

# HIRING

University of Prince Edward Island  
Employer Toolkit



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# 83%

Of students say that “it’s very hard to figure out what career you want without getting real work experience.”



# 40%

of Canadian employers are more likely to select a candidate with an English-sounding name



# INCLUSIVE RECRUITING

Despite advances in inclusive hiring practices Canada-wide, attracting and retaining top talent is still a challenge for many employers.

Use these **6 Planning Tips** to:

- Think through your hiring strategy
- Remove unnecessary barriers
- Find out what UPEI students can bring to your team



**Remove bias from job descriptions.** Wording in job descriptions can impact the gender diversity of likely candidates. Listing non-necessary qualifications can also limit the number of women that apply.

*Hewlett Packard found women tend to apply for new jobs only when they meet 100% of the listed criteria, compared to men at 60%. This phenomena can be more exaggerated amongst students new to the workforce.*

**Consider blind resume screening.** Gender and ethnicity of names are known to have an impact on resume screening. Consider a tool that allows you to screen without this information.

*International students often use resume practices that differ from what Canadians are accustomed to, such as listing personal information. Screening without this information helps to manage bias.*

**Define objective hiring criteria.** Getting hiring teams on the same page ahead of time can help prevent unspoken or subjective criteria from appearing late in the evaluation stages.

*What's more important: documented skills or demonstrated performance? Learning aptitude or local proximity? Determining relative weighting of criteria in advance leads to clearer postings and more confident hires.*





**Beware of affinity bias. Affinity bias is the preference for people “like me.”** This commonly occurs when interviewers rate a candidate with a similar background as themselves more highly than a candidate with a different background, even if that candidate is more qualified.

*If your goal is to increase diversity at your organization, get creative and rethink processes in order to deliberately seek out difference. For a great example, [click here](#).*

**Watch out for confirmation bias.** Confirmation bias is when someone forms an opinion and interprets new evidence as confirmation of that belief. An interviewer may start with a preconceived opinion of a candidate based on the resume, and ask questions geared to confirming that belief.

*With new courses of study emerging each year, traditional assumptions may no longer apply. Avoid screening by degree program unless required for safety or regulatory compliance.*



**Define “culture add,” not culture fit.** Affinity bias and confirmation bias can both affect how candidates are viewed as fitting into the culture. By defining ideal cultural values ahead of time, interviewers will be more likely to make decisions based on the candidate’s potential contribution.

*Efforts to foster diversity can be compromised when hiring goals focus on maintaining or reinforcing sameness. How can UPEI students help your culture evolve?*

# EFFECTIVE JOB POSTINGS

## Essential

List only essential requirements and skills using simple, clear language

## Clear

Create a job title that accurately reflects the position. Make explicit any extra requirements e.g. security clearance



## Multiple

Make postings available in multiple formats (e.g. PDF, HTML)

## Alternatives

Offer alternative submission formats (e.g. videos, online portfolios, etc.)

# INTERVIEW TIPS

- 1 Select an accessible location and time, keeping in mind time zones
- 2 Inform candidates of the interview format in advance and clarify if any accommodations are required
- 3 Create interview questions that help you determine if the candidate(s) can do the job.
- 4 Record notes during each interview
- 5 Ensure text-based questions or assessments are in accessible formats



# USEFUL RESOURCES

## Accessibility

<https://www.accessibleemployers.ca/wp-content/uploads/2017/12/Discover-Ability-Net-works-Interview-Questions.pdf>

<https://www.accessibleemployers.ca/wp-content/uploads/2017/12/Interview-Questions-Final.pdf>

## Hiring Students

[https://cewilcanada.ca/CEWIL/Resources/Employer-Community-Partners/Employer-Tool-Kit-Folder/Employer-Tool-Kit.aspx?WebsiteKey=70188082-f13b-461c-8c8d-74e0e6c01c18&Tool\\_Kit\\_Collection=5#Tool\\_Kit\\_Collection](https://cewilcanada.ca/CEWIL/Resources/Employer-Community-Partners/Employer-Tool-Kit-Folder/Employer-Tool-Kit.aspx?WebsiteKey=70188082-f13b-461c-8c8d-74e0e6c01c18&Tool_Kit_Collection=5#Tool_Kit_Collection)

## Diverse and Inclusive Hiring

[https://prideatwork.ca/wp-content/uploads/2018/01/PrideAtWork\\_2018\\_Round\\_FINAL-s.pdf](https://prideatwork.ca/wp-content/uploads/2018/01/PrideAtWork_2018_Round_FINAL-s.pdf)

<https://accessibleemployers.ca/members/presidentsgroup/activity/624/>

## Human Resources Toolkit

<https://www.peihrtoolkit.ca/>

# SOURCES

*Autism in India: how a pioneering jobs scheme is opening up opportunities, The Guardian, 2021*

*Employer Toolkit, CEWIL Canada, 2021.*

*Gender Insights Report”, LinkedIn, 2019.*

*Guide to Diversity and Inclusion in the Workplace, Glassdoor, 2017.*

*Helping International Students ‘Find their Voice’ Through Identity Exploration, CERIC, 2021*

*How to Write Inclusive Job Postings, Accessible Employers.*

*Inclusive Interview Checklist, Accessible Employers.*

*The Weekly Stat: Students’ Thoughts and Trends, Brainstorm Strategy Group INC. 2021*

# Thanks!

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This toolkit is a living document under continuous review. We welcome feedback to help us improve information and resources. Complete our feedback form [here](#).



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