INCLUSIVE HIRING

Training Session

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Nature CANADA



Land Acknowledgment

It is a great honour to acknowledge the land we stand on and the Peoples of this land. Today, we acknowledge that we are in the traditional territories of many First Nations, Métis and Inuit Peoples that have been here for thousands of years and many generations.

While we meet today on a virtual platform, I would like to take a moment to acknowledge the importance of the land, which we each call home. We do this to reaffirm our commitment and responsibility in improving relationships between nations and to improving our own understanding of local Indigenous Peoples and their cultures.

We recognize that the land that makes up present-day City of Ottawa is on the unceded, unsurrendered Territory of the Anishinaabe Algonquin Nation whose presence here reaches back to time immemorial.

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Agenda

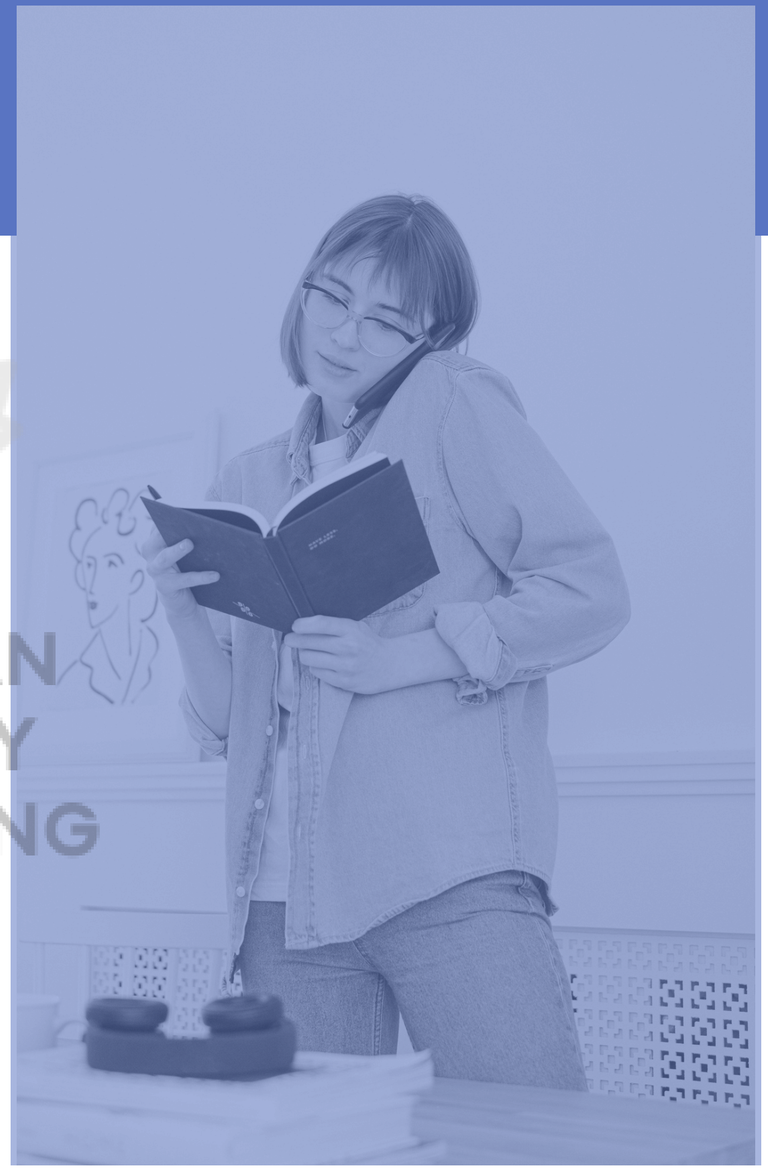
01 Review of Equity Deserving Groups

02 DEI in Recruitment

03 Biases in Recruitment

