



HSA Anti-Racism Recruitment & Hiring Action Plan

GOALS

Recommendations from the *Confronting Racism with Solidarity* (2020) report¹ speak to the need for HSA to increase diversity and to offer anti-racism education for staff at HSA. Alongside these recommendations HSASU's Equity, Diversity and Inclusion committee has also recommended that HSA address hiring policies within as a means of addressing systemic racism.

Because of the systemic nature of racism this action plan will need to be multi-pronged, layered with both short-term and long-term goals. As such this Action Plan is a living document to be updated internally quarterly and shared with Executive Management.

1. Develop guidelines on recruitment, interview, offering and onboarding (see draft below)
 - i. Director of EDI to draft and revise with Director of HR
 - ii. Review with President and Board of Directors
 - iii. Review with Racial Justice Committee and HSASU EDI Committee
2. All HSA staff take anti-racism and anti-colonial education in ongoing commitment to becoming anti-racist
 - i. Director of EDI coordinate workshops and courses that will be offered by people who have both the educational background and lived experience including but not limited to:
 - San'yas Cultural Safety Training, decolonization education in response to TRC's 94 Calls to Action, UNDRIP, In Plain Sight
 - Anti-racism, bias and microaggressions workshops for HSA staff
3. HSA staff that serve on hiring panels and/or train other staff will take additional education on anti-bias and discrimination in effort to create inclusive recruitment practices and workplace environments
 - i. Director of EDI to coordinate education on anti-bias hiring practices for HSA staff
 - ii. Director of EDI to develop anti-harassment and anti-discrimination material in-house for HSA staff
4. As a commitment to decolonization and anti-racism, interviews will include question(s) regarding candidates' own anti-racist education and background. If candidates do not have anti-

¹ Recommendation 4 – Increase racial diversity in HSA.. HSA members must see themselves reflected in the union's leadership and staff. Recommendation 5 – Develop organizational expertise on racism - designated equity officers with lived experience of racism who are well trained to deal with issues of racism and other human rights issues could serve as valuable resources to the membership

racism education in their background and HSA would like to offer a job the candidate, an invitation to participate in EDI and decolonization educational opportunities will be provided by HSA.

i. Director of EDI to develop a bank of questions from best practices, alongside Racial Justice Committee, EDI Working Groups

5. In an effort to ensure that HSA is or becomes diverse, there will be a census of staff and a self-identification form filled out by new hires. This will help to show whether diversity is reflective of the population and if not, will inform discussion concerning how to remedy the situation.

6. In order to better identify, understand, and address racism within HSA there will be means by which staff can submit anonymous comments, feedback, or informal report about racism, sexism, ableism, and so on, with their request for follow up and/or as an anonymous document to which HSA will develop better policies and practices.

7. Director of EDI to administer an annual survey to be sent to HSA staff on experiences of inclusion and demographic data to serve as a benchmark on the effectiveness of the plan, steer priorities and note gaps. Changes may made to this plan and will be assessed annually alongside the survey.

Recommendations for Inclusive Recruitment and Retention

Note: these following are a holistic attempt to provide overall recommendations, and it should be noted that HSA practices many of these points currently.

A. Job postings

- Ensure that the Director of EDI has input into the job posting before it is posted to confirm it aligns with the intentions of these recommendations.
- Whenever possible, after posting internally to HSA staff, post all job postings externally for a minimum of 30 days to allow for a greater pool of applicants. HSA will post job opportunities on public job boards (advertise to members, aboriginaljobboard.ca, Pinkjobs, indeed, LinkedIn) to increase diverse applicants.
- Use language that focuses on abilities over experience. Highly skilled candidates can be overlooked and not short-listed because they lack “the experience.” Candidates from underrepresented groups may lack the requisite experience not because of lack of skills, but because of leaves (e.g., parental or sick leaves) and also because of historical and systemic barriers and unconscious biases that have prevented them from gaining that experience.
- Post only the qualifications, skills, and abilities necessary for the job.
- Use inclusive, unbiased, ungendered language. Be inclusive of all genders: e.g., use the phrase “all genders” rather than stipulate “women and men,” and use the pronoun “them” instead of “him” and/or “her.” Avoid stereotyping, and avoid prioritizing traits and descriptions traditionally viewed as masculine (e.g., assertive, ambitious, competitive).
- Include information in the job posting about the department and provide web links, if available. Showcase the diversity of HSA as well as highlight any connections/initiatives with or by local Indigenous communities if applicable.
- Encourage applicants to identify their strengths and experiences in increasing EDI in their previous work place environments, relevant training and education, and in supporting diverse members.
- Avoid creating unnecessary barriers to external recruitment. For example, limiting external distribution of the job posting inherently values those who are “in the know.” Reach out to colleagues, professional associations, education institutions, community members, and other unions to promote the position. Consider using social media, job portals, and electronic mailing lists to promote the position.

B. External postings - Search for candidates

- Advertise widely to members, professional associations, education institutes, at conferences of underrepresented groups, and relevant industry and organizations
- Ensure panel members have the ability to prioritize hiring; this will let them devote more time and resources to the hiring process, and will underscore the importance that senior management accords an open and transparent search that takes EDI into consideration.
- 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 productivity. It is important that applicants know these will be taken into consideration when their applications are assessed.
- Search for candidates through social media and at conferences, gatherings, or other events.
- Assess whether the pool of applicants is sufficiently diverse (equity target percentages that are principally based on the makeup of Canada's population could be used as target percentages, i.e., 22% racialized people, 4.9% Indigenous Peoples, 50.9% women and 7.5% persons with disabilities). If the pool of applicants does not appear large or diverse enough, consider extending the application deadline, or reviewing the job posting more critically for potential barriers and possibly re-post it.
- Treat candidates who are not shortlisted with courtesy and respect by providing responses as swiftly as possible.
- Let all candidates know what the hiring process entails and ask if they need any accommodations in order to participate. It helps normalize these basic steps, empowers candidates to speak up about what their needs are, and eases some of the burden they might feel in otherwise having to bring it up first.

C. Interview

- Make all parts of the process accessible. When inviting the candidate to the interview, clearly state that HSA will respect and adhere to any accommodation needs.
- Consider providing the same accommodations to all candidates to reduce the possibility of unconscious bias by the hiring panel and to make accommodations available to those who have not requested them but would benefit from them. It is best to be proactively inclusive by structuring the process in an accessible way from the beginning.
- Ensure that "impermissible questions" are not asked during the less formal parts of the interview process and do not use any personal information about the candidates which may be learned during this stage as part of the decision-making process (e.g., family status).
- Ensure the method of assessing candidates is equitable. Review the method through the lens of EDI principles by:
 - considering diversity of thought, and experience
 - evaluating the candidates' demonstrated commitments to EDI. Ask one or two questions that asks candidates about their own commitments to EDI and their experience and/or education with respect to anti-racist approaches in their work.

Adapted from: Creating an Equitable, Diverse and Inclusive Research Environment: A Best Practices Guide for Recruitment, Hiring and Retention, Canada Research Chairs. Accessed August 2021.

https://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_exemplaires-eng.aspx#a