

Module 1: Hiring

Action Plan

This action plan will support you as you establish sustainable and inclusive hiring practices in your organization.

Part 1: Strategy Selection

Select **one** of the following strategies that you would like to accomplish within your organization. Be mindful of the resources available to you to accomplish this and select a strategy that feels realistic. You can always return to this process to create a plan for additional strategies.

Short-Term Strategies

Time Investment	Moderate
Who can implement	Individuals
Financial Investment	None

- **Assemble a diverse hiring panel:** Consider who you may need to involve when establishing a diverse hiring panel - colleagues from different departments, supervisors from other teams, etc. Coordinate a meeting with the hiring panel to offer an opportunity to establish shared expectations for the role and the candidate evaluation process.
- **Revise your job postings:** Review a standard organizational job description and limit the number of requirements, relying more heavily on skills and competencies than specific experiences and credentials. Update the language to be more inclusive and accessible, avoiding jargon and acronyms. Schedule a yearly review of all organizational job descriptions.
- **Follow up with interviewees:** Consider creating a standard process within your organization for following up with unsuccessful candidates. Offering the opportunity to provide feedback to interviewees is also recommended. (This might be done by having each panelist reach out to one unsuccessful candidate.)

Medium-Term Strategies

Time Investment	Moderate
Who can implement	Collegial or departmental support may be required
Financial Investment	None to Low (potential cost of using alternative job posting methods)

- **Increase the reach of your job postings:** Consider alternative methods for posting and distributing postings. What channels are being used to share the role, and who is most likely to access these channels? What gaps exist, and who might not have the opportunity to learn about the role? Create a job posting template that includes a social media outline to ensure consistency in communications and reach.

- **Reflect on your role as a hiring manager and supervisor:** Consider these reflection questions and have your team do the same:
 - Do you have the time and resources you need to be able to effectively engage in the hiring process?
 - Are you going through the motions or are there opportunities for hiring and supervising to be part of your own professional development?
 - What training can you seek out to improve your understanding of equitable hiring processes and your skills as a manager?

Identify top barriers for each of you and how you might collaborate to improve those. Consider having external supports in place for this process, in recognition of the emotional labour this will require.

- **Review your onboarding and training processes:** Consider what an inclusive and supportive onboarding process would include, perhaps through completing module 2 of Hiring and Retaining Diverse Students - Employer Toolkit

Long-Term Strategies

Time Investment	Substantial
Who can implement	Departmental or organizational culture change required
Financial Investment	Moderate to High

- **Support staff members:** Consider how staff are supported to engage in equitable and inclusive hiring practices. How are they resourced to implement the changes that need to be made, and given the space within their portfolio to be intentional about hiring? Review possible approaches to increasing their resourcing, in support of equitable and inclusive hiring.
- **Allocate and protect time:** Developing equitable hiring processes may involve considerable time for reviewing, reflecting and discussing various aspects of the recruitment cycle. Time is also needed to implement these processes and practices. Ask yourself: is hiring perceived as an interruption to the operations of the department, or is it valued as an opportunity to advance equity and build a diverse team? Allocating sufficient time to the hiring process can help deter the inclination towards a 'quick' hire over an equitable hire.
- **Invest in relationships:** If you have inclusive hiring processes at the interview level but not at the application stage, your efforts will only go so far. Review your promotional avenues, as well as relationships with partners and stakeholders, and identify gaps. Research recruitment avenues beyond your usual channels and begin to build connections there.
- **Determine and live your values:** Establish or review organizational values and consider how they are or are not showing up in your hiring practices, as well as whether or not your values reflect a commitment to equity, diversity, inclusion, and access. If your values are well-established, examine how staff members are supported in enacting these values and consider resultant changes to better live these values across the organization.

Part 2: Reflection

Why did you select this strategy? How would it be of value to your organization's efforts towards equitable and inclusive hiring?

Part 3: Creating an Action Plan

What would 3 major phases in accomplishing this strategy be?
What would 1-2 key milestones be in each of these phases?

Phases	Milestones
Phase Example: Offer a more expansive range of accommodations through the hiring process for equity-deserving students	Milestone 1: Confirm list of accommodations with your organizational head
	Milestone 2: Allocate budget for accommodations within recruitment processes
Phase 1:	Milestone 1:
	Milestone 2:
Phase 2:	Milestone 1:
	Milestone 2:
Phase 3:	Milestone 1:
	Milestone 2:

Small Actions

Let's break this down further. What **2-3 small actions** could you take right now towards achieving **one** of your milestones outlined above?

Example: Research accommodations for both online and in-person workplaces that would be useful throughout the hiring process and compile a list of accommodations you might offer to candidates.

Small Action 1	
Small Action 2	
Small Action 3	

Who might support you and this process?

Example: Colleagues on the HR team, department head, etc.

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What additional resources would you need (e.g. money, time)?

Be specific.

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Part 4: Future Actions

Begin with the small actions you outlined above until you have accomplished **one** milestone. Then, continue to break each milestone down into small, actionable items that you can achieve, eventually completing each phase. Start small and work towards incremental change at the level that aligns with your role in the organization.