Module 3
Guidelines for the Grid and Connections with the Job Ad and Interview Questions

The use of grids in hiring and appointments procedures

• Provides for an important employment equity tool, and offers a self-checking mechanism for a committee.

• Provides committees with a means of demonstrating that the process of selection has been systematic, thorough, and respectful of principles of fairness.

INTENT of the Grid

•Intended to provide sufficient flexibility and adaptability for use in hiring/appointing

•A means of making systematic comparisons of candidates for positions, against the established requirements and expectations of a position.

•The grid helps focus what is valued and what is being sought.

•It assists in articulating the basis for the decisions in the selection/recommendation of candidates.

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PRINCIPLES OF APPLICATION

In a hiring process, the grid relates in two directions:
1. it relates back to the criteria that have been developed for a position, and
2. it relates ahead to the projected employment of the successful candidate – showing how the person filling the position will be evaluated in the future.

Threshold

- Confirm the threshold (minimum score/standard) in advance. It is then identified on the grid.
- This is essential for a process that promotes transparency and fairness.
- Comments are encouraged to accompany scores in each box and at the end.

80%

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Grid

• The use of the grid must be linked to the specific job description.

• Both the grid and the job description typically inform the development of the advertisement and the development of relevant interview questions.
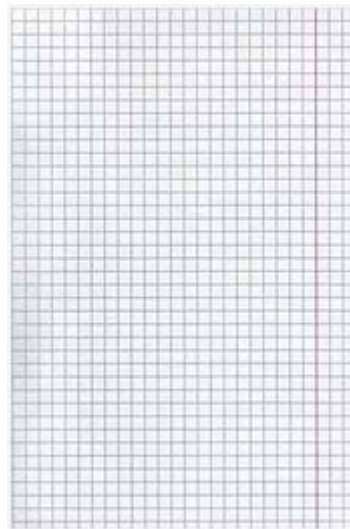
Interview Questions

•Interview questions must be formulated to provide information associated with the various categories and bullets within the grid.

•Example of best practice:

When developing interview questions, after each question, indicate which ad/grid criteria it relates to. After completing the list of questions, ensure that each criterion is included in the questions

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Interview Questions cont'd

The applicable interview question numbers are inserted in the blank line in the related category(ies) for consideration (i.e., in the space for: Answers to Question(s):_____).

General Grid

- The University's general grid can be adapted for specific applications. Strike-out those items that do not apply and add items as appropriate.
- However, "knowledge of and commitment to human rights, equity, and accessibility," and the Designated Groups and Positive Obligation boxes are applicable in all hirings/appointments.

Items to Remember

- The pre-interview grid is used to create the shortlist, while the post-interview grid is used to determine the successful candidate and alternatives.
- While they might share common elements, these distinct grids serve different purposes and are not combined into one final grid

Items to Remember cont'd

- Weighting – Appropriate weighting of categories reflect the role
- Review the applicants after creating the grid, not before
- Process is a key part of developing a common set of expectations, values, and language

Items to Remember cont'd

- That the grid is not intended to be an absolute, mathematical exercise.
- Best practice to avoid specifying a job ad such that it effectively precludes all applicants except one or two.

Finalized Grid

The finalized grid is submitted to the Presidential Commission on Employment Equity (PCEE) for approval. This is necessary for both the Pre-Interview and the Post-Interview grids.

Reminders for Formulating Interview Questions

- Questions flow from position requirements
- Questions are linked to the grid
- Ensure questions provide required information to evaluate criteria on the grid
- Gauge # of questions to the time allotted for the interview, providing time prompts if necessary
- Ask Behavioural event questions; this will provide situational context, actions and results of the actions

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Reminders for Formulating Interview Questions—cont'd

- Avoid the following:
  - Leading questions
  - Hypothetical Scenarios; this invites answers based on a "perfect world"
  - Single reply questions
  - Multiple part or convoluted questions, use distinct or follow-up questions if needed

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Reminders for Formulating Interview Questions—cont'd

- Present questions consistently to all candidates
- Avoid questions that can present an actual or perceived human rights violation

You have now completed Module 3

Congratulations! You have completed
all 3 modules

Please visit our website for FAQs on related equity items at the University:
http://www.uwindsor.ca/ohrea/94/faq
For additional information or for assistance regarding employment equity, please contact our office at:
ohrea@uwindsor.ca

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Employment Equity Quiz

Now that you have completed the modules, please take the quiz by clicking the link below. After successful completion of the quiz, you will receive an email certificate. Please keep this email certificate for your records.

Employment Equity Quiz

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