

QUICK TIPS Screening Applicants

Applicant's should be assessed on the basis of the qualifications of the position. Developing a screening grid or checklist of qualifications helps focus on those criteria and provides documentation of the process. Remember that you must answer "yes" or "no" to the question "Does the applicant demonstrate that they have this required qualification?"

Applicant's qualifications is where most barriers arise regarding cultural, gender and dis/ability differences. There is an unfortunate tendency to:

- judge people based on our own experience and knowledge;
- look for "clones" (like-minded or like-appearing candidates) no matter how unintentionally;
- think too narrowly, which interferes with seeing how someone may be qualified but in a different way;
- make assumptions about possible behaviour or characteristics without evidence.

If members of designated groups are not short-listed, re-evaluate the applications and check the criteria for bias and discriminatory effect.

It is important not to undervalue experience in non-traditional or unconventional areas, such as voluntary organization experience or community service. The Search Committee should acquire the help of experts to assess fields with which they are unfamiliar.

Some designated group members may have a non-traditional career path.

Women and people with disabilities are more likely to have had career pauses.

Some recent immigrants take longer to obtain their senior degrees due to the financial constraints of relocating and the problems of adapting to a new country.

Many skills are transferable.

Candidates should not be penalized for taking voluntary positions.

Community service may be an area that is also undervalued.

Members of designated groups often have frequent demands made on them because they are under-represented in many departments.

When evaluating letters of references, beware of stereotypical thinking and how words and phrases may be used differently by men and women, or applied differently to them.

Remember - we encourage individuals from the designated groups to self-identify. We must honour this request and ensure that by self-identifying and individual can be ensured that her or his application is reviewed fairly and assessed with the understanding that goals have been established to achieve a representative workforce.