



# Equitable hiring and promotion

This infosheet is part of a broader toolkit created by BC's Office of the Human Rights Commissioner (BCOHRC) to help employers learn how to improve employment equity within their businesses and organizations. It looks at equitable hiring and promotion and how these processes contribute to building fair and inclusive workplaces. Topics covered here include:

- What equitable hiring and promotion is
- Your legal responsibilities in the area as an employer
- Gaps in workplace representation and obstacles to equity
- Promising practices for equitable hiring and promotion



In 2022, BCOHRC conducted research on employment equity in B.C. through:

- Hosting focus groups on employment equity with employers from diverse sectors<sup>1</sup>
- Conducting a poll of a representative sample of over 1,000 employed adults in the province

Findings from this research help to inform our employment equity toolkit.

## What is equitable hiring and promotion?

Many employers believe that hiring and promotion decisions are mostly fair, objective and based on an applicant's merit. This belief is related to a commonly held assumption that differences in employment outcomes are always a result of different levels of talent, effort and qualifications.

A growing body of evidence shows that our idea of merit is often subjective and biased. Our identities play a significant role in how we are treated, and people from marginalized groups face barriers when entering and moving up in the workplace.<sup>2</sup> They deal with company policies that can be unfair, and often face discrimination in day-to-day workplace interactions. This discrimination can be direct or indirect, intentional or unintentional.<sup>3</sup>

Discrimination can lead to certain groups being underrepresented in the workforce. For example, this can mean that even though half of the people qualified for a role are women, they do not make up half of the workers in the role.

### Did you know?

The term “meritocracy” was coined in 1958 by Michael Young to make fun of the idea that class differences can be explained based on merit or talent. Over time, its satirical meaning has been lost.

**When hiring and promotion practices are equitable, qualified applicants can compete for jobs through fair processes, and the staff in your organization reflect the available workforce.**

As an employer, you can promote equity by identifying and removing barriers in your policies, practices and cultures that may lead to the underrepresentation of people from marginalized groups in your workforce.



## Your legal responsibilities in the area as an employer

### Discrimination in hiring and promotion is against the law

B.C.'s *Human Rights Code* prohibits employers from discriminating against their employees or people applying to work for them based on any part of their identity protected by the **Code**.<sup>4</sup>

As an employer, you are responsible for making hiring and promotion decisions based on the requirements of the job. If your workplace is unionized, the terms of the collective agreement will also apply. You should not make assumptions or decisions based on parts of someone's identity.

► Visit BCOHRC's website to [learn more about employer responsibilities under the Code](#).

### Special programs can help lower barriers for marginalized groups

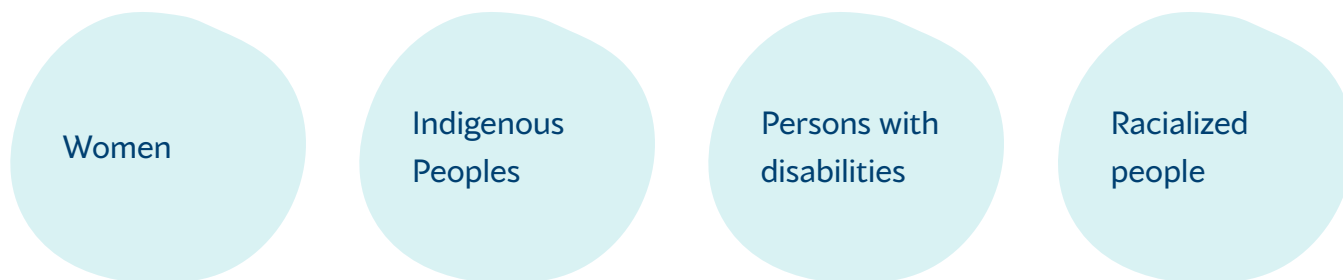
It is not discriminatory under the *Human Rights Code* for employers to create employment equity programs to improve conditions for marginalized groups. For example, you may give preference in hiring and promotion decisions to applicants from disadvantaged groups.

