DALHOUSIE COMMERCE SOCIETY

HIRING POLICIES AND PROCEDURES

Rowe School of Business
Dalhousie University
Last Modified: May 8th, 2022

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1. Approval of Document

The approval of this document ensures that the high standards of the Dalhousie Commerce Society, The Rowe School of Business, and Dalhousie University are maintained and upheld throughout this document and through the hiring of students within the DCS and all of its umbrella societies.

Approval of the President:

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Approval of the VP Internal:

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2. Land Acknowledgement

The Dalhousie Commerce Society acknowledges that Dalhousie University and the Kenneth C. Rowe Building are located on traditional, unceded, and unsurrendered Mi'kma'ki territory. The Dalhousie Commerce Society seeks to honour the relational treaty process in its programming, events, and meetings. The Dalhousie Commerce Society will actively work to uphold the Peace and Friendship Treaties between Canada and Indigenous First Nations by educating on and advocating for indigenous issues, as well as ensuring reconciliation efforts are put forth at Dalhousie University. We are all treaty people.

3. Equity Diversity Inclusion and Decolonization Statement

Student union solidarity is based on the principle that all members should be able to participate equally in their union, recognizing that students have diverse experiences of privilege and marginalization. As members of the students' union, mutual respect, cooperation and understanding are our goals. We should neither condone nor tolerate behaviour that undermines the dignity of any individual or creates an intimidating, hostile, or offensive environment.

It is our collective responsibility to create an inclusive space for discussion and dialogue. Any form or forms of discrimination, harassment, and/or hate speech will not be tolerated. We all have an obligation to ensure that an open and inclusive space, free of hate, is established. If you violate this understanding, adequate repercussions will be enforced.

4. Hiring Practices and Procedures

The following section of this document aims to carefully breakdown the DCS's hiring practices and procedures to ensure fair, equitable, and consistent hiring within the DCS and its umbrella societies. Exceptions can be made to this document on a case-by-case basis per the President and VP Internal.

4.1 Approval From DCS

Before a job can be opened for applications, the job must be approved by the executive team of the DCS. The following is required before a job can be posted:

1. All positions must be approved by the President and the VP Internal of the DCS. In order to achieve this approval:

    a. The DCS must deem the job posting meets the job posting standards set within this document.

    b. The DCS must see no further reason why the job posting may not move forward.

    c. The hiring party must agree to abide by the hiring practices and procedures outlined in this document and by the DCS.

        ➔ If creating a new position, submit a job description to the DCS along with the approval application and explain why this position would be an asset to the society.

4.2 Job Posting Standards

The following outlines the requirements of a job posting.

1. The job posting must not provide any unnecessary boundaries to applicants. Any boundaries that are deemed appropriate for the position must be clearly stated in the job posting.

   Appropriate boundaries include:

   - Must be in a specific year of study
   - Must be working towards a specific major (i.e. Finance, Accounting, etc.)

     ➜ Appropriate boundaries can be determined by the president and the VP Internal of the DCS on a case-by-case basis, however, they must fall within EDID guidelines and principles.

   Inappropriate boundaries include but are not limited to:

   - Boundaries regarding sex, gender, and sexual orientation
   - Boundaries regarding ethnicity or race
   - Boundaries regarding disabilities
   - Boundaries regarding religion

     ➜ Inappropriate boundaries may be expanded by the President of the DCS and the VP Internal on a case-by-case basis. However, the above listed boundaries must be upheld at all times.

2. The job posting must include clear details on how to apply, the application deadline, and any other necessary information regarding the application process or the position.

3. The job posting must clearly state what should be included in the application. This may include resumes, cover letters, transcripts, etc.

4. The job posting must not be posted less than one week before the application deadline for umbrella societies, with the exception of the prime hiring months of January and September in which case the posting should be available for two weeks. Exceptions can be made at the discretion of the President and the VP Internal.

5. Job postings that fall under DCS executives are required to be opened for two weeks.

4.3 The Application Process

Throughout the application process, consistency for all applicants is key. The following section aims to outline the application process that should be followed by the hiring parties.

1. For Umbrella Societies, open applications for at least one week, with the exception of the prime hiring months of January and September in which case the applications should be available for two weeks. Exceptions can be made at the discretion of the President and the VP Internal. For DCS open applications for at least 2 weeks.

