



# Senior Search Strategy



Equity Office  
Council on Employment Equity  
FCP Action Group

## Senior Search Strategy

Please note that throughout the following process, if there is a possibility that the appointee will hold both an administrative and academic appointment, the requirements of the Collective Agreement between the Queen's University Faculty Association and Queen's University must also be respected.

### POLICY FRAMEWORK FOR THE HIRING OF SEARCH FIRMS:

Queen's strives to gain competitive advantage through promoting an inclusive culture that celebrates our diversity and to use this advantage to attract and retain talented employees. Queen's must respond proactively and strategically to the challenges of reaching its employment equity and diversity goals in a competitive employment market. In order to achieve sufficiently diverse candidate pools when recruiting for senior administrative and academic positions, it is necessary for Queen's to hire search firms with demonstrated diversity and equity competencies.

### HIRING THE SEARCH FIRMS

- Search firms will be asked to submit bids for the search contract in an open tender process.
- Search firms that wish to submit bids will be contacted by an appropriate senior officer and will be asked to demonstrate diversity and equity competencies and provide evidence that they are experienced in conducting active searches for members of equity-seeking groups. For example, when specific gaps are identified with respect to particular designated groups, the search firm needs to demonstrate that it takes active measures to include qualified members of those designated groups.
- The firms' responses shall be shared with the lead's equity advisor for training purposes.
- The reasons for selecting the firm will be shared with the Hiring Committee.

### FORMING THE HIRING COMMITTEE

- Where practicable the Committee shall be reflective of differences in interested constituencies, gender, and equity seeking group status.
- The appropriate senior office conducting the search will contact the Equity Office to discuss the appointment of an Employment Equity Representative and to alert the office to an upcoming search.
- The Employment Equity Representative will provide training at the first committee meeting with the attendance of the search consultant(s) and discuss representation rates and existing gaps.

## The Candidate Recruitment Process

### THE HIRING COMMITTEE WILL ENSURE:

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- Equity criteria are submitted to the firm conducting the search in order to ensure that candidate pools include underrepresented equity seeking group members who qualify for the position.
- Active steps are being taken by the search consultant(s) to recruit potentially qualified members of the Queen's community who are also members of equity-seeking groups to join internal pools of potential applicants.
- With respect to making appointments to Associate VP level positions and above, senior administrators should contact the Equity Office for consultation regarding internal representation rates in order to create an internal pool that includes members of underrepresented groups, in developing the position profile; the committee will ensure that equity considerations are included.
- All postings should include the following equity and accessibility statements: "The University invites applications from all qualified individuals. Queen's is committed to employment equity and diversity in the workplace and welcomes applications from women, visible minorities, Aboriginal peoples, persons with disabilities and LGBTQ persons." "The University will provide support in its recruitment processes to applicants with disabilities, including accommodation that takes into account an applicant's accessibility needs. If you require accommodation for a disability or for any other reason during the interview process, please contact [INSERT NAME AND CONTACT INFO]."
- The candidates on the list presented to the committee will have been given the opportunity to self-identify with respect to designated group status through the Equity Office. This information will only be accessed by the employment equity representative on the committee.
- All appropriate measures are being taken to undertake an active search resulting in a diverse candidate pool reflective of availability; where there are identified employment equity gaps, the search firm is engaging in targeted recruitment activities designed to ensure that persons from those under-represented groups are represented in the candidate pool.
- If the candidate pool is not deemed sufficiently diverse, the committee will ask the search firm to extend the scope of its recruitment efforts in order to invite additional qualified candidates from equity seeking groups.
- The hiring committee will consider identified employment equity gaps in its decisions to long-list, short-list, interview and selection.

## TO THE ATTENTION OF PROSPECTIVE SEARCH FIRMS

Queen's is committed to increasing the diversity of its workforce and to maintaining an inclusive, equitable and accessible environment where members of equity-seeking groups are valued and accepted. Queen's seeks to hire search firms that are able to demonstrate diversity and employment equity competencies.

Screening questions concerning diversity and employment equity should be designed to elicit responses that would reveal candidates' equity and diversity competencies. Queen's is only interested in reviewing applications from candidates who:

- are respectful of diversity and supportive of employment equity
- show respect for and appreciation of persons from various backgrounds
- will promote an inclusive, equitable and accessible environment where members of equity-seeking groups are valued
- will contribute to the advancement of accessibility for persons with disabilities
- will understand that building collaborative relationships with Aboriginal communities on and off campus helps advance the academic mission of the University

Queen's will make every effort to interview all qualified candidates who are rated highly for supporting and promoting employment equity and diversity.

You are invited to outline your diversity and equity initiatives and experience in your letter of intent. You may use the following questions as a guide in drafting your detailed response:

1. Is your firm's statement of commitment inclusive of diversity and equity?
2. Please indicate how your firm demonstrates its commitment to corporate social responsibility, in particular toward the advancement of diversity.
3. Does your firm use employment equity practices in its internal hiring? If so, have they been successful in increasing the diversity of your workforce?
4. Please tell us about your success in placing members of equity seeking groups in senior executive positions **at academic and similar institutions**.
5. Does your firm ask prospective candidates questions about their approach towards and experience in promoting diversity and equity? If so, please provide sample questions.
6. How does your firm ensure that clients are provided with a diverse, qualified slate of candidates?

The ideal goal is to develop a preferred vendor list.