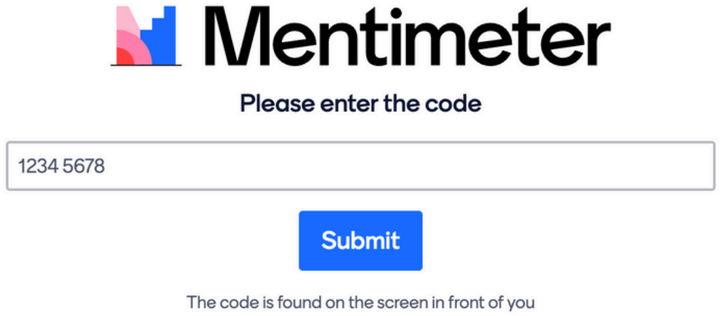
04 Inclusive Hiring Practices

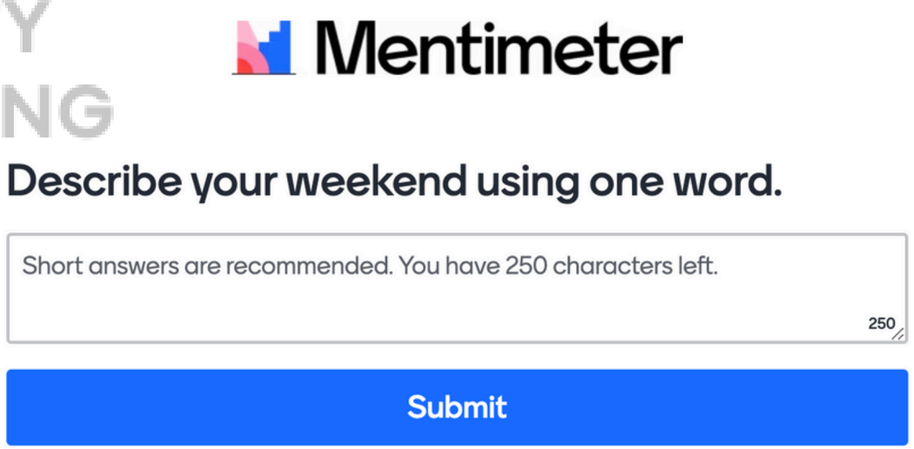
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How to Use Mentimeter

1. Click the link shared in the chat or go to menti.com using any device connected to the internet.
2. Enter the code shared by the facilitator and click 'submit'.
3. The page you see will automatically change when the facilitator has updated. Share your thoughts and submit.
4. All responses are anonymous.





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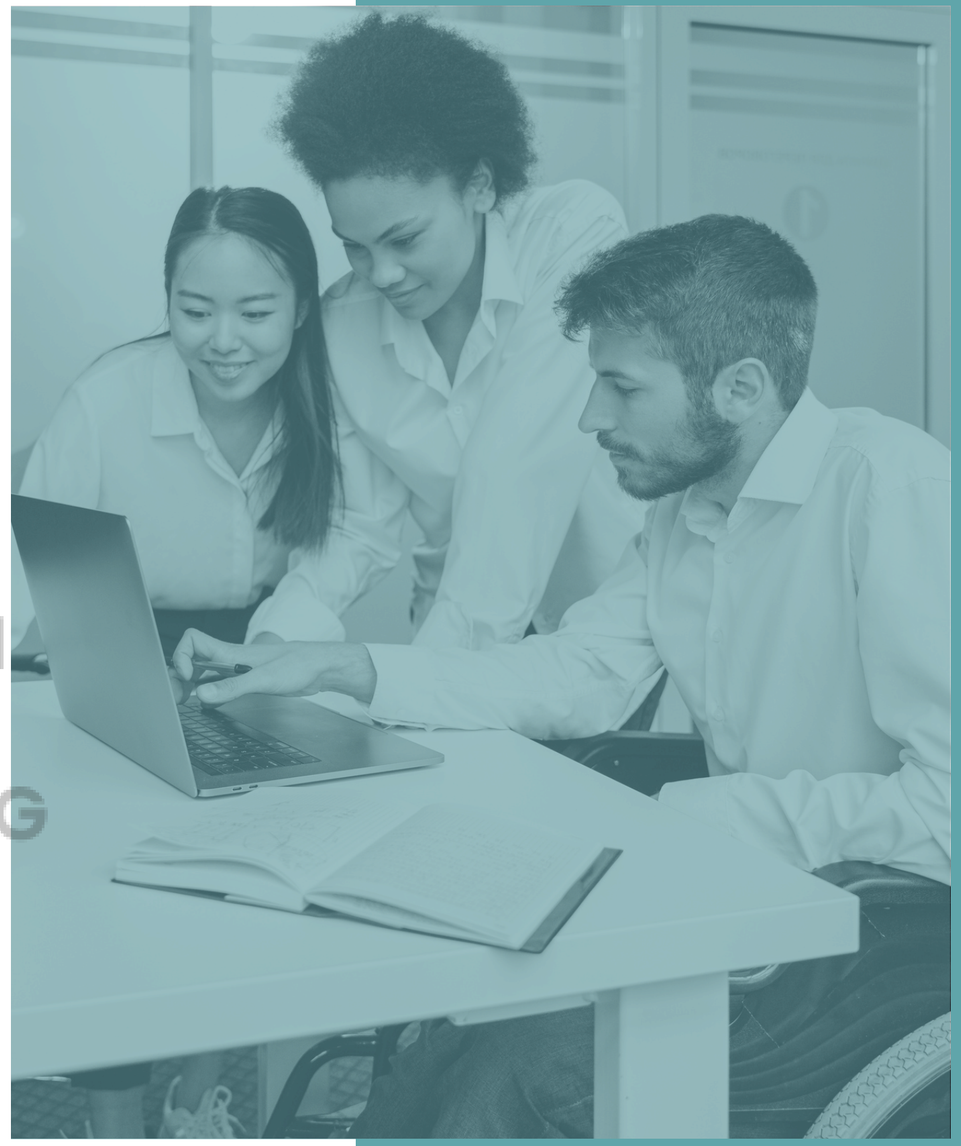
Training Objectives

- Establish a shared understanding of the importance of diversity, equity, and inclusion (DEI) within recruitment and hiring policies and practices
- Educate learners on the knowledge and tools required to integrate inclusive principles into recruitment and hiring
- Equip learners with strategies to identify and mitigate biases in recruitment and hiring

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Review of Equity Deserving Groups

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What are Equity Deserving Groups?