2. Do not review or contact any candidates through the open application period, this ensures equal treatment of all applicants and that no favouritism is given to early applicants.

3. Close applications at the time advertised in the original job posting. If the original job posting does not have an application deadline advertise a 24 hour closing period.

   a. If the hiring party decides to extend the application period, they must post this extension to all platforms that they advertised the original job posting on. The hiring party may not continue with the hiring process until the final application deadline has passed.

4. Do not accept any late submissions of applications unless the deadline was extended.

5. Do not provide any applicants with further or more detailed information than other applicants, information shared with one applicant should be available to others upon request.

6. During the application process, ensure to keep a record of all applications submitted.

4.4 The Interview Selection Process

There may be many applicants, but everyone needs a fair shot at being selected to interview for a specific role. These guidelines will help ensure that every applicant is put through the same, fair selection process.

The following section outlines guidelines for the interview selection process:

1. Once the application period has closed, the hiring party may begin to review the applicants. No applicant should be eliminated from consideration on the basis of discrimination from the hiring party based on assumptions made from their application. The only reason to dismiss an application at this stage is on the basis that the applicant does not meet the basic requirements of the job posting.

2. The hiring party should review all applicants and select at least three candidates to interview. If there are three or less applicants, the hiring party must interview all applicants.

3. There must be a record kept of all of the applicants and a brief note of why the applicant was not selected to interview. This is to ensure fairness and anti-discrimination practices.

4. An email must be sent to the successfully selected applicants at least 24 hours prior to the interview letting the applicant know interview time and place.

5. The following questions can be used to reflect on your applicant selection to ensure that the process was fair:

   - Is this candidate qualified?
   - Does this candidate fit all of the job requirements?
   - Am I placing any unconscious bias on the candidate's applications?

4.5 The Interview Process

The following section outlines the guidelines for conducting interviews, consistent interviews are key to fair and impartial hiring.

1. Start off the interview with a friendly introduction of yourself and the rest of the hiring committee. This will help ease the interviewee and create a more comfortable environment.

2. If the interviewer knows the candidate being interviewed, they must have another executive member of the society conduct the interview alongside them to prevent unfair bias or favoritism.

3. Prior to conducting interviews, prepare a list of interview questions that will be used for each interview. Once this list of interview questions is set, it should not change from interview to interview. Find the list of pre-approved interview questions below in the Additional Resources section of this document.

4. During the interview, allow time for the candidates to process the interview questions being asked and allow them time to compose their thoughts to effectively answer the questions.

   ➔ Be aware that some candidates will be anxious or nervous starting the interview and may lose track of their thoughts or ramble, affirm the candidate in their answers and ensure they feel confident while continuing with the interview. It is important to create a safe space for candidates during the interview process, do not make them feel alienated or uneasy.

5. Avoid interview questions that do not assess the skills of the candidate or their ability to effectively answer questions. Questions like, "what is your favourite colour" leave the candidate feeling uncomfortable and unsure how

to effectively respond, this does not build a strong understanding of the candidate's skills or abilities.

6. Allow time at the end of the interview for the candidate to ask questions.

7. Do not offer a candidate a position before finishing the interviews for the position.

8. Do not verbally promise anyone a position that you are not prepared to offer them on paper.

4.6 The Selection Process

The following section outlines the process of selecting the successful candidate, and steps to take to ensure this process is done fairly. The following assessment criteria should be followed, and an official record should be kept in case of a society audit or a complaint from an unsuccessful candidate is made.

1. Following the interview process, compile all of the notes taken from each interview into a table for each candidate. Rate the interviewees responses to the pre-set questions on a predetermined scale (Find the DCS approved table in the additional resources section of this document).

    a. If using a different table than the above approved table ensure that the table is a fair assessment of the interviewees, this means that there should be no boundaries in the table that would eliminate candidates based on sex or gender, race or ethnicity, physical ability or appearance, or religion.

    b. Be prepared to share a copy of this table with DCS Executives or an audit team if necessary.

2. Ensure that the assessment criteria do not go beyond the boundaries of the position, essentially, do not assess additional skills or assets that were not listed as requirements of the position.