Employers with an initiative aiming to lower barriers for marginalized groups may seek a "special program" designation from B.C.'s Human Rights Commissioner. Any program or activity granted this designation cannot be found to contravene the Code.

► Visit BCOHRC's website to [learn more about special programs and how to apply](#).

### Federally regulated employers have additional responsibilities

If you are a federally regulated employer in British Columbia, you have additional legal responsibilities related to employment equity. The federal *Employment Equity Act* outlines that you're also required to take certain actions to ensure the full representation of members of four designated groups within your organization:<sup>5</sup>



There is currently no similar employment equity legislation in B.C. for provincially regulated employers. The B.C. Pay Transparency Act passed in 2023 aims to give employees more information about salaries and wage gaps.

## Gaps in representation and inclusion

Despite some improvements that have taken place over time, B.C.'s workforce still reflects inequalities present in our society.<sup>6</sup>

For example, women and racialized people are underrepresented in leadership and higher levels of authority.<sup>7</sup>

Also, workers from marginalized groups are overrepresented in low-paying, unstable jobs and have fewer opportunities for promotion.<sup>8</sup>

When we discuss inequality, we may think about challenges people face based on associating them with broad identity groups, such as people with disabilities or racialized people. These categories capture a diverse range of identities and experiences. By taking a closer look, we learn more about how people within these groups experience inequality differently.

For example, people with developmental disabilities (such as Down's syndrome or autism spectrum disorder) persistently have lower rates of employment.<sup>9</sup>

Also, Black people face higher rates of unemployment than the rest of the population, and this gap persists among those with post-secondary education.<sup>10</sup>

Many people face multiple forms of overlapping discrimination and disadvantage. This means that they face intersectional discrimination.

For example, people with disabilities who are also women, older and racialized often have lower employment rates and fewer opportunities for advancement.

Though these gaps may be partly due to differences in individual qualifications, they are also caused by stereotypes and biases as well as by unequal access to education, training, jobs and leadership opportunities. Implementing equitable hiring and promotion practices can help close these gaps over time.

► For more information about gaps in B.C.'s labour market, see our [infosheet on the state of employment equity in B.C.](#)





## Common obstacles to equitable hiring and promotion

There are barriers that cause many workplaces to unknowingly reinforce inequities. To overcome these, employers need to consider the negative impacts of using networks to find applicants and understand how discrimination and bias manifest throughout hiring and promotion.

### Personal connections can benefit some people over others

Many employers share information about job opportunities by reaching out to people in their network, or through “word of mouth.”

Since we usually interact with people who are like us, individuals with greater access to power, resources and authority tend to share information and make decisions that favour other people like them.

This means individuals from advantaged groups get access to opportunities because of who they know. As a result, employers miss the chance to find qualified applicants who may not have access to the same networks as the dominant group.<sup>11</sup>

Studies suggest that 70–85% of open positions are filled through networking and relationships.<sup>12</sup>

### Favouritism can create inequitable access to opportunities

Employees with similar backgrounds and interests as employers often benefit from privileges once they are hired. Leaders are more likely to mentor them because they often see them as having more potential. As a result, they receive more guidance, support and access to new opportunities.

Since men are overrepresented in leadership roles, this type of favouritism can end up looking like a “boys club” where men have more access to development opportunities and promotions than others in the workplace.



#### The “tap on the shoulder”

A participant from BCOHRC’s 2022 focus groups spoke about the “tap on the shoulder” where some people are informally encouraged to pursue various professional development and job opportunities. They described it as “basically a nightmare for equity” because those who get the “tap on the shoulder” get experiences, training and opportunities while others do not.



## Our biases keep us from making the best decisions

Stereotypes and biases about different identity groups, even if we don't recognize them consciously, distort how we view people and their qualifications. When we try to ignore our biases or pretend they don't exist, they can impact our decisions without us realizing it.

