

**CKDU-FM Hiring Policy**  
FINAL DRAFT OF EMPLOYMENT COMMITTEE  
Revised at Board of Directors 17 November 2004

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## **1 Introduction**

Hiring is a crucial aspect of CKDU-FM's operation, and is often the most important and difficult decision most people have to make. The intent of this policy is to make hiring easier and more consistent, and to make sure that everybody involved in hiring is aware of our legal and ethical obligations.

This policy must be distributed to, and read by, all hiring committee members.

## **2 Fair Practice**

CKDU-FM is dedicated to being a fair and equitable employer. This section discusses requirements for fair and equitable practice which must be considered in any hiring. In addition, fair and equitable treatment includes consistent treatment: all candidates must be treated in the same manner, asked the same questions, and given the same opportunity to respond.

### **2.1 Fair Practice: Employment Equity & Affirmative Action**

CKDU-FM is an equal opportunity employer. CKDU will remove barriers which lead to discrimination in employment or promotion, unless such barriers are necessary job requirements.

CKDU-FM has an Affirmative Action Policy (see Appendix I). This policy must be consulted and followed by all hiring committees. *The Nova Scotia Human Rights Act* states that preferential treatment to promote the welfare of a specific group is not discrimination if it is done as part of an employment equity program approved by the Nova Scotia Human Rights Commission. These groups include, but may not be limited to, Aboriginal people (especially Mi'kmaq), visible minorities (especially members of the indigenous Black community), women, and people with disabilities.

### **2.2 Fair Practice: Human Rights**

Candidates are specifically protected by law from discrimination on any of the following grounds:

- aboriginal, ethnic or national origin
- age
- colour or race
- religion or creed
- family or marital status
- mental or physical disability (unless it conflicts with necessary job skills)
- political activity, affiliation or belief
- sex (including pregnancy and childbirth)
- sexual orientation
- source of income

All people involved with hiring should familiarize themselves with Appendix 2, which lists unacceptable interview questions. The questions on this list are illegal and must never be used.

Any questions related to human rights not addressed by this policy should be directed to the Nova Scotia Human Rights Commission.

CKDU-FM may use affirmative action in favour of any candidate for employment on a basis unrelated to necessary job skills. (See Appendix I.)

### **2.3 Fair Practice: Conflict of Interest**

It is important that CKDU avoid both conflict of interest and the appearance of it. Conflict of interest occurs when a person has a personal, financial or professional interest that may conflict with their duties to the station. For example, if a member of a hiring committee has a spouse or spousal equivalent applying for the position they clearly have a conflict of interest. As well, if a member of the sales committee were considering giving cut rates on advertising to their business partner, this would be a conflict of interest.

In the case of hiring committee involvement, a member of a hiring committee shall be considered in conflict of interest when they have an immediate relationship with an applicant. Immediate relationships include, but are not restricted to:

- spouses and spousal equivalents such as common-law partners, same sex partners, ex-spouses or equivalent, fiancé(e)s
- close relatives including in-laws
- employers or employees
- close personal friends
- roommates
- business partners

The immediate relationships listed above shall always be considered conflicts of interest even if the committee member feels differently, to avoid both ethical and legal concerns. Other conflicts may arise from time to time which do not fit into the categories above, and the hiring committee shall decide amongst themselves if the member is in conflict, erring on the side of caution.

Hiring committee members must always disclose their relationship with candidates even if they feel that a conflict of interest does not arise.

Applicants may not sit on the hiring committee.

Since employee/employer relations must constitute a conflict of interest, members of the Board of Directors who wish to apply for a position at CKDU must resign from the Board of Directors prior to submitting an application to the hiring committee.

In the event of a conflict of interest arising, the conflicted member of the committee shall recuse themselves during a shortlisting of candidates. If the candidate with whom they have a conflict is not shortlisted by the remainder of the committee, then their involvement shall be normal from there on in. If the candidate with whom they have a conflict of interest is short-listed, then they shall remove themselves from that hiring process, although they may be called upon by the committee for advice on issues unrelated to specific candidates.

