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THE HIRING PROCESS OF
SELECT CANADIAN NATIONAL SPORT ORGANIZATIONS:
A GENDER ASSESSMENT

by

Ruth Elizabeth Bell

A Thesis
submitted to the
Faculty of Graduate Studies and Research
through the Department of Kinesiology
in Partial Fulfilment of the
requirements for the Degree of
Master of Human Kinetics at
the University of Windsor

Windsor, Ontario, Canada

1990

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ABSTRACT

The purpose of this study was to examine the hiring process of select National Sport Organizations (NSOs) in order to search out a better explanation for why women are under represented in the middle and upper management positions within these organizations. The five NSOs selected for this study share several characteristics: a large size, a long standing history, Olympic status, and jurisdiction over both female and male athletes.

The information needed for this study was gathered through the use of an interview guide. The individuals that were interviewed were from three distinct groups. These groups were: the NSO professional staff, the volunteer staff, and Sport Canada consultants. To support this verbal documentation, written documents were collected from both the NSOs and Sport Canada.

A research framework was developed, based on literature in the areas of employment equity and discrimination, which outlined an objective and gender sensitive hiring process. This framework consists of five stages: the decision to hire, the advertisement, the short listing of candidates, the interview and the decision on who to hