



Conducting an unbiased interview ensures fairness, inclusivity and equal opportunities for all candidates. Removing bias benefits employers and job seekers alike. As an employer, you have the power to create a positive and equitable experience for candidates, fostering excitement about a potential future with your organization.

### Getting started: Review job descriptions

Job postings play an important role in recruiting talent and often provide the first impression of a company's culture. Take care to include:

- Accessible and inclusive language (choose simple, concise and understandable wording for people who grew up without English or French as their first language and for neurodiverse individuals, and use gender-neutral word choices)
- Accessible forms, fonts, font sizes, colours and contrasts (consider applicants who
  may use assistive technologies or live with visual impairments)
- Specific qualifications that may be less common or accessible for more marginalized communities (for example, expensive certifications, restricted to locally available qualifications)
- Level of communication skills required (how this is assessed and what this implies for diverse applicants)

# Advertise the job

- Share job ads with community partners
- Conduct outreach recruitment
- Accept resumes and applications in multiple formats (mail, email, online application)
- Communicate about available adaptations and how to access them
- Advertise for a minimum of 3 weeks.

## Prepare for the assessment

- Identify the selection criteria
- Set the pre-screening criteria
- Determine which criteria will be assessed in the interview and throughout the testing
- Develop interview questions (including tests to assess the candidate's diversity competencies)
- Develop the marking guides (include the questions, the ideal responses, and the maximum score for each question)
- · Develop an overall scoring sheet





- Gather the interview panel and ensure to include people from equity-deserving backgrounds and communities (including your external partners)
- Prepare the interview panel members

## Pre-screen the applicants

- Assess each applicant against the pre-screening criteria to identify who to invite for an interview
- Conduct pre-screening interviews to further narrow down who will be interviewed
- Invite those shortlisted to the interview, asking if they require any accommodation for the interview or test

#### Assess candidates

- Prepare interview panel members to ensure a bias-free interview
- Conduct the interviews, recording each candidate's responses to the questions
- Appropriate open and close each interview
- Score candidate's responses to each question
- Review all interviewer scores and develop the overall score for each candidate
- Administer the test to each candidate under the same conditions, leaving flexibility for any needed adaptation. Mark each test using the marking guide
- Include the test scores in the candidate's overall score to calculate the final score
- Identify the top candidates
- Apply a diversity lens (as appropriate) to make the hiring decision

## Conduct the background check (as appropriate)

- Check references
- Verify credentials

### Make the job offer

- Negotiate compensation package and start date
- Prepare the written job offer
- Provide feedback to unsuccessful candidates

### Start the new employee off right!

Develop and use your onboarding plan