### **3 Pre-Hiring Procedures**

#### **3.1 Pre-Hiring Procedures: Hiring Pool**

CKDU-FM shall set up a pool of volunteers from whom hiring committee members may be drawn. A sign-up list shall be distributed from time to time in Programmer's Meetings and other general gatherings of volunteers. There shall be no limit on the size of the pool and all Members of the Society eligible to vote under the rules of the CKDU-FM constitution shall be eligible for the pool.

### **4 Hiring Procedures**

#### **4.1 Hiring Procedures: Striking a Hiring Committee**

Hiring committees shall be struck by the Board of Directors, according to the guidelines set out in the *CKDU-FM Board Regulations*. Hiring committees shall consist of at least one each of volunteer, paid staff and Board of Directors, with provision for a fourth member from any of these groups when specific experience is desired. Although most volunteers shall be selected from within the hiring pool (see 3.1), the Board of Directors may, at their discretion, choose from outside the pool.

When striking a hiring committee, a mix of experience and abilities is desirable. Gender and racial balance should be considered, and representation from both the music and current affairs departments are important, although not essential in all hirings. Previous hiring experience is not required for all members of the hiring committee, although at least one member of the committee must have been previously involved in a CKDU-FM hiring. The hiring process may be regarded as an opportunity for members, especially volunteers, to gain valuable experience.

Hiring committees must be struck sufficiently in advance of the deadline for applications for the committee to be able to shortlist and interview candidates, and select a new employee in a timely and efficient manner.

The outgoing employee may want to sit on the committee in an advisory position when they are unwilling to participate in selecting candidates, in which case they will be involved in the committee just prior to short-listing. The outgoing employee should also be involved in discussions of the committee make-up when practical.

In the event that the outgoing employee was dismissed by CKDU-FM, they may not participate in the hiring process.

All hiring committees must meet with the Employment Committee, or a representative of it, to clarify this policy and the hiring process.

#### **4.2 Hiring Procedures: Job Posting & Recruiting**

The first step of any hiring is the job posting. The hiring committee shall be responsible for job postings. If timing prohibits normal procedure, then this duty shall fall to a member of the Board of Directors, chosen by the Board from amongst their numbers.

Usually, the previous job posting can be modified to fit current circumstances; old job postings are located in the Employment Binder. Job postings should not contain anything more than a cursory job description since the hiring process is often used as an opportunity to alter job descriptions.

Jobs should be posted at least three weeks in advance of the deadline for applications. Postings shall be sent or delivered to Dalhousie Student Employment, community and social action organizations, arts organizations, and Canadian campus and community radio stations (National Campus/Community Radio Association members). Whenever possible, postings should be sent out through free media such as local distance call faxes and electronic mail.

CKDU-FM will make all reasonable efforts to make sure that job postings are seen by members of groups eligible for affirmative action; for example, postings will be sent to organizations like the MicMac Friendship Centre, Black Cultural Centre, and the Dalhousie Women's Centre. CKDU will maintain an up-to-date list of email contacts for these organizations. Jobs will also be posted internally.

Postings "should not make any inquiry that directly or indirectly expresses or invites any limitation, specification, preference or information as to age, race, colour, religion, creed, sex, sexual orientation, physical or mental disability, ethnic, national or Aboriginal origin, family or marital status, source of income, political belief, affiliation or activity" (from *Human Rights: A Guide for Employers*, Dalhousie University Employment Policy). Job titles must be gender neutral. Job postings shall mention CKDU's affirmative action policy.

Members of hiring committees, and other members of the Society, are free to do their own independent recruitment of suitable candidates.

Note: If a call for applications has returned an insufficient number, or inferior quality, of applicants, then the deadline for applications can be extended and a more aggressive notification pursued. In this case, existing candidates must be notified of the new deadline.

#### **4.3 Hiring Procedures: Volunteer Input**

A hiring is an ideal time to reconsider job descriptions and priorities. Volunteer input, and the input of the outgoing staff member (especially if that staff member is not on the hiring committee) must be solicited prior to setting interview questions and selection criteria. Usually this solicitation will be in the form of a meeting open to everybody and advertised several weeks in advance. Several hiring committee members must be present at such meetings.