Equity deserving groups encompasses communities who have historically and presently faced systemic disadvantages, discrimination, and barriers to equity in society. This term is used in replacement of terms such as underrepresented, marginalized, and minority, and includes groups such as:

- Black, Indigenous, People of Colour (BIPOC)
- Gender and Sexual Diverse (GSD) Communities
- People with Disabilities
- Newcomers
- Religious Groups

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Black, Indigenous, People of Colour (BIPOC)

BIPOC is a term used to unite people of colour under a collective who are marginalized, subjugated, and oppressed. Black and Indigenous Peoples are highlighted, as groups who still bear the impact of enslavement and genocide in Canada.

Black Individuals of African descent, encompassing racial and cultural backgrounds within the African diaspora.

Indigenous First Nations, Inuit, and Métis Peoples across Turtle Island.

People of Colour Other racial groups including but not limited to Asian, Latin, Middle Eastern, Pacific Islander, etc.

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Gender and Sexual Diverse Communities

Gender Identity: The individual and internal sense of oneself as woman, man, or non-binary.

Gender Expression: The ways in which an individual demonstrates or presents their gender, conveyed through behaviours, mannerisms, appearance, etc.

Gender Diversity: The variety of ways individuals understand and express their gender, encompassing:

- Non-binary
- Genderfluid
- Agender
- Bigender
- Other gender identities.

Sex Assigned at Birth: Legal sex categories assigned at birth, including male ((M), female (F), intersex (X).

Sexual Orientation: An individual's romantic and sexual attraction, or lack thereof, towards others.

Sexual Diversity: The range of sexual orientations that individuals experience, including but not limited to:

- Bisexual
- Pansexual
- Asexual
- Queer
- Other orientations.

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Disability

People with Disabilities: Individuals with biological differences, whether physiological, psychological, or anatomical. This includes those with apparent disabilities and non-apparent disabilities.

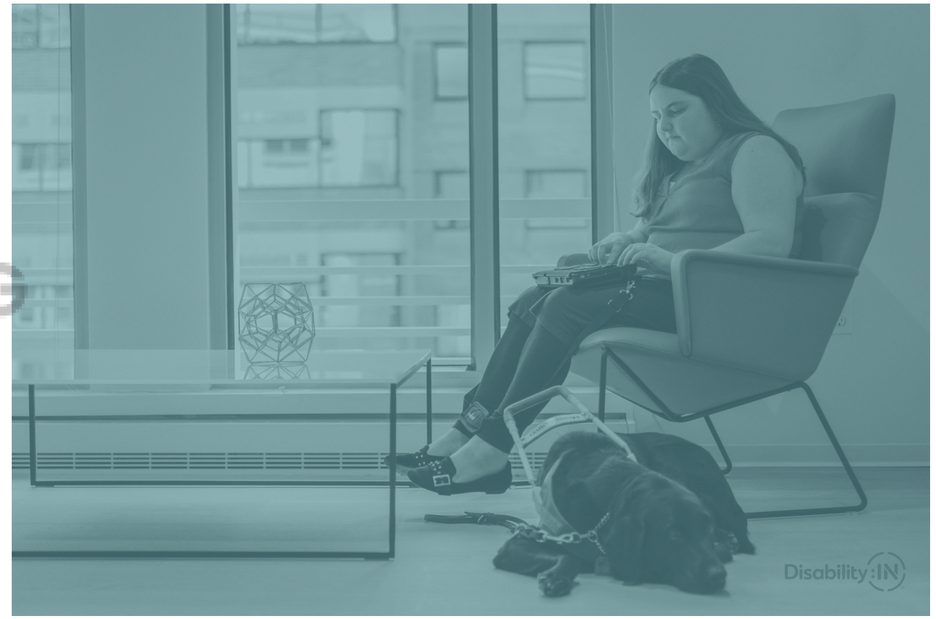
Apparent Disabilities

- Individuals with assistive devices (ex. wheelchairs, canes)
- Cerebral Palsy
- Multiple Sclerosis
- Down's Syndrome

Non-Apparent Disabilities

- Chronic Pain
- Chronic Illness
- Brain Injuries
- Neurodivergence (ex. ADHD, OCD)
- Learning Disabilities (ex. dyslexia)

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Newcomers & Religious Groups

Newcomers: People who have immigrated to Canada, with temporary status (ex. working/student visas). These individuals are also referred to as immigrants, refugees, etc.

Religious Groups: In Canada, the dominant religion is Christianity. All individuals whose religious/ spiritual beliefs are not Christian, are considered marginalized religious groups. This includes, but is not limited to, the following religions:

- Atheism
- Buddhism
- Hinduism
- Islam
- Judaism
- Rastafari
- Sikhism

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DEI in Recruitment

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Why should we integrate a DEI lens into recruitment and hiring processes?

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DEI in Recruitment



Legislated Compliance

Duty to Accommodate to avoid discrimination based on the 13 grounds in the Canadian Human Rights Act.



Recognizing Contributions

Equity-deserving groups have made significant societal contributions.



Improved Outcomes

Equity helps to achieve academic and instructional outcomes. Diversity of thought is important.



Ethical Practices

It's the right thing to do. Equity-deserving groups are just that, deserving.

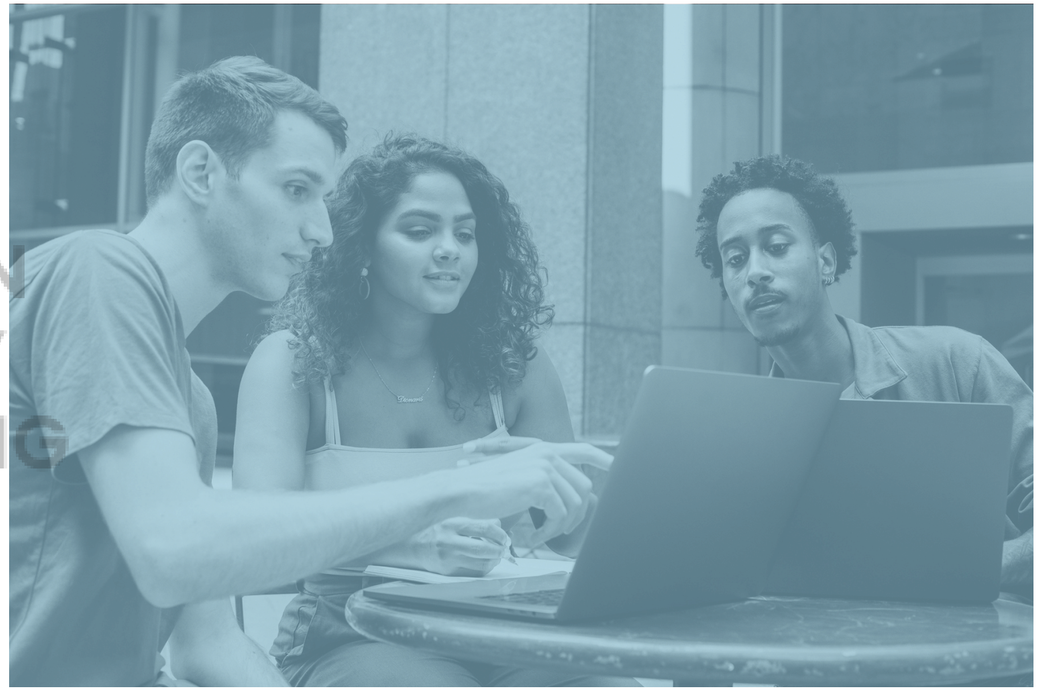
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Myth of Meritocracy

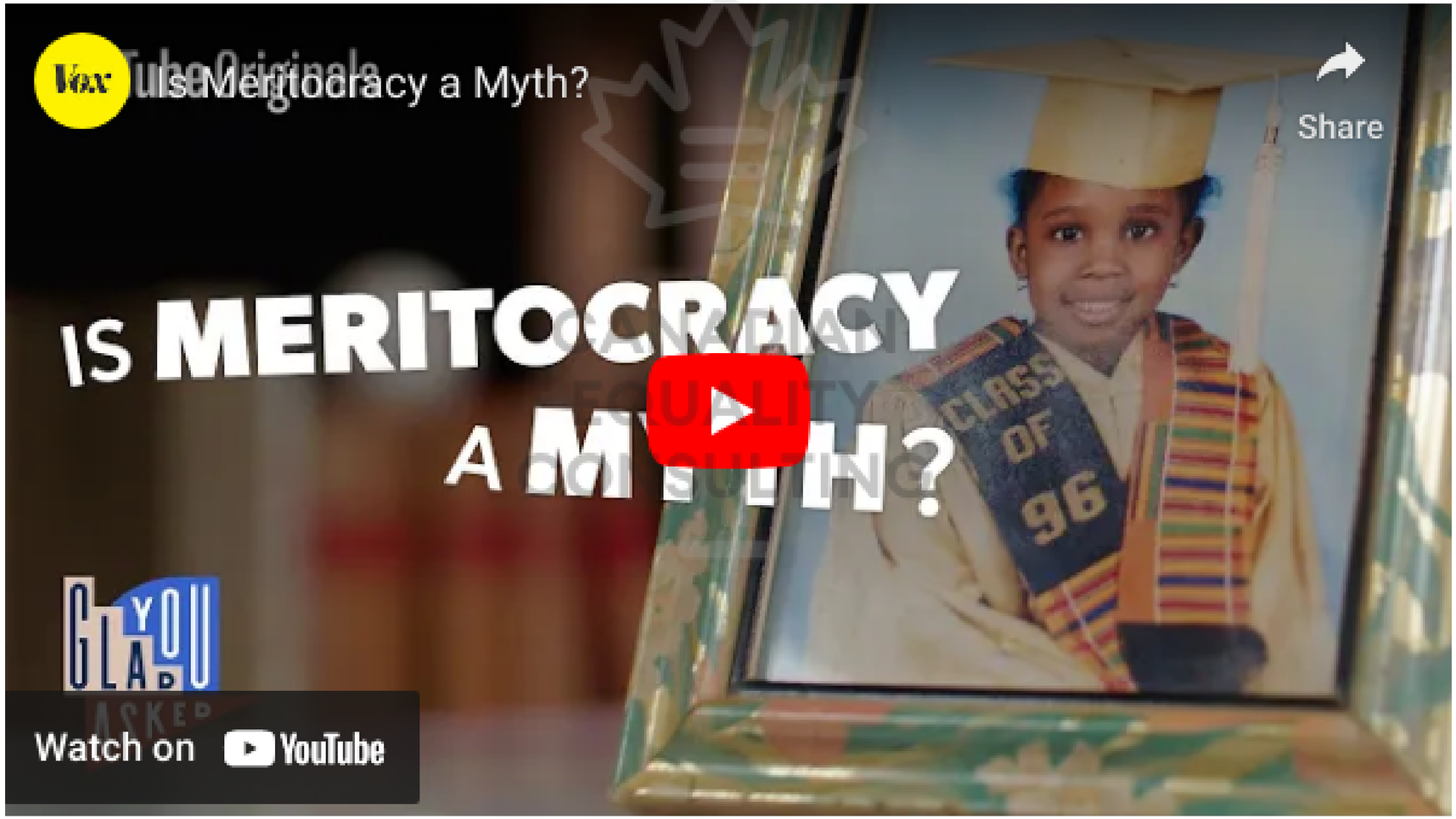
What is it?
The myth of meritocracy refers to the belief that organizations, or systems reward individual based on their merits, abilities, and efforts, rather than their identities.

Why is it harmful?
The myth of meritocracy fails to recognize the barriers and inequities that equity deserving groups experience in recruitment, retention, and advancement.

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Myth of Meritocracy



Does understanding the myth of meritocracy impact your lens into recruitment and hiring? If so, how?

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Barriers to Access

Information & Communication Barriers

The way information is sent and/or received preventing certain individuals from not accessing such information (ex. access to social networks).

Technological Barriers

Technology and/or software is non-existent, unavailable, or insufficient preventing an individual from participation (ex. access to economic resources).

Financial Barriers

Costs preventing an individual from participating or accessing an opportunity (ex. access to education).

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What are some examples of access barriers in the recruitment and hiring process?

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Biases in Recruitment

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Unconscious Biases

Unconscious biases refers to the unconscious assumptions, beliefs, attitudes and stereotypes that our brain forms without intentional knowledge and/or awareness.

Biases are a way that our brain has adapted over time that allows us to use previous knowledge and experiences to inform current decisions and situations.

Types of Unconscious Biases:

- Identity/Stereotype Bias
- Affinity Bias
- Availability Bias
- Groupthink Bias
- Confirmation Bias
- Halo/Horn Effect

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Identity/Stereotype Bias

01

Identity or stereotype bias refers to the tendency for individuals to make judgments or decisions based on preconceived notions or stereotypes about certain social groups to which a person belongs. These biases can affect perceptions of others' abilities, behaviors, and characteristics, often leading to discriminatory thoughts and actions.

EXAMPLE:

Women may face barriers in recruitment processes within the environmental sector, leading to underrepresentation in certain roles or leadership positions. This bias can stem from stereotypes about gender roles or assumptions about women's abilities in technical or field-based roles. For example, women might be overlooked for fieldwork positions due to perceptions of physical strength or suitability for outdoor work.

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Affinity Bias

02

Affinity bias, also known as in-group bias, refers to the tendency to offer unfair advantages to candidates based on perceptions of similarity. This can be based on individuals with similar characteristics, backgrounds, interests, etc. Affinity bias can influence various aspects of social interactions, including hiring decisions, team dynamics, and relationship-building.

EXAMPLE:

Hiring managers or recruiters may have attended the same university or participated in the same environmental programs or organizations as certain candidates. Affinity bias can lead them to favor candidates who are alumni of their alma mater or who have similar extracurricular experiences, potentially overlooking equally qualified candidates from different backgrounds.

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Availability Bias

03

Availability bias is when people make judgments and decisions based on information that is readily available to them, rather than considering all relevant factors. This bias relies on the principle that the easier a score of information is to recall, the more likely it is to be perceived as common or important.

EXAMPLE:

Availability bias can influence recruitment decisions when hiring managers rely heavily on references or recommendations from colleagues or industry contacts. Recruiters may give more weight to positive feedback from references who are well-known or respected within the environmental sector, potentially overlooking equally qualified candidates with less influential references.

