# Equity Guide for Recruitment and Selection

### 1. Prior to recruitment

* Ensure an inclusive departmental climate and culture
* Pathways and pipelines for Māori and equity group members created where possible
* Demographic and equity data tracked within the department/division.

### 2. Defining the need for appointment

* Job description meets the current requirements of the job and future needs including University and department/division equity goals
* A wider grade level considered

### 3. Selection committee membership

* Committee aims for gender balance and diversity
* Māori or [Equity group](https://www.auckland.ac.nz/en/about/eo-equity-office/eo-information-for-staff/eo-information-for-staff-staff-equity-groups.html) representation included especially where position has responsibility for that group and ideally where there is a Maori or equity group applicant
* Committee members have an understanding of [recruitment and selection](https://www.staff.auckland.ac.nz/en/human-resources/managers-toolkit/recruitment.html)  strategies and a demonstrated commitment to equity and understanding of [equitable employment processes](https://www.auckland.ac.nz/en/about/eo-equity-office/eo-information-for-staff/equity-in-recruitment--selection-and-appointment.html), [Impartial Decision Making](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/human-resources1/employer-and-employee-responsibilities/impartial-decision-making-policy-and-procedure-.html), [Flexible Work](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/human-resources1/employer-and-employee-responsibilities/flexible-work-policy-and-procedures-.html), [Merit Relative to Opportunity](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/equity/merit-relative-to-opportunity-guidelines-.html) policies etc.
* Committee understands importance of confidentiality and Privacy legislation

### 4. Selection Criteria

* Selection criteria reflects the inherent requirements of the position
* Assessment criteria developed which fairly measures selection criteria
* Broad definition of qualifications considered including “equivalent” qualifications
* Requirement of ‘demonstrated commitment to equity’ considered

### 5. Advertising

* The University’s commitment to the Treaty and equity should be included in all advertisement, ie, “*The University is committed to meeting its obligations under the Treaty of Waitangi and achieving equity outcomes for staff and students in a safe, inclusive and equitable environment. For further information on services for Māori, Pacific, women, LGBTI, people with disabilities, parenting support, flexible work and other equity issues go to* [*www.equity.auckland.ac.nz*](http://www.equity.auckland.ac.nz)*”.*
* Advertisement is reflective of the job description and selection criteria
* Actions undertaken to attract members of under-represented groups; eg promoted to, professional women’s networks, [Maori and Pacific Jobs](http://www.maoripacificjobs.co.nz/) etc
* Advertised in a variety of accessible formats; digital, print, radio etc
* Responses in flexible formats allowed for
* Contact details for further advice provided
* Wording is inclusive and non-discriminatory
* Images in all department/division promotional material reflects diversity

### 6 Shortlisting

* Robust, structured and consistent process used
* Any [Conflicts of interest](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/university-organisation-and-governance/legal/conflict-of-interest-policy.html) with committee members identified and managed
* Candidate’s ability to act as a role model for Māori and equity groups, and to extend boundaries of current research and supervision considered
* [Merit Relative to Opportunity](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/equity/merit-relative-to-opportunity-guidelines-.html) considered where career gaps or periods of reduced work productivity

### 7. Interviewing applicants

* A robust, structured and consistent process used with all applicants. [recruitment documents](https://www.staff.auckland.ac.nz/en/human-resources/managers-toolkit/recruitment/permanent-staff.html)
* [Interviews involving whanau](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/university-organisation-and-governance/legal/conflict-of-interest-policy.html) organised where appropriate
* Venue and process are accessible; see [employing staff with disabilities](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/equity/staff-with-disabilities-and-their-managers-guidelines.html)
* Inclusive and non-discriminatory language used
* No personal, invasive or irrelevant questions asked
* Hearsay avoided
* Non-traditional career paths, work patterns and different ways of doing a job considered fairly
* Publications on Treaty and equity topics which may not be in “mainstream” journals appropriately considered
* Interviewee’s responses recorded against criteria
* Accommodation for carer responsibilities is not unreasonably refused
* All interviewee’s questions addressed and all interviewees given equivalent access to information about the vacancy and about support available, ([Flexible Work](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/human-resources1/employer-and-employee-responsibilities/flexible-work-policy-and-procedures-.html) opportunities, ECE facilities etc.)

### 8. Tests and Presentations

* Any tests used are validated, accessible and non-discriminatory
* Information to applicants about Presentations are consistent and they assessed against pre-determined criteria.

### 9. Decision making

* All applicants evaluated against the same pre-determined objective selection criteria
* Use of “tie breaker” principle when two equally matched applicants. See the [Academic](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/human-resources1/recruitment--appointment-and-induction/academic-staff-recruitment--selection-and-appointment-procedures.html) (s.44) and the [Professional](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/human-resources1/recruitment--appointment-and-induction/professional-staff-recruitment--selection-and-appointment-proced.html) (S.15) staff recruitment procedures
* Equivalent and overseas qualifications fairly assessed
* Reasons for missing or inconsistent information evaluated
* Differing viewpoints re-assessed
* All committee members aware of personal reactions to the applicant and of common problems and biases experienced in decision making. See webpage [Unconscious bias](https://www.auckland.ac.nz/en/about-us/about-the-university/equity-at-the-university/safe-inclusive-equitable-university/unconscious-bias.html)
* Decisions are transparent and accountable.
* Structured referee checks conducted