group. If no ASM from a target group is available in the Academic Unit, the Administrative Head may appoint an ASM from a cognate area to comply with this provision.

30.19 An ASM who is a member of a target group shall not be appointed as a representative of target groups to more than one (1) Search Committee outside their Academic Unit in any Academic Year. Notwithstanding Clause 30.18, if circumstances prevent the appointment of a member of a target group, the Search Committee shall conduct business without such representation.

During a campus interview, candidates must meet with a number of administrators and representatives of various parts of campus, e.g. the faculty union, the group that manages lab equipment, various deans etc. There is usually also a general call to faculty in the department, occasionally to other related departments. The candidate is generally also asked if there is anyone in particular they would like to meet with. The candidate typically gives a research seminar and sometimes a teaching demonstration.

***NOTE:** It would be straightforward to request that candidates address EDI in either or both of their seminars.

- **Has your hiring and/or admissions process been evaluated by outside consultants? What is the process for changing it?**

Not that we are aware. As far as we understand there are the bare minimum requirements that we must meet in carrying out the hiring process that come from the MUNFA Collective Agreement (as quoted here) and Joint Equities Committee through the Department of Human Resources. While we are aware of some good resources and intentions from the Human Resources (noted above) it appears the best process for change presently would be to enact departmental level hiring practices that make important changes consistent regardless of the committee struck for each position. From there we can take our practices to the Dean of Science to highlight the need for these across departments. Perhaps we should discuss this approach as it may be too slow! Perhaps we consider going both routes - grassroots within our department simultaneously with upper administrators.

For students, we have an academic program review ostensibly every five-ten years. I believe that the last one is at least five years overdue. It has been again postponed by the pandemic. Admission of graduate students should be addressed in this review. Because we do not admit students jointly but instead to work with one faculty member, we are going to have to think carefully about how to increase diversity in this process. Although we could perhaps suggest/require that positions be advertised, this does not seem overly effective as many people have experience writing very targeted ads and there is a genuine desire to ensure that our own students have MSc positions if they want them. But we can certainly bring this up during the review process and to develop strategies before that process begins.

- **Has your university or company implemented or considered strategies like cohort hiring, mentoring, dual career support and partner hires, re-visioning your work culture, or other considerations outlined in “Leveraging Promising Practices”⁶?**

In the past there have been some partner hires here that were quite successful in recruiting and most importantly retaining faculty on our campus but that is no longer an option and was never very transparent. We are not entirely sure if this was really a policy or simply something that was considered during a particular time due to particular administrators being in place.

Memorial has initiated and currently running an Indigenous Scholar Cluster hiring process aimed at recruiting five new scholars in any field to our campus.

<https://grenfell.mun.ca/current-students/Pages/aboriginal-students/cluster.aspx>