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Groupthink Bias

04

Groupthink bias occurs when we allocate more importance to certain beliefs, perspectives, and attitudes, simply because the majority harbours the same mindset. With this type of bias, consensus and harmony are prioritized over critical thinking and diversity of thought.

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EXAMPLE:

In recruitment processes characterized by groupthink bias, hiring panels may fail to thoroughly consider alternative candidates or approaches. Panel members may dismiss dissenting opinions or overlook candidates who deviate from the perceived norm, leading to missed opportunities to recruit individuals with valuable skills or experiences.

Confirmation Bias

05

Confirmation bias refers to the tendency for individuals to seek out, interpret, and remember information in a way that confirms their preexisting beliefs or hypotheses. When this occurs, we tend to ignore or discount contradictory evidence. In other words, people tend to selectively perceive information that aligns with their existing beliefs, preferences, or expectations.

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EXAMPLE:

If a recruiter believes that candidates from prestigious universities are inherently more qualified, they may dismiss evidence of exceptional performance from candidates with less well-known educational backgrounds.

Halo/Horn Effect

06 The halo effect occurs when a positive trait or characteristic of a person influences the observer's overall perception of that individual, leading to a positive impression.

07 The horn effect occurs when a negative trait or characteristic of a person influences the observer's overall perception, leading to a negative impression.

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EXAMPLE:

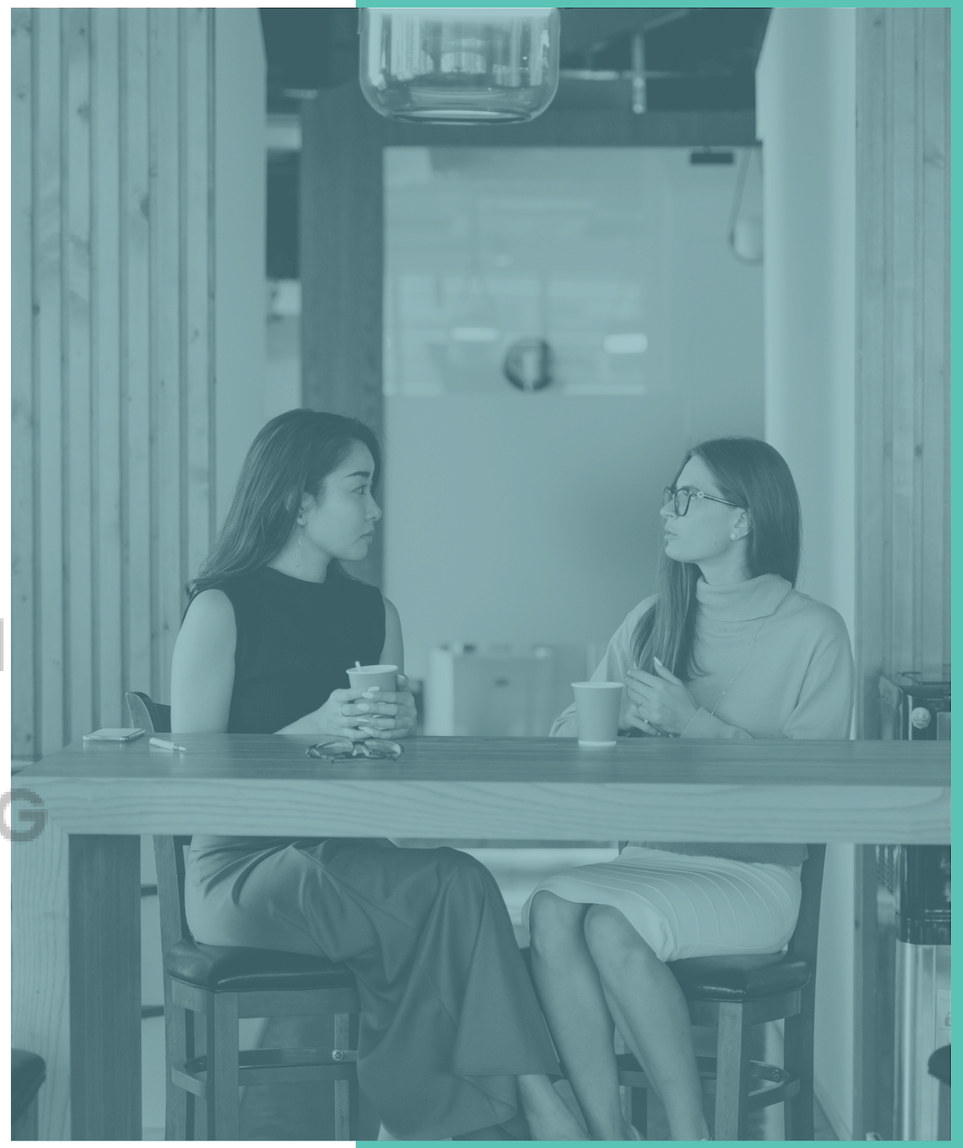
A candidate who presents well in interviews or possesses strong communication skills may receive favorable evaluations across the board, even if their technical expertise or relevant experience is limited.