Occasionally, such input will be irrelevant, such as in cases where the position has been open within the past year and conditions have not materially changed, or in cases where a position is new and volunteer input has been solicited during the structuring of the new position but prior to the hiring process. Whenever possible, input will be solicited and considered.

Confidential information and specific candidates will not be discussed.

#### **4.4 Hiring Procedures: Establishing Ground Rules**

Hiring committees will, after hearing volunteer input, establish ground rules for the hiring. These will include, but may not be limited to, a time line, selection criteria, and interview questions (see Appendices II and III). A finalized list of interview questions may be established as late as the short-listing stage. This meeting should also address the role of each of the members of the committee; although all members should be regarded as equal, they may on occasion decide to divide the duties of the committee. For example, the committee may want to appoint one of their numbers to chair their meetings. This meeting is also a good time for general

discussion of committee priorities.

The committee must establish rules to ensure confidentiality, including, but not necessarily limited to discussing hirings only with other members of the committee, destroying interview notes and deciding how long to keep the resumés of unsuccessful candidates.

Lack of previous radio experience should not disqualify otherwise eligible candidates, unless it is an absolutely necessary job qualification.

None of these informally-established ground rules may conflict with this policy, especially those sections which deal with CKDU-FM's legal obligations.

#### **4.5 Hiring Procedures: Short-listing**

Hiring committees may want to short-list as few as three or as many as eight candidates, depending on the overall quality of candidates and the amount of time available for interviews.

All candidates short-listed should meet major selection criteria on paper. Some lenience should be displayed for candidates who lack selection criteria in which CKDU-FM can provide training, and who meet affirmative action criteria. CKDU-FM is usually incapable of providing training for fiscal duties; hence, when fiscal knowledge is an absolute job requirement, all short-listed candidates must have sufficient knowledge to do the job. From time to time, other selection criteria may become similarly necessary.

Once the short-list is established, candidates who are not short-listed should be notified with a short, polite letter or phone call prior to the commencement of interviews.

All list of finalized interview questions must be ready by the end of the short-listing period. (See Appendices II and III.)

The hiring committee must make every effort to ensure that candidates who were not short-listed are notified at this time. (See 5.1.)

Note: If a call for applications has returned an insufficient number, or inferior quality, of applicants, then the deadline for applications can be extended and a more aggressive notification pursued. In this case, existing candidates must be notified of the new deadline.

#### **4.6 Hiring Procedures: Interviewing**

To ensure fair and equitable practice, interviews must be consistent. Each candidate must be asked the same questions and be given the same opportunity to respond. Committee members should try to set candidates at their ease, while maintaining a professional tone. Candidates should be given opportunities to ask the committee questions. All committee members should have a list of questions with space to make note of responses. At the end of each interview, members should write down general impressions to facilitate selection. These notes must be retained in a sealed envelope for six months after the hiring has been completed; at the end of the six month period these notes may be destroyed.

The length of the interview will be determined by the number of questions the hiring committee chooses to include in the interview process, with no less than six questions being asked at any interview. One question should be given 5 minutes for response, meaning that no interview will be less than 30 minutes, and the interview time will increase by 5 minutes with every additional question over the required six. Five additional minutes will be added to this time to allow for feedback and questions at the end of the interview.

A scripted preamble is required to ensure that equal and balanced information is given to all interviewees before questioning begins. The preamble should include the following:

- The length of the interview
- The number of questions to be asked
- The names and positions of the members of the hiring committee
- The time allotment for feedback and questions
- A briefing of relevant policy (no rewording of questions, etc)
- Whether or not there will be a written component

Should the hiring committee choose to include a written component in the interview, candidates should be notified at least two days in advance of their interview, via phone or email (email and phone messages will

be considered notice) of this part of the interview. Written components are not a mandatory component of any hiring process.

Committee members should recognize that CKDU-FM volunteers have a natural advantage over other candidates, and be prepared to explain conditions at CKDU to external applicants. Ignorance of CRTC regulations or similar radio-related issues should not be held against prospective candidates unless it is an absolute job requirement and CKDU-FM is not in a position to provide training on it.