### Biases can negatively impact marginalized groups

While white men benefit from biases that make them appear competent, trustworthy and likeable, individuals from marginalized groups applying for jobs may face negative biases that mean they receive poorer evaluations for similar accomplishments.<sup>13</sup>

Evidence shows that when women apply for jobs, they receive fewer interview invitations than equally qualified men. This is worse for older women, women with children and racialized women.<sup>14</sup>

Further, international education and work experience of racialized immigrants is often undervalued or disregarded.<sup>15</sup>

There's also an assumption that people with disabilities are less productive, less competent and less likely to fit in with workplace culture.<sup>16</sup>



BCOHRC's 2022 poll found that individuals who are lower income, of African or Afro-Caribbean descent, or trans or gender diverse are among those more likely to report unfair treatment or discrimination when applying for a job.

### Marginalized individuals face barriers to growth

Individuals from marginalized groups are often overlooked in the workplace and have fewer opportunities to develop their skills. This limits their career progress.

For example, women receive fewer career development opportunities such as challenging projects partly because they are seen as less capable and less committed to their work.<sup>17</sup>



### Barriers faced by trans and gender diverse people

BCOHRC's 2022 poll found that trans and gender diverse respondents were more likely to report a large negative impact on their careers due to:

- A lack of learning opportunities
- A lack of a professional network
- Being treated differently because of their identity

## Unfair expectations lead to equal work being undervalued

Individuals from marginalized groups often face higher levels of scrutiny and must prove themselves repeatedly to be deemed competent.<sup>18</sup>

For example, to be seen as equally competent, women must provide roughly twice as much evidence of competence as men and Black people must provide roughly twice as much evidence of competence as white people.<sup>19</sup>

Also, the qualifications of women and racialized people are undervalued and they have a lower chance of getting promoted despite the same levels of effort, performance, mentoring, experience and social connections as others.<sup>20</sup>

## Promising practices for equitable hiring and promotion

### Create a hiring and promotion equity plan to improve workplace representation

One of the most effective ways you can improve the representation of marginalized groups in your workplace is to set proactive targets and timelines for hiring and promotion. When you implement a hiring and promotion equity plan, you help counteract favouritism and bias.

Depending on the size of your organization, consider the below steps to develop your hiring and promotion equity plan.

#### Collect and analyze demographic data on your workforce

Begin with the identity groups protected under B.C.'s *Human Rights Code*. Compare representation in your workplace to representation in the labour markets where you hire to see where gaps exist.

- An intersectional analysis often helps identify gaps in the representation of individuals who
- experience multiple forms of discrimination and disadvantage at the same time.<sup>21</sup>

#### Engage your staff to help identify barriers in your policies and practices

Prepare to have difficult but helpful conversations about how staff experience your workplace. Recognize that this work can be emotionally draining, especially for those from marginalized backgrounds or those who are repeatedly asked to have these conversations.

- Staff participation must be voluntary, and make sure workers can participate during their
- paid hours.

#### Set hiring and promotion targets with specific timelines

Base these on labour market representation. Some employers set quotas to hire a fixed number of individuals into certain roles, while others set flexible targets.

#### Co-develop strategies with staff

These strategies should include:

- Plans to remove existing barriers in hiring and promotion
- Measures to increase representation where required, including within higher levels of your organization where there tends to be less diversity

## Avoid creating a “glass cliff”

Sometimes employers hire or promote individuals from marginalized groups into leadership positions when times are difficult and there is a higher risk of failure. This is known as the “glass cliff.”

Avoid this pitfall by ensuring new leaders have the support they need to succeed.<sup>22</sup>

### Measure your progress

Monitor your rates of hiring, retention, promotion and turnover. Address any gaps you find.

### Have a plan to address resistance

Help your staff understand what is and is not changing because of your plan. To address potential resistance, you can:

- Clearly communicate the benefits of a diverse workforce, such as greater innovation
- Dispel misconceptions about equitable hiring, such as the idea that unqualified people will be hired for the sake of diversity
- ▶ See our infosheet about the [benefits of employment equity](#) for more information on why a diverse workforce is good for business.

### Invest in future talent

To widen and diversify your applicant pool over time, offer development opportunities such as training or paid internships to individuals from marginalized groups.

### Some resources to assist with creating your plan

- ▶ Visit the Government of Canada for:
  - More on [how to analyze workforce data](#)
  - An [equity plan template](#)
- ▶ View our infosheets on:
  - [Labour market availability in B.C.](#)
  - Collecting and working with [demographic data in the workplace](#)
- ▶ Additionally, there are many resources available about the unique barriers diverse groups face and promising practices to improve inclusion, including the following on:
  - [Older people](#)
  - [Indigenous Peoples](#)
  - [Black people](#)
  - [Racialized people](#)
  - [LGBTQ2SAI+ individuals](#)
  - [People with disabilities](#)
  - [Women](#)



## Establish fair and inclusive standardized processes

Research shows that bias is more likely to creep in when hiring and promotion practices are informal and employers rely on intuition to make decisions. For example, without establishing selection criteria beforehand, people tend to adjust their rationale to fit or match with the person they want to hire. This tends to favour advantaged groups.<sup>23</sup>

Creating standardized hiring and promotion practices that are fair, inclusive and transparent helps avoid biased decision making.<sup>24</sup> It gives you the tools to fairly assess a candidate's qualifications and make better hiring and promotion decisions.

Some employers don't know how to standardize their processes or where to begin. The guidelines below can help you start. Many are relevant to both hiring and promotion, but some focus on hiring because it often involves more steps.

### General guidelines for hiring and promotion processes

- Develop the selection criteria and application process before starting the competition
- Document the process and keep records on file
- Share information about reasonable accommodations to applicants and provide accommodations in the hiring process
- Increase trust and reduce bias by being transparent about the steps involved in the application process and the amount of time it will take to apply, so that candidates can assess whether to proceed given their personal commitments
  - Extensive recruitment processes can be exclusionary for those with care responsibilities or multiple demands on their time, which can be inequitable for single parents, women and low-income people.
- Provide hiring managers access to the training and resources they need
  - For example, training can teach hiring managers how to craft fair and inclusive selection criteria or avoid common pitfalls when screening applicants.



### What workers value in hiring and promotion

BCOHRC's 2022 poll found that workers value standardized, fair and inclusive hiring practices. Over half of the respondents said that the following factors are very important to ensure hiring is fair and inclusive:

- Employers should make a commitment to equity and inclusion
- Pay ranges should be clear and standardized for all workers
- Hiring processes should be clearly communicated
- There should be direct human contact throughout the hiring process
- How people advance should be consistent and publicly shared

## Guidelines for creating job descriptions

### About your organization

- Introduce your organization and its goals
- State your organization's commitment to diversity, equity and inclusion
- If you have a hiring and promotion equity plan, indicate hiring preferences and invite applicants from marginalized groups to self-identify in their application
- If your goal is to improve certain gaps in representation in your organization, communicate that individuals from specific marginalized groups may be preferred in hiring

### The language

- Communicate clearly using plain language and avoid using jargon or acronyms
- Use gender-neutral language
- Carefully consider whether you are using words or phrases that send the message that you have a certain type of candidate in mind based on stereotypes
  - For example, men are often seen as more “competitive” and younger workers are often seen as more “energetic.”<sup>25</sup>

### The job duties

- Describe the job duties accurately

#### Make sure requirements and preferences are fair and reasonable

If possible, only list the specific knowledge, skills and abilities required to do the job. Clearly differentiate between things that would be nice to have, but are not necessary.

#### Make sure requirements and preferences are complete

The hiring committee should not consider factors that aren't listed in the job description.

### Did you know?

Studies suggest that while men often apply to jobs where they only meet 60% of the requirements, women tend to only apply if they meet 100% of the requirements.<sup>26</sup> Avoid this pitfall by only including necessary requirements in your job description where possible, or at least by clearly indicating factors that are preferred rather than required.

## The requirements and qualifications

- Ensure that any requirement related to Canadian work experience is based on the actual job needs
  - Directly or indirectly requiring Canadian work experience, including by only accepting Canadian references or discounting work experience from abroad, may constitute illegal discrimination based on place of origin.
- Be inclusive of applicants who may have gained qualifications in ways that are different from what you might expect

## The pay

- Set the pay amount or a pay range for the position and post it to ensure transparency, as is required by the B.C. *Pay Transparency Act*.

## Applicants with qualifications from non-traditional paths

You may come across applicants who didn't gain their qualifications in the ways you might expect, but their experiences and credentials mean they may be qualified for the role. To make sure you consider them, think about the following:

### Education

- If academic credentials are required to do the job, broaden the types of credentials you will accept. For example, instead of requiring a degree from a certain field, you may be able to accept diplomas or other types of credentials.
- If academic credentials aren't required to do the job, list the specific skills, knowledge and abilities you are looking for.<sup>27</sup>

### Experience

- If you are open to considering experience that is equivalent to a required qualification, decide what you will accept before you screen applicants.
- Recognize different kinds of experience, including lived experience if it relates to the job requirements, by inviting applicants to share relevant knowledge, skills, or abilities gained from personal experience. Clearly indicate that you are not asking applicants to share difficult experiences or past trauma.

At BC's Office of the Human Rights Commissioner, for example, we state in our job postings that we will consider equivalent education and experience in place of a specific degree requirement and that we will consider relevant lived experience.<sup>28</sup>

## Guidelines for posting job openings

- Use welcoming and inclusive language to attract applicants from diverse backgrounds
- Leave postings up for a predetermined length of time, ideally long enough that a broad range of people with different schedules have time to see and respond
- Circulate information about promotional opportunities widely within your organization
- If you are hiring internally, ensure all employees within your organization—including staff who are on leave—receive the same information about the role and have a fair chance to apply
- If you are hiring externally, conduct targeted outreach and work with community groups to reach marginalized groups, for example by attending in-person events
- Advertise widely using different channels

## Guidelines for reviewing applications

- Have at least two individuals screen applications
- Use predetermined, objective selection criteria to screen and score applicants
- Do not discount applicants who have absences from paid employment for reasons such as caregiving or medical leave
- Aim to interview multiple applicants from marginalized groups<sup>29</sup>

## Guidelines for interviewing applicants

- Where resources allow, have a hiring panel with at least three people to reduce bias and balance out power dynamics in decision making
- Ensure individuals on the hiring panel have diverse backgrounds and value equity<sup>30</sup>
- Send applicants interview questions ahead of time where possible
- Conduct structured interviews and ask all applicants the same predetermined set of questions based on the knowledge, skills and abilities required for the role<sup>31</sup>
- If applicants who have absences from paid work tell you they gained valuable knowledge, skills and abilities that would be beneficial for the role, take that into account in their assessment
- Avoid asking unnecessary personal questions during the interview
  - For example, instead of asking about immigration status, ask if they are legally entitled to work in Canada. Similarly, instead of asking their age, ask if they are old enough to legally work in B.C. and give information about the legal requirements.<sup>32</sup>
- Do not ask for pay history, as is prohibited by the *Pay Transparency Act*, and avoid asking about salary expectations\*
- Ensure the interview is accessible and ask applicants if they have any accommodation needs beforehand
- Only inquire about a criminal charge or conviction if it relates to job duties
  - Visit BCOHRC's website to learn more about [hiring a worker with a criminal charge or conviction](#).

