

C Magazine Affirmative Action (AA) Procedures

Table of Contents

1. Essential Procedures	1
2. Affirmative Action Goal	2
3. Establishing an Affirmative Action Representative	2
4. The Search	3
4.1 Job Calls and Advertising	3
4.2 Invitation to Self-identify	4
5. The Hiring Committee	4
5.1 Training the Hiring Committee	4
5.2 Establishing a Shortlist	4
5.3 The Interview	4
5.4 The Selection	5
6. Board of Directors Recruitment	5

C Magazine will strive to implement the Affirmative Action Procedures in accordance with the C Magazine [Equity Policy](#), current C Strategic Equity Goals and Human Resource Manual, and to always follow the essential AA procedures.

1. Essential Procedures

1. Create a role or job call that from the outset:
 - a. Is circulated widely, with outreach designed to reach qualified applicants in prioritized equity-seeking groups
 - b. Communicates the required skills and experience; which are then used to assess candidates
 - c. Uses the pre-approved AA Language for when the AA Goal is not met in the category for hire or appointment
 - d. Invites equity-seeking applicants to self-identify, so that they may benefit from the AA Program and Procedures
 - e. Provides a link to a self-identification form for members of priority groups to self-identify
2. Use an Application Assessment Rubric to rank and select candidates for a short-list.

3. Evaluate each candidate’s skills and experience using a Weighted Competency Scoring tool for leadership and permanent positions that involve complex tasks, and consistent interview and reference questions.
4. Stipulate that when two qualified candidates are otherwise similarly suitable for a role, the one that has self-identified as belonging to a prioritized equity-seeking group will be selected according to the Affirmative Action Goal and Procedures.

2. Affirmative Action Goal

With the aim of ensuring that the overall makeup of the organization reflects the diversity of our local, national and international contemporary art communities, C Magazine aspires for no less than 50 percent of all its nominations and hires to be fulfilled by members of equity-seeking groups, and acknowledges that to reach and maintain this goal it strives for 60 percent in each of the following employee categories:

- Permanent leadership staff
- Short-term and renewable employment contracts
- Internships
- Members of the Board of Directors (voting), Advisors (non-voting)

The Affirmative Action Goal may be set at a different level for any or all of these categories, if approved by the Board of Directors.

The Affirmative Action Goal will be assessed by the nominations or hiring committee prior to commencing the search. Given the small size of the organization, it will be assessed by calculating the percentage of appointments, elections or hires in the previous two years, in the category in question.

3. Establishing an Affirmative Action Representative

The Executive Committee or Human Resource Committee will appoint an Affirmative Action (AA) Representative who will be responsible for guiding the Hiring Committee in following the Affirmative Action Procedures.

The AA Representative will be a Director of the board and may change from time to time, or from hire to hire. The AA Representative will receive anti-oppression and affirmative action training.

The AA Representative will:

- Present an assessment of the Affirmative Action Goal to the Hiring Committee for the category;
- Review the procedures and tools used by the committees (ie: Job Call, Search, Self-identification Form, Application Assessment Rubric, Shortlist, Interview, Reference Check, Weighted Competency Scoring tool, and the Selection);

- Attend meetings of the Hiring Committee meetings and provide guidance to ensure Affirmative Action procedures are properly carried out.

In the event that two or more searches are being conducted concurrently, the Executive Committee, Human Resource Committee or AA Representative may delegate responsibilities to another board or staff member who has received anti-oppression and affirmative action training.

The Executive Director, as the Board’s representative on staff, will, under the direction of the AA Representative, or the Equity Committee in the absence of a current standing AA Representative, act as the AA Representative for staff-supervised hirings. The Executive Director will receive anti-oppression and affirmative action training.

In addition to overseeing hiring actions, the AA Representative serves as a resource to help advise the Board on Affirmative Action Procedures and provide general support to the Board and staff.

4. The Search

4.1 Job Calls and Advertising

C Magazine will use a variety of social media platforms, professional networks and job boards to advertise job opportunities, actively reaching out to contacts and community partners to elicit the largest possible number of qualified candidates who identify as members of equity-seeking groups.

The recommended candidate should meet the qualifications/criteria specified in the job advertisement. The Application Assessment Rubric should indicate if a candidate was deemed “unqualified” because he/she did not meet the posted criteria and qualifications. In addition, committees should consider using the following phrase when writing to unsuccessful applicants: “the posted criteria and qualifications outlined in the job advertisement were not met.”

Job postings and calls are to be accompanied by a link to a self-identification form, made accessible on the C Magazine website, and a statement incorporating the organization’s approved AA language on affirmative action, and will quote the following:

C Magazine is an equal opportunity employer that uses an Affirmative Action Program to actively increase the representation of equity-seeking groups in the art sector, with current priority given to persons of colour, Indigenous, deaf, mad and disabled and 2SLGBTQIAP persons. If you identify as a member of one of these groups, you are invited to voluntarily self-identify using the self-identification form found at <self-id.cmagazine.com>; only those who self-identify can benefit from the C Affirmative Action Procedures. All qualified candidates are encouraged to apply and be assessed on their merits; Canadian citizens and permanent residents will be given priority.