EXAMPLE:

A candidate with a gap in their employment history, such as a period of unemployment or job hopping, may be unfairly judged as lacking commitment or reliability, leading recruiters to overlook their other qualifications and contributions.

Break

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Bias Case Study

Nature Canada is hiring for a summer intern position. Here are the candidate profiles:

Candidate A:
Emily is a junior studying Environmental Science at a prestigious university. She has excellent academic credentials, including relevant coursework and research experience in environmental conservation and climate change mitigation. Emily is also actively involved in campus sustainability initiatives and has volunteered with local environmental organizations.

Candidate B:
Jamal is also a junior studying Environmental Science, but at a different university known for its commitment to diversity and social justice. While Jamal's academic performance is slightly lower than Emily's, he has demonstrated a strong passion for environmental activism and social advocacy. Jamal has participated in grassroots organizing efforts in underserved communities and has a personal connection to environmental justice issues.

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Bias Case Study

Questions:

1. What factors might lead you to favour one candidate over the other?
2. What biases may be linked to these factors?
3. How can these biases influence your decision-making process?

Types of Unconscious Biases:

- Identity/Stereotype Bias
- Affinity Bias
- Availability Bias
- Groupthink Bias
- Confirmation Bias
- Halo/Horn Effect

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Inclusive Hiring Practices

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Inclusive Hiring Principles

- Diversity: Recognize the value of diversity of thought and diversity of identity.
- Awareness of Bias: Acknowledge the biases we hold, understand how these biases might influence our perceptions, and put measures in place to reduce the impact of biases in decision-making processes.
- Cultural Intelligence: Recognize and value cultural differences, adapting communication styles and practices to accommodate diverse perspectives, and building inclusive environments where all candidates feel welcome and valued.
- Curiosity: Maintain an open-minded and inquisitive approach, learning about each candidate's backgrounds and experiences, and seeking to understand the unique contributions they can bring to the organization.
- Collaboration: Involve stakeholders from different departments and backgrounds in the recruitment process, soliciting diverse perspectives and feedback, and collectively evaluating candidates based on shared criteria and values.

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Inclusive Hiring Practices



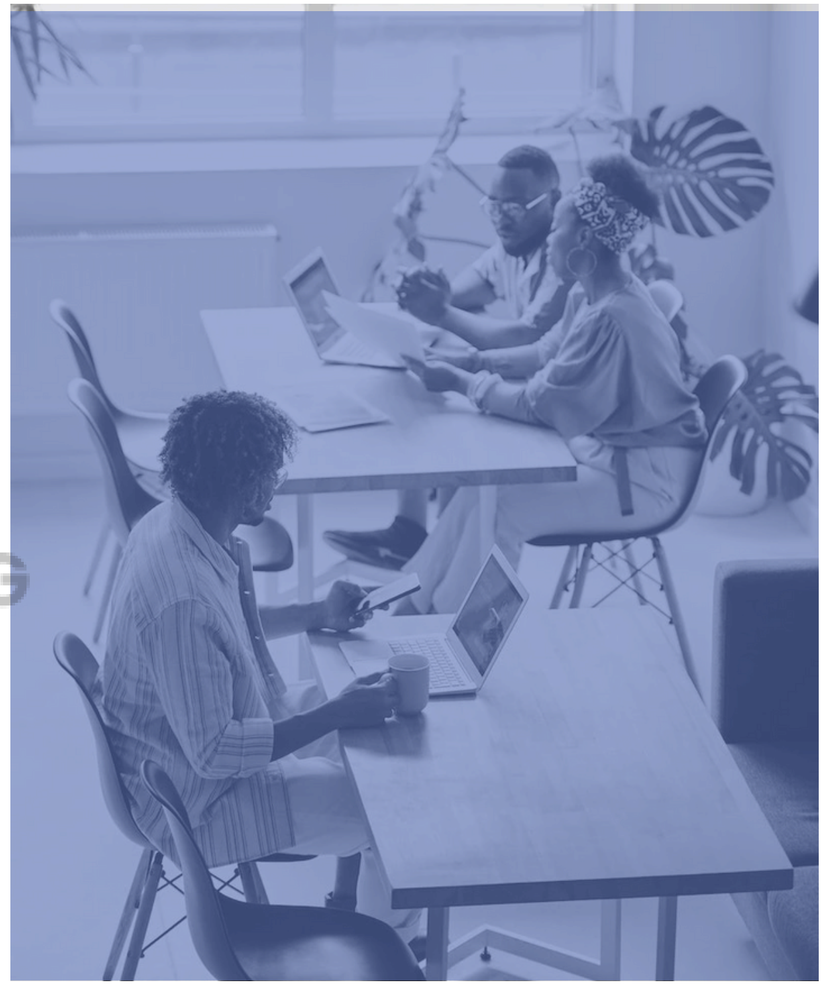
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Sourcing & Recruitment