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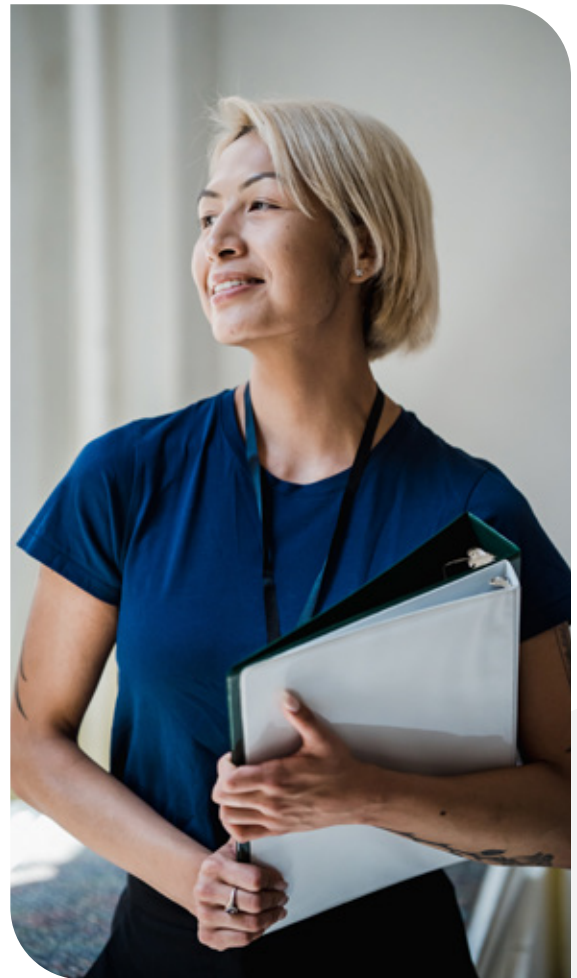
\* <https://www2.gov.bc.ca/gov/content/gender-equity/pay-transparency-in-bc>

## Guidelines for reviewing and selecting applicants

- Use predetermined, objective selection criteria to screen and score applicants
- Debrief and make decisions about applicants as a group to ensure accountability and consistency in applying the selection criteria
- Avoid using subjective criteria such as whether the candidate feels like a “good fit”<sup>33</sup>
- If you have an equitable hiring and promotion plan and you find that applicants have similar scores, select the candidate from an underrepresented group—ensure that your plan is transparent about this process
- Communicate decisions to applicants in a timely manner
- Offer to speak with applicants who were not offered the position about the rationale behind the decision

### Some resources to assist with your hiring and promotion processes

- ▶ The Ontario Human Rights Commission offers [guidance about human rights considerations](#) in different stages of hiring and promotion
- ▶ The federal government’s [What Works Toolkit](#) offers information on leading hiring practices
- ▶ The Canadian Human Rights Commission offers [guidance on screening and selection](#)
- ▶ Accessible Employers offers an [interview checklist](#) to promote inclusion for applicants with disabilities
- ▶ The [B.C. Gender Equity Office](#) has guidance on how to ensure the information included in job postings complies with the *Pay Transparency Act*
- ▶ View our infosheets on:
  - [Equitable compensation](#)
  - [Accommodations in the workplace](#)





## Equity means looking at more than just hiring and promotion

Hiring and promoting individuals from marginalized groups is only one part of the journey. Ensuring people are entering an environment that is ready to welcome them is crucial for success. This means you are working on building a safe, healthy workplace culture that values equity, justice, diversity and inclusion. It also means equitable policies are in place. These include policies for fair compensation, accommodation, professional development and a process for complaint resolution.



As one focus group participant from the Health and Social Services sector explained:

“If you post on every job board, go to every event, have the most perfectly written job descriptions but when somebody gets there and they are still experiencing microaggressions, and racism and ableism, it’s not really going to work.”



