

Sustainable Hiring

"By providing a framework of practices that HR practitioners can apply in everyday recruitment and selection processes, we have shown that the implementation and practice of sustainability is often easily accessible. Educators have a unique opportunity to disseminate this recruitment and selection sustainability learning framework."

Jepsen and Grob, 2015



Thank you for your commitment to sustainable hiring! This handout was created as a way to highlight some of the ways that Jepsen and Grob's research can help us re-evaluate our hiring processes in higher education to be more sustainable in many ways.

Use this information as a guide; as a way to start conversations on your campus about your current processes and efficiencies that could be found. Focus your efforts on one key aspect to start, learn from the process, and then branch out to the other aspects. The considerations are a starting point and are to be used as examples of ways you can see sustainability in action. This is not an exhaustive list and will be updated from time to time.



Practices to Consider

Adapted from Jepsen and Grob, 2015

Economical Sustainability

Environmental Sustainability

Social Sustainability

Selection Decision Making

- Develop strong criteria for selection (less ambiguity)
- Identify what makes a candidate "a good fit"

- Reduce travel time and paper, where possible

- Consider the culture of your teams and where what skills align with that culture.
- Actively develop and pursue targets and measurements of diversity and inclusion.

Application Forms

- Provide an option for online applications
- Provide access to educational materials online

- Use paperless systems

- Consider alternative forms of application (video , voice recordings)
- Provide options for translation

Interview Preparation

- Provide an information sheet so candidates know what to expect. Include information about your department and the culture

- Provide space and facilities that encourage alternative methods of transportation (bus, bike, etc.)

- Provide flexibility in interviewing timing
- Provide options for virtual or in-person interviewing

Interview Conduct

- Include authentic statements about the values and culture of your department to highlight importance.

- Ensure spaces are accessible for in-person interviews
- Encourage candidates to bring reusable water bottles
- Ensure adequate ventilation

- Provide natural light, if possible
- Consider the distractions in the room - placement of candidates

Ability or Personality Testing

- Use well-recognized tools
- Use as a guide, but not the ultimate decision maker

- Consider an online test
- Debrief the results with the candidate, in some cases

- Weigh the pros and cons of the test and how you will use the results
- Use results that avoid discrimination based on gender, race, or age

Assessment Centres

- Conduct regular audits to simplify and streamline processes
- Allow candidates to give feedback on your process

- Compile assessment data online so evaluators can access from their computer
- Use online systems to easily access data without printing

- Reduce feedback time as much as possible to reduce stress
- Ensuring rubrics are culturally responsive

Thanks again for your commitment to creating sustainable hiring practices. As you reflect, consider:

1. What key learning area would you like to address first at your institution?
2. What are the first steps you'll take to revamp this aspect of staff selection?
3. Who needs to be bought in to make these changes?

If you need assistance with re-evaluating your current polls, check out the [SCAMPER](#) model. It encourages looking at your processes through different lenses.