Ethical Employment Do's & Don'ts

Don'ts

1. Don't determine the gender of the candidate that your institution is 'willing' to hire. Set up your hiring process to find the person with the best skills and experience.
2. Several questions should always be avoided during the interview process. These questions lead to gender bias and methodically disadvantage the potential female employees. Questions not to ask include:
   - What was your salary in your last job?
   - How much do you want?
   - What does your spouse/partner do?
   - Do you have children?
   - Are you planning on having children?
   - Are you pregnant?
   - But we are giving you maternity leave…Would you prefer maternity leave or a higher salary?
3. Maternity/Family leave should not be used as an excuse to lower a woman's pay compared to her male colleague.
4. Don't evaluate candidates according to gender stereotypes. For example, don't assume that all women are good with children or that all men are strong leaders/managers.

Do's

1. Educate all people involved in the hiring process (board members, hiring committee, professional staff members) about pay equity and the factors which lead to the wage gap.
2. Be transparent
   a. Advertise salary range clearly indicated in the job notice in advance.
   b. Advertise benefits such as health care, pension, and family leave clearly in advance in the job notice and be uniform for all similarly-situated employees. They should not be subject to negotiation.
3. Use both local and national data to set the salary range. Consider the cost of living in your area.
4. Avoid the influence of implicit bias
   a. Have all people involved in the hiring process (board members, hiring committee, professional staff members) take the free Project Implicit Gender/Career test (https://implicit.harvard.edu/implicit/Study?tid=-1) in advance of reading CV's or meeting candidates. Project Implicit offers other free tests to reflect on other types of bias. Consider if there are other bias tests your hiring group should also take.
   b. Most hiring processes start by reviewing CV's. Have someone not reviewing the CV's remove the names from the CV's and assign numbers to them. That way the hiring group can evaluate the CV's without considering the gender of the candidates.
   c. Try to standardize the interview as much as possible. Create a set of questions that the hiring group uses for all candidates.