C Magazine is committed to fostering a diverse and inclusive work environment and to providing employment accommodation for those who identify as deaf, mad and disabled.

Please let us know of any accommodation we may provide during the application or selection process. If contacted for an interview, please communicate if you require accommodation.

4.2 Invitation to Self-identify

C Magazine will send an email acknowledgement to each applicant on receipt of their application, inviting them to self-identify or request accommodations for the interview, with a self-identification form attached:

Your application has been received and we thank you for taking the time to apply. C Magazine is an equal opportunity employer that uses an Affirmative Action framework to actively increase the representation of equity-seeking groups in the art sector, with current priority given to persons of colour, Indigenous, deaf, mad and disabled and 2SLGBTQIAP people. If you identify as a member of one of these groups, you are invited to voluntarily self-identify using the self-identification form found at <self-id.cmagazine.com>; only those who self-identify can benefit from the C Affirmative Action Procedures.

The Hiring Committee will accept and acknowledge an applicants’ self-identification when it is given orally, or by any other recordable method.

5. The Hiring Committee

5.1 Training the Hiring Committee

Prior to reviewing applications, the Hiring Committee will undergo training lead by the AA Representative, who will provide explanations of the AA procedures and tools.

5.2 Establishing a Shortlist

The Hiring Committee examines and evaluates each applicant’s file in regard of the requirements outlined in the job description and the AA Procedures (this document), recording their findings in the Application Assessment Rubric.

A shortlist of candidates is established. Whether or not they appear on the shortlist, each applicant who self-identifies as a member of an equity-seeking group is fully discussed and considered by the Hiring Committee, with the AA Representative in attendance.

The Hiring Committee and the AA Representative consider whether the principles and affirmative action procedures during recruitment have been adhered to and if the shortlist adequately reflects the diversity of qualified candidates; the goal is for the shortlisted candidates to be ⅓ self-identified members of one or more equity-seeking groups. If the committee is unsatisfied with the shortlist, or the procedures of recruitment, they have the right to decline the shortlist and conduct a second search.

5.3 The Interview

All candidates are treated equally during the interview process and are asked the same core questions. The core questions are established by the Hiring Committee, and will include one

question that addresses the candidates knowledge of issues and practical measures related to implementing equity, diversity and inclusion goals and strategies.

Concerns or questions regarding personal characteristics or circumstances, such as marital status, reproductive intentions, ethnic/cultural dress, physical appearance, financial means, age or other cultural and social judgments will not be addressed in the interview.

Judgments in favor or against a candidate’s interview must be based on the job’s requirements and the candidates competencies alone. The use of a Weighted Competency Scoring tool is recommended when hiring for leadership and permanent positions that involve complex requirements, duties and tasks.

5.4 The Selection

Candidates are equal unless one is evaluated as superior to another in the competencies required for the position.

If, at the time of selection, the inclusion of equity-seeking groups in the category of employee being hired meets or exceeds the Affirmative Action Goal, then the candidate who demonstrates the best qualifications, regardless of self-identifying as a member of an equity-seeking group, will be selected.

If the Affirmative Action Goal is not met in the employment category at the time of selection:

- Priority will go to the candidate who identifies as a member of an equity-seeking group, and who meets the job qualifications to an equal degree as other candidates.
- If the ideal candidate is not from an equity seeking group, and there is reason to believe more qualified candidates may be reached with more effort, the hiring committee may delay hiring to conduct a second round of recruitment.
- If the hiring committee is not satisfied that there is a qualified candidate in the pool of applicants, or if there is an irresolvable disagreement among its members, it may choose not to recommend any of the candidates and conduct a second search.

6. Board of Directors Recruitment

Nominations committee: The Nominations Committee (a standing sub-committee of the Executive Committee) ensures diversity and equity principles are upheld during the appointment of new Board Members and National Advisory (non-voting) board members. In addition to overseeing the assessment of candidates, interviewing nominees and motions for their appointment, the committee will act as a resource that will help advise and provided general support to the board and staff.

Election and appointment: Nominees are equal regardless of class, race, ethnicity, sexual orientation, unless one proves to be superior in qualification for the requirements of the position.

In the event that the Affirmative Action Goal is not met at the time of the committees’ recommendation of a board candidate or at the time of appointment of an advisor:

- Priority will go to the nominee who identifies as a member of an equity-seeking group and who meets the standard qualifications.
- If the ideal nominee is not from an equity-seeking group, the Nominations Committee has the right to delay an election or appointment.