EDI Campus Recruiting Best Practices
March 2022

At the Desautels Faculty of Management of McGill University, we are committed to advancing equity, diversity, and inclusion (EDI) to better serve our community. Developing a respectful, diverse and inclusive culture is key to ensuring everyone who passes through our doors feels safe, welcome, valued and heard.

In 2020, the Career Management team formed an EDI Industry Advisory Board with a mandate to develop EDI Campus Recruiting Best Practices.

We invite all our corporate partners that engage with and recruit student talent to reference the Employer Guide below to ensure EDI is integrated into all aspects of campus recruitment activities.

PRE-RECRUITMENT
Intentional Preparation

Employer Representation:
- **Confirm internal EDI sponsor from your Senior Leadership Team**, and identify individuals from various internal groups to participate who represent different aspects of corporate culture and employee day-to-day life, *i.e. diversity taskforce, advisory groups, employee resource groups (ERGs), talent acquisition, corporate communications*
- **Create mini-recruitment teams with the above members and align representatives to attend targeted events, ensuring representation of underrepresented groups** (i.e. those underrepresented in your field/sector, women, racialized groups, persons with disabilities, etc.)

Outreach Strategy:
- **Meet students where they are**, attend a variety of targeted events hosted by different schools, **partner with diverse student groups**
- **Ensure inclusive wording in job postings and question existing basic requirements.** *Does the wording indirectly discourage certain groups from applying to the opportunities? Is a minimum degree in X necessary for the job?* List only the qualifications and skills necessary, and **hire for potential**
- **Map out end-to-end recruitment process, and identify important "inclusion moments"** (i.e. inclusive job postings, tracking applicant diversity, etc.)
- Set a **clear vision**, ensure it **aligns to the objectives of the business**, **define metrics**, key performance indicators (KPIs) and **report these measurements for EDI outreach**

DURING RECRUITMENT
Transparency and Accessibility

Employer Branding:
- Ensure **campus recruiters are also from underrepresented groups** (not only to appeal to the student target audience, but to show students that there *are* people like them… walk the talk)
- Create speaking points that clearly exemplify **how EDI is alive and supported in your organization**— representatives should be able to share examples of what is currently in place to retain employees once hired, and the support that is offered to help them thrive/succeed in the workplace after recruitment
- **Ensure representatives are familiar with the challenges** faced by those from underrepresented minority groups, and they are **able to address EDI specific questions from candidates**
- If you are using a hybrid model (virtual/in-person), **align your expectations on virtual student engagement to consider international perspectives, review language used in presentation** and use gender-neutral language
- **Diversify activities and engagement** (small versus large events)
- Offer opportunities for **ongoing conversations** year-round with students to encourage open dialogue and access to recruiting ambassadors from underrepresented groups
- **Ensure consistency in messaging with line of business reps (brand ambassadors)** & host pre-event conference calls to ensure there is a clear understanding of the objective of the activity and campus presence

The Interview:

I. The Interviewer(s)
- **Ensure candidate pool contains representation from underrepresented groups** (an "inclusion point" that matters)— are you aligned to your goals?
- **Ensure review/selection committee has taken interview bias training**
- **Consider the option for the candidate to select interviewers**
- **Organize intentional interview panel pairings**
- **Provide candidate with full details regarding the interview** (type, flow, timing, dress) to relieve unnecessary stress. Candidate should also have a confidential way to ask for accommodations.

II. The Types of Questions to Ask
- **Develop and rank objective selection criteria** prior to screening the applications to ensure an unbiased, consistent and transparent selection process
- **Design a set of standard questions to ask every candidate** which are aligned with the job criteria and core organizational values
- **Leverage strength-based model interview style**
- **Seek out competencies that display an ability to work with people from diverse, cross-cultural backgrounds**

SELECTION PROCESS
Equitable and Representative

- **The organization's culture,** values and principles guides the process
- **Each interviewer submits their individual rankings privately** to minimize groupthink and collective bias
- The committee then **shares all results and a candidate discussion/review with the greater group takes place**

KPIs on EDI

- Senior Leadership should review **EDI dashboard quarterly, and results should be measured against overall company goals and attached to performance metrics**
- Technology is leveraged to **capture the complete candidate journey** from an EDI lens—review end-to-end processes, make further adjustments and re-evaluate
- EDI **is embedded into the culture of the organization**, demonstrated by high employee morale, engagement, and retention

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Quick Links and Other Resources
We invite you to become familiar with recent initiatives, diversity resources and student clubs:

https://www.mcgill.ca/desautels/about/equity-diversity-and-inclusion

https://www.mcgill.ca/studentservices/equity-diversity-inclusion/edi-communities-and-resources

https://www.mcgill.ca/equity/resources/gender-sexuality