Please note that this infosheet provides general information. It is not legal advice. We hope you find it useful but encourage you to seek legal advice about how to implement our guidance in your workplace, including how collective agreement terms or other legal obligations must inform your efforts.

There is no one size fits all approach to employment equity. As an employer, your organization’s size, maturity, composition, challenges and needs will inform the strategies that will help advance equity in your workplace.

# Notes

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<sup>1</sup> BCOHRC's focus groups consisted of employers from five sectors—construction, retail and wholesale, education, health and social services, and scientific, professional and technical services. Participants were senior leadership as well as human resources and employment equity focused staff. For each focus group we invited a mix of large and small organizations as well as employers from different parts of the province. We also tried to invite both leaders in employment equity as well as those at earlier stages of the employment equity journey.

<sup>2</sup> M. Foley, R. Cooper and S. Mosseri, [Gender equitable recruitment and promotion: Leading practice guide](#), WGEA Commissioned Research Paper, The Australian Women's Working Futures (AWWF) Project, University of Sydney, 2019.

<sup>3</sup> Adia Harvey Wingfield and Koji Chavez, "[Getting In, Getting Hired, Getting Sideways Looks: Organizational Hierarchy and Perceptions of Racial Discrimination](#)," *American Sociological Review* 85, no. 1 (February 1, 2020): 31–57; Michelle K. Ryan et al., "[Editorial: Understanding Barriers to Workplace Equality: A Focus on the Target's Perspective](#)," *Frontiers in Psychology* 11 (June 17, 2020): 1279.

<sup>4</sup> The identity characteristics protected by B.C.'s *Human Rights Code* are: Indigenous identity, race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, age, and criminal conviction that is unrelated to the employment or intended employment of that person.

<sup>5</sup> For more on the federal *Employment Equity Act*, visit the [Canadian Human Rights Commission](#).

<sup>6</sup> Canadian Centre for Policy Alternatives, [Canada's Colour Coded Income Inequality](#), CCPA, 2022.

<sup>7</sup> Wingfield and Chavez, "[Getting In, Getting Hired, Getting Sideways Looks](#)," 31–57.

<sup>8</sup> Eric Arce and Denise A. Segura, "[Stratification in the Labor Market](#)," in *The Wiley Blackwell Encyclopedia of Race, Ethnicity, and Nationalism*, ed. A. D. Smith, S. Hou, J. Stone, R. Dennis and P. Rizova, Wiley Online Library, 2015.

<sup>9</sup> Stephanie Dunn, Krystle Wittevrongel and Jennifer Zwicker, "[How Do We Boost Employment Outcomes for Neurodiverse Albertans?](#)," *The School of Public Policy Publications* 11 (June 27, 2018).

<sup>10</sup> Statistics Canada, [Canada's Black Population: Education, Labour and Resilience](#), Government of Canada, February 25, 2020.

<sup>11</sup> Nancy DiTomaso, "[Racism and Discrimination versus Advantage and Favoritism: Bias for versus Bias Against](#)," *Research in Organizational Behavior* 35 (January 1, 2015): 57–77.

<sup>12</sup> BlackNorth Initiative, "[BlackNorth Initiative and Boston Consulting Group Launch Racial Equity Playbook](#)," *BlackNorth Initiative*, November 24, 2021.

<sup>13</sup> DiTomaso, "[Racism and Discrimination versus Advantage and Favoritism](#)," 55–77; Ana C. De Roo and Erika A. Newman, "[Best Practices in Recruitment](#)," in *Diversity, Equity and Inclusion*, ed. Dana A. Telem and Colin A. Martin (New York: Springer, Cham, 2021), 1–10.

<sup>14</sup> Foley et al., [Gender equitable recruitment and promotion](#).

<sup>15</sup> Izumi Sakamoto, Daphne Jeypal, Rupaleem Bhuyan, Jane Ku, Lin Fang, Heidi Zhang and Flavia Genovese, [An Overview of the Discourses of Skilled Immigrants and Canadian Experience: An English-language print media analysis](#), Working Paper no. 29, (Toronto, ON: CERIS – The Ontario Metropolis Centre, 2013).