Ways to Expand the Pipeline

- Diversify Recruitment Channels: Partner with community-based organizations, target career fairs in neighbourhoods with low socioeconomic status, post jobs on a variety of job boards
- Re-Evaluate Job Descriptions: Differentiate between requirements and nice-to-haves
- Demonstrate Commitment to DEI: Highlight your organizations commitment to promoting the values of diversity, equity, and inclusion, and ensure job descriptions are all written with inclusive language

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Application Review

Create Diverse Hiring Panels: Establish diverse hiring panels comprised of individuals from different backgrounds, experiences, and perspectives. Diverse hiring panels can help:

- Mitigate bias
- Foster inclusive decision-making
- Ensure that all candidates are evaluated fairly based on their qualifications and potential contributions to the organization.

Implement Anonymous Recruitment Practices: Remove identifying information such as names, gender, and ethnicity from resumes and applications to mitigate unconscious bias (ex. identity bias) in the initial screening process. Anonymous recruitment practices focus solely on candidates' qualifications, skills, and experiences.

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Interview Process

Structured Interview Questions: Pre-determine a set of standardized job-related questions; this will help reduce the influence of unconscious biases (ex. affinity bias) between interviewers and candidates. Providing these questions in advance is a key accommodation, as it can help alleviate some of the pressures that candidates, particularly candidates with disabilities, may experience.

Accommodations: To increase the accessibility of interviews, ensure that you are providing an opportunity for candidates to request accommodations if needed, throughout the process. Examples of accommodations given in interviews include:

- Alternate Interview Formats
- Extended Time
- Interpretive Services
- Assistive Technology
- Sensory-Friendly Interview Spaces

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References & Hiring

Individual Scoring: This involves evaluating candidates using an objective scoring system to ensure that decisions are not influenced by another individual's beliefs or perspectives, therefore mitigating groupthink and other types of unconscious biases. The rubric used for individual scoring should have an 80:20 weighting ratio for requirements vs. nice-to-haves.

DEI in Onboarding: To intentionally integrate DEI into the onboarding process, here are a few considerations:

- Communicate your organization's commitment to DEI, and emphasize everyone's responsibility to upholding these values
- Incorporate DEI training into the onboarding curriculum to ensure all employees have the same foundation of DEI knowledge
- Collect feedback to understand ways that new hires would like to see the onboarding process improve, to better align with DEI goals and objectives

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Case Study

Position Summary: We are seeking a motivated and dedicated Environmental Research Intern to assist with various research projects and fieldwork activities. The selected candidate will support our team in collecting data, conducting analyses, and generating reports to inform environmental decision-making and policy development.

He/she will be responsible for the following:

- Assist with data collection, entry, and analysis for ongoing research projects.
- Conduct literature reviews and summarize findings for research reports and publications.
- Participate in fieldwork activities, including site visits, sample collection, and data recording.
- Collaborate with team members to develop research protocols and methodologies.
- Assist in the preparation of presentations, posters, and other materials for internal and external stakeholders.
- Perform administrative tasks, such as organizing files, scheduling meetings, and preparing materials for distribution.

He/she must meet the following qualifications:

- Currently enrolled in a degree program (e.g., Environmental Science, Biology, Geography, or related field) at an accredited college or university.
- Strong interest in environmental research and conservation.
- Excellent organizational and time management skills.
- Proficiency in Microsoft Office applications (e.g., Word, Excel, PowerPoint).
- Ability to work independently and as part of a team.
- Prior experience with data entry, analysis, or fieldwork is required.
- Commitment to completing tasks accurately and efficiently.

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Case Study - what is missing?

- Inclusive Language: The use of gendered language can be harmful as it does not promote an inclusive environment, particularly for members of gender and sexually diverse communities

- Criteria: Some of the qualifications listed can be categorized as nice-to-haves as opposed to requirements, as there are some areas that the organization can invest in for these candidates to grow their skills as opposed to mandating these skills to obtain the position (ex. Microsoft Office, data entry, etc.)

- Commitment to DEI: This description does not explicitly state the organization's commitment to DEI, and therefore does not intentionally aim to attract candidates from equity-deserving groups

- Accessibility: This job description does not currently provide a space for candidates to request accommodations if needed

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Key Takeaways

Integrating DEI in recruitment ensures that organizations attract and retain diverse talent, harnessing a wide range of perspectives, experiences, and skills to drive innovation, creativity, and excellence.

Be mindful of the various barriers to access that applicants from equity-deserving groups face, particularly in the environmental sector, and work to eliminate them

Reflect on your own personal unconscious biases, and identify strategies to process them before they impact your decisions and another person's opportunities

Continue your learning as an organization, to evolve your existing recruitment and hiring policies and practices, to ensure they are equitable and inclusive for all

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Thank you

We appreciate you being part of our session today!

Contact Us

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