3. Once the table has been completed and all candidates have been assessed on the given criteria, evaluate the total scores of the candidates. If multiple candidates are ranked at the same level, and a decision needs to be made on who to hire outside of the given criteria, this is when it is acceptable to look at additional assets candidates may bring to the table. Ensure to keep a record of this additional assessment.

4. Fill out the selection table for records and reference (listed below in additional resources), keep this table on record. Based on this table, notify the successful candidate(s) and send them an official offer.

    a. In the case that the selected candidate turns down the job offer, consult the selection table again to determine who the next successful candidate will

5. Once interviews are completed, send out email to all candidates, successful or otherwise, within a respectable amount of time since the interviews concluded.

5. Additional Resources

The following section contains additional resources to assist in the fair and professional hiring of society members. These resources will ensure appropriate hiring practices are followed and provide a record that can be submitted to the DSU, or an audit team as needed.

5.1 Pre-Approved Interview Questions

The following is a list of base-level interview questions that have been pre-approved by the DCS.

Questions outside of this list that are more specific to the position you are hiring for may also be asked, as long as they comply with the policies and procedures outlined in this document and do not include inappropriate boundaries and/or forms of discrimination.

1. Tell us about yourself.

2. Why do you want to work for [society name]?

3. Why are you interested in this position?

4. What are some changes/events that you would like to implement in our society? How will you do this?

5. Can you tell us about a time where you demonstrated leadership? Teamwork? Initiative?

6. How would you ensure your success in this role?

5.2 Assessment Table for Interview Results

The below table is an example of a scorecard that can be used to evaluate candidates during interviews. Categories and criteria can be changed to the interviewer's liking, as long as they comply with the policies outlined in this document.

Interview Scoring Rubric					
Name: **Position:**					
Category	**Needs Improvement (1 pt.)**	**Satisfactory (2 pts.)**	**Good (3 pts.)**	**Exceeds Expectations (4 pts.)**	**Score (out of 4)**
Understanding *Does the candidate have an understanding of the position and general society goals?*	The candidate demonstrated little understanding of the position. Brief knowledge of the society and its goals.	The candidate demonstrated moderate understanding of the position. Some knowledge of the society and its goals.	The candidate demonstrated great understanding of the position. Decent knowledge of the society and its goals.	The candidate demonstrated an excellent understanding of the position. A lot of knowledge of the society and its goals.	
Listening *Did the candidate answer the questions that were asked?*	The candidate partially answers questions, but answers are generally unrelated to what is being asked	Questions are somewhat answered by the candidate and present a general connection to what is being asked.	The candidate answers questions very well, although may have lacked minor details.	Questions are fully answered and in great detail. Answers fully relate to what is being asked.	
Communication *Did the candidate speak in an articulate and professional manner when answering questions?*	The candidate spoke slightly professionally and answers have little articulation. Lacking confidence and moderate use of filler words.	The candidate spoke somewhat professionally and with sufficient articulation. Moderate confidence and sometimes uses filler words.	The candidate speaks professionally most of the time and answers are well articulated. Great confidence and low use of filler words.	The candidate spoke very clearly and articulately, with professional language used throughout. Extremely confident with little to no use of filler words.	
Quality of Responses *How well does the candidate handle situational and/or behavioural questions?*	The candidate's answer is ineffective and has little practical application. Weak examples and/or solutions are presented.	Answers to behavioural and situational questions are adequate. The example and/or solution provided is somewhat effective and practical.	The candidate provides good answers in line with role expectations. Examples and/or solutions given are very effective and have good practical application.	Answers are that of the ideal candidate. Examples and/or solutions presented have the greatest degree of effectiveness and practicality.	
Enthusiasm *Does the candidate demonstrate enthusiasm for the position?*	The candidate demonstrates little enthusiam for the position.	The candidate demonstrates some enthusiam for the position.	The candidate demonstrates strong enthusiasm regarding the position.	The candidate is extremely passionate about the position and demonstrates a very high degree of enthusiam.	
TOTAL SCORE					/20

5.3 Selection Table for Records and Reference

The following table is an example of the records that should be collected and kept as a reference for hiring decisions. Interviewers may change the format and add extra information to suit their needs; however, the information below must be provided at the very least.

This should be submitted to the VP Internal for review once the successful candidate has been selected to present the rationale for hiring.

Name	Email	Position of Consideration	Interviewed	Job Offered?	Rationale for Hiring/Not Hiring

6. Credits

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