<sup>16</sup> Silvia Bonaccio, Catherine E. Connelly, Ian R. Gellatly et al., "[The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence](#)," *Journal of Business and Psychology* 35 (2020): 135–158.

<sup>17</sup> Foley et al., [Gender equitable recruitment and promotion](#).

<sup>18</sup> Centre for WorkLife Law, "[Bias Interrupters: Small Steps Big Change: Tools for Performance Evaluations](#)," *Centre for WorkLife Law*, accessed September 20, 2022.

<sup>19</sup> Joan C. Williams, "[Double jeopardy? An empirical study with implications for the debates over implicit bias and intersectionality](#)," *Harvard Journal of Law & Gender* 37 (2014): 185.

<sup>20</sup> Margaret Yap and Alison M. Konrad, "[Gender and Racial Differentials in Promotions: Is There a Sticky Floor, a Mid-Level Bottleneck, or a Glass Ceiling?](#)," *Relations Industrielles* 64, no. 4 (Fall 2009): 593–619.

<sup>21</sup> For more on intersectionality, see [Intersectionality 101](#) by Olena Hankivsky.

<sup>22</sup> Thekla Morgenroth et al., "[The Who, When, and Why of the Glass Cliff Phenomenon: A Meta-Analysis of Appointments to Precarious Leadership Positions](#)," *Psychological Bulletin* 146 (July 23, 2020).

<sup>23</sup> Kellogg Insight, "[Are You Giving All of Your Employees an Equal Chance to Succeed?](#)," *Kellogg School of Management at Northwestern University*, February 6, 2020.

<sup>24</sup> William T. Bielby, "[Minimizing workplace gender and racial bias](#)," *Contemporary Sociology* 29, no. 1 (2000): 120–129.

<sup>25</sup> Foley et al., [Gender equitable recruitment and promotion](#).

<sup>26</sup> Tara Sophia Mohr, "[Why Women Don't Apply for Jobs Unless They're 100% Qualified](#)," *Harvard Business Review*, 2014.

<sup>27</sup> Desiree Williams-Rajee, [Equity, Diversity and Inclusion in Recruitment, Hiring and Retention](#), *Urban Sustainability Directors Network*, 2018, 14.

<sup>28</sup> BCOHRC states the following in its job posting: “To complement the diversity of our team, preference may be given to applicants who are Indigenous, Black or racialized, people with diverse gender identities or expressions, and/or, people with disabilities. It will greatly assist us with screening if you refer in your application to these stated preferences. Recognizing the impacts of discrimination, we ask for a brief statement only, to the degree you feel comfortable sharing. One of our guiding principles is to operate in a trauma-informed manner and thus, it is your choice whether to volunteer information. We will hold your application in strictest confidence, sharing it only with the hiring panel.”

<sup>29</sup> De Roo et al., “[Best Practices in Recruitment](#),” 1–10.

<sup>30</sup> Canada Research Chairs, “[Creating an Equitable, Diverse and Inclusive Research Environment: A Best Practices Guide for Recruitment, Hiring and Retention](#),” *Canada Research Chairs*, November 17, 2021.


<sup>31</sup> Rebecca Knight, “[7 Practical Ways to Reduce Bias in Your Hiring Process](#),” *Harvard Business Review*, 2017.

<sup>32</sup> Ontario Human Rights Commission, “[Interviewing and Making Hiring Decisions](#),” in *Human Rights at Work 2008 - Third Edition*, ed. Ontario Human Rights Commission, 2008.

<sup>33</sup> Nicole M. Stephens, Lauren A. Rivera and Sarah S. M. Townsend, “[The Cycle of Workplace Bias and How to Interrupt It](#),” *Research in Organizational Behavior* 40 (2020): 100137.



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