Candidates should never be offered the position during the interview, or without the agreement of the committee.

At this stage, committee members may want to contact references. At least two of these references should be external to CKDU if internal references are used.

Every effort should be made to ensure confidentiality for all candidates, especially internal candidates. If candidates are given an information package or test, it should be left at the Information Desk of the Student Union Building. Candidates should be instructed to meet the committee in the interview room or other specified place, not at the station.

#### **4.7 Hiring Procedures: Selection**

Committee should look for indication of previously established selection criteria when selecting the successful candidate. Decisions should be made on a consensual basis; that is, every member of the committee should agree on the selected candidate. Committee members should keep affirmative action criteria in mind when selecting the successful candidate.

Allow enough time to discuss all of the candidates thoroughly. If the committee can not come to a clear decision, they should consider holding a second set of interviews to decide between the top candidates.

Note: If selection is impossible or undesirable due to an insufficient number or inferior quality of applicants, then a second call for applications, short-listing and interviewing process may be pursued. In this case, existing candidates must be notified of their status.

#### **4.8 Hiring Procedures: Exceptions: Grant Positions**

Usually grant position hirings do not follow some of the procedures outlined in this policy, due to external guidelines or time commitments. Committee members of grant positions must still be made aware of all relevant sections including employment equity, affirmative action and human rights. Other sections of this policy may be altered on an ad-hoc basis to conform to the granting agency's time line and guidelines.

### **5 Post-Hiring Procedures**

#### **5.1 Post-Hiring Procedures: Notification: Candidates**

Notification must be done as efficiently and quickly as possible.

The successful candidate must be notified in person or by voice (ie, do not leave messages, write electronic mail, etc) and must have accepted the position before anybody else is notified of the decision.

Candidates who were not short-listed should have been notified already with a short, polite letter or phone call prior to the commencement of interviews. If for any reason these candidates were not notified, they should be notified before announcing the decision.

Unsuccessful short-listed candidates should be notified by phone if possible, or by letter if not. Unsuccessful candidates should be notified only after the successful candidate has accepted the position. Every effort should be made to notify unsuccessful candidates before announcing the decision. On occasion, unsuccessful candidates will wish to know why they were not selected. The committee should be advised that they are not required to give out this information, but may if it so chooses.

#### **5.2 Post-Hiring Procedures: Notification: Board of Directors**

The Board of Directors should be notified as to who has been hired at their next meeting. Confidential information about the candidates shall not be divulged, including the identity of unsuccessful candidates.

The hiring committee should present the Board with a brief written report including the name of the successful candidates and their start date. This report may also contain the following information: a list of hiring committee members, how many applications were received and how many were short-listed, pre-determined selection criteria, volunteer input, chronology, whether and when references were called, and any documents which may have been distributed to candidates (omitting anything which would indicate identity) including pre-prepared questions.

### **5.3 Post-Hiring Procedures: Orientation**

Ideally, the outgoing staff member and the new staff member will have time to work with each other on the job. An overlap period of several weeks to a month is desirable. The length of time allowed for overlap will depend on how long the outgoing employee is available, whether or not the successful candidate can start immediately, and whether or not the budget can allow for extra salary expense. In lieu of this, other staff members must give the new staff member as much guidance as possible.

New staff must be walked through the CKDU-FM Employment Policy as well as other relevant documents, either by the Station Coordinator, the Chair of the Board of Directors, or the Chair of the Employment Committee. Simply giving the employee a copy of the Employment Policy is not sufficient; they must be given a forum to ask questions. It is paramount that employees understand their rights and obligations.

New employees must also be notified of the following in detail; benefits, job description, role of position within the station structure, relationship with Dalhousie Student Union and Dalhousie University, current station objectives, future responsibilities, overtime requirements, Funding Drive, performance standards and evaluation, office procedures, fire and safety regulations, use of office and broadcast equipment, personal use of equipment and supplies, smoking regulations, pay days and salary system, and informal and formal grievance procedures.

