

JOB AD HIRING PROCESS

Ministry: Ministry of Government Services
Division: Diversity Office
Position Title: DIRECTOR, DIVERSITY AND ACCESSIBILITY
TRANSFORMATION

OVERRIDING QUESTION FOR EXAMINATION: DO HIRING INSTRUMENTS AND PROCEDURES DRAW PARAMETERS AROUND A JOB IN A WAY THAT ARBITRARILY ADVANTAGES SOME IDENTITY GROUPS AND DISADVANTAGE OTHERS? IF THERE ARE, WHAT ARE THEY, AND WHAT CAN WE DO ABOUT IT?

THIS IS A TWO-AND-A-HALF HOUR EXERCISE.

HOOR ONE: THERE ARE TWO PARTS TO HOUR ONE. IN THE FIRST PART THE CLASS WORKS ON DEVELOPING THE PROFILE OF THE IDEAL CANDIDATE. IN THE SECOND PART THE CLASS WILL WORK ON DEVELOPING FIVE TO SEVEN INTERVIEW QUESTIONS BASED ON THE JOB DESCRIPTION

HOOR TWO: IN THE SECOND HOUR THE CLASS IS DIVIDED INTO TWO GROUPS. MEMBERS OF GROUP WILL BE ASSIGNED A ROLE AS INTERVIEWEES, INTERVIEWERS OR OBSERVERS. EACH GROUP WILL BE INTERVIEWED FOR TEN MINUTES. THOSE OBSERVING WILL NOTE THE FOLLOWING: DYNAMICS, BODY LANGUAGE, INFERENCES, NUANCES, ASSUMPTION, AND MONITOR BIASES IF ANY.

HOOR THREE: DEBRIEF

INTERVIEW PANEL

DIRECTOR OF HUMAN RESOURCES → WANTS TO MAKE SURE THAT HIRING PROCEDURES ADHERE TO INDUSTRY STANDARDS AND OBLIGATIONS UNDER THE HUMAN RIGHTS CODE.

UNIT DIRECTOR → WHO HAS A CANDIDATE IN MIND.

DIRECTOR OF GOVERNMENT SERVICES → HE IS GIVEN DIRECTIONS BY ADM TO MAKE SURE THAT THE RECENTLY INTRODUCED EQUITY AND INCLUSION POLICIES ARE EMBEDDED INTO THE HIRING PROCESS

SHORTLISTED INTERVIEWEES

1. RACIALIZED WOMAN WITH A PH.D IN EQUITY STUDIES WHO HAS TAUGHT EQUITY STUDIES AND CHANGE MANAGEMENT.
 2. OLDER PERSON FROM ENGLAND WHO WORKED IN EQUITY IN THE UK EQUITY COMMISSION FOR OVER A DECADE, COLLEGE EDUCATED.
 3. WHITE PERSON FROM JAMAICA WITH EXTENSIVE HUMAN RESOURCES BACKGROUND WITH A FOCUS ON PUBLIC SECTOR GOVERNANCE.
 4. BI-RACIAL [FIRST NATIONS AND KOREAN] FEMALE WITH MASTERS DEGREE IN WOMENS STUDIES, EXTENSIVE WORK EXPERIENCE IN THE NGO SECTOR, AND LIAISING WITH GOVERNMENT SECTORS.
 5. WHITE BANK EXECUTIVE AND MPPAL ALUM WHO SET UP THE BANK'S EQUITY AND INCLUSION PLAN.
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EXERCISE OBJECTIVES

1. TO EXAMINE ASSUMPTIONS OF 'NEUTRALITY', 'OBJECTIVITY' AND 'MERIT'.
2. TO EXAMINE THE LIMITS OF 'PROCEDURAL FAIRNESS' {I.E., HOW RULES AND STANDARDS GET APPLIED IN THE JOB-SKILLS ASSESSMENT AND APPRAISAL PROCESS}.
3. TO CONSIDER HOW (EVEN) WHEN RULES AND STANDARDS ARE *PROPERLY* APPLIED BIAS AND STEREOTYPES (E.G., "PICTURING THE RIGHT PERSON IN THE JOB") CAN FORM THE BASELINE/ DEFAULT POSITION.
4. TO CONSIDER HOW 'DRAWING JOB SKILLS PARAMETERS' RISKS ADVANTAGING SOME IDENTITY GROUP CANDIDATES AND DISADVANTAGING OTHERS.
5. TO CONSIDER HOW POLICY IS ONLY AS EFFECTIVE AS THE FRAMEWORK THAT IS APPLIED.