## **6 You Don't Like It?: Changing this Document**

This Policy can be changed by a majority vote of the Board of Directors at any Board meeting, provided quorum is attained and two weeks notice of proposed changes has been given to all Board members. The Board should keep in mind that no part of this policy may conflict with federal or provincial law or with the *Nova Scotia Human Rights Act*.

**APPENDIX I**  
**CKDU AFFIRMATIVE ACTION POLICY**  
Passed 4 October 1994

Statement of Intent

CKDU-FM is a community organization dedicated to making the media more accessible. In the spirit of this mandate the CKDU-FM Society will work to increase the range and diversity of perspectives and experiences represented on-air, and to provide experience and work opportunities to individuals whose access to the media, both community and mainstream, may be restricted due to their gender, skin colour, sexual orientation or other factors of discrimination.

Board of Directors

The Board of Directors of CKDU-FM is intended to represent the Society. All interested members of the Society should be encouraged to run for the Board, especially women, LGBTQ, people with disabilities and members of visible minorities.

Volunteer Composition

CKDU-FM Society makes concerted efforts to include in CKDU's volunteer base members of many Haligonian communities including the black community, the Aboriginal community, and other ethnic groups, as well as people with disabilities and the LGBTQ communities. CKDU will also attempt to reach and maintain gender parity in the volunteer base.

Hiring Commitment

Job postings should mention our affirmative action policy and be posted in areas where women, members of visible minorities and other marginalized groups will see them.

The Employment Committee will attempt to choose hiring committees such that they are as inclusive as their small size permits, within the CKDU Board Regulations. Hiring committees will never consist of exclusively all males or all females, and will whenever possible include members of visible minorities and people with disabilities.

Hiring committees should bear in mind that CKDU strives to be an equal opportunity employer when short-listing candidates. Hiring committees will be made aware of the current composition of the paid staff. The short-lists should, whenever possible, contain some people of both genders, visible minorities and people with disabilities.

Each hiring committee may want to discuss other criteria for affirmative action; for example, they may want to ensure that some Nova Scotians are short-listed.

When hiring, hiring committees should choose the candidate who will best do the job; however, in the event that two candidates are similarly qualified and a decision is difficult to make on the basis of ability, experience and/or demonstrated commitment, the candidate who would make up for a deficiency in the current composition of the staff should be hired.

## APPENDIX II UNACCEPTABLE INTERVIEW QUESTIONS

“The *Nova Scotia Human Rights Act* states that no employer, person, or agency acting on behalf of an employer may discriminate against any individual in regard to hiring, continued employment or any term or condition of employment, as well as promotion, on the basis of age, race, colour, religion, creed, sex, sexual orientation, physical or mental disability, ethnic, national or Aboriginal origin, family or marital status, source of income, political belief, affiliation, or activity...”

“A distinction can be drawn between those inquiries that may be made before an after hiring. In some cases, a question which could be construed as a violation of the Human Rights Act, if asked before an applicant is hired, may be asked after, providing the information is necessary for personnel reasons and is not used as a basis for discrimination on the ground prohibited by the Act. For example, although it is unacceptable to request a photograph with an application for employment, it may be requested after hiring for identification purposes.” (Appendix 3, *Human Rights: A Guide for Employers*, Dalhousie University Employment Policy.)

Below are some inquiries which would be construed as violations of the Act (acceptable variations noted when applicable):

- Name
  - Inquiry into maiden name or previous name, whether it has been changed by court order or otherwise.
  - Full name (last name with first name or initial, and middle name or initial, are acceptable inquiries).
  - “Indicate whether Mr., Mrs., Miss or Ms.”
- Aboriginal, Ethnic or National Origin
  - Request for birth certificate
  - Any inquiry into place of birth, mother tongue, citizenship status.
  - Any inquiry into nationality or residence of relatives.
  - Request for social insurance number.
  - Acceptable to ask: “Are you legally entitled to work in Canada?” Aboriginal, Ethnic or National Origin
- Address
  - Any inquiry into foreign address
- Age
  - Any inquiry, ie request for birth certificate or baptismal record, that may reveal age of applicant
- Education
  - Names and locations of schools, as such, may reveal national, ethnic or aboriginal origin or applicant
  - Any inquiry into racial and/or religious affiliation of schools
  - Acceptable to ask for highest grade attained, post-secondary level reached, and/or names of diplomas or degrees held
  - Acceptable only after applicant is hired to ask for documentary proof of academic qualifications
- Family Status
  - Any inquiry unless job-related.
  - Any inquiry into arrangement for childcare.
  - Acceptable to inquire into meeting job requirements (ie, if the job requires travel, shift-work schedule, overtime work, ect.)
- Height and Weight
  - Any inquiry unless job-related.
- Languages
  - Any inquiry into mother tongue or first language.
  - Any inquiry into how and where language skills were attained.
  - Acceptable to ask whether applicant understands, writes and speaks languages required for the job
- Marital Status
  - Any inquiry.
  - Any inquiry as to applicant's spouse.
- Military Service
  - Any inquiry.
- Organizations
  - Request to list all associations, clubs, and organizations where membership is held by applicant.
  - Acceptable to ask about membership in professional associations or occupational groups, if it is a job requirement.
- Photograph
  - Any request.
  - Acceptable only after applicant has been hired, if required for identification purposes
- Physical and/or Mental Disability
  - Any inquiry.
  - Any inquiry into health or emotional problems and/or hospitalization records.

- Any inquiry into previous dependency on drugs or alcohol.
- Acceptable only after applicant is hired to ask about needs for disability related accommodations.
- Political Activity, Affiliation or Belief
  - Any inquiry into membership of or affiliation with any political party.
  - Any inquiry into political activity or belief.
- Race and/or Colour
  - Any inquiry that may reveal applicant's racial origin. (ie, colour of hair, eyes, skin, etc.)
- Relatives
  - Any inquiry into names and addresses of closest relatives or next of kin.
  - Acceptable only after applicant is hired to ask for names and addresses of next of kin to be notified in case of emergency.
- Religion or Creed
  - Any inquiry.
  - Any inquiry into availability to work on specific religious holidays.
  - Request for references and/or recommendation from religious leaders.
- Sex/Gender
  - Any inquiry which may reveal gender.
  - Any inquiry into pregnancy, childbirth or child bearing plans
- Sexual Orientation
  - Any inquiry.
- Source of Income
  - Any inquiry.

When in doubt about the legality of any proposed interview question, contact that Nova Scotia Human Rights Commission.

CKDU-FM is grateful to Dalhousie University for providing the above information.

### APPENDIX III SUGGESTED INTERVIEW QUESTIONS

Interview questions can be phrased in many ways. Some of the best types of questions are:

- Behavioral questions that ask for specific examples of past experiences
  - “Describe a time when you...”
  - “Outline a specific instance which would demonstrate your ability to...”
- Situational questions that probe for problem-solving ability
  - “What would you do if...”
  - “How would you respond if...”
- Questions that probe for job-related knowledge
  - “Here’s a copy of our budget. How would you cut...”
  - “This is our programming schedule. What does it tell you about...”

If a question requires in-depth analysis of prepared material, do not spring it on prospective candidates in the interview. Make sure they get a copy of the material and what they’ll be asked at least a few days before the interview. Although they are more work, these can be the most revealing questions to ask.

Below are examples of job-specific areas from which interview questions can be designed:

- |                                  |                                      |
|----------------------------------|--------------------------------------|
| • Ability to supervise/delegate  | • Ability to work independently      |
| • Ability to work under pressure | • Ability to work with volunteers    |
| • Accounting/budgetary knowledge | • Communication/interpersonal skills |
| • Computer knowledge             | • Decision-making ability            |
| • Formal writing skills          | • Initiative                         |
| • Motivation                     | • On-air experience                  |
| • Organization ability           | • Problem-solving ability            |
| • Purchasing experience          | • Technical knowledge                |

Not all areas on this list apply to all positions at CKDU-FM. Each position has specific needs and these should be addressed in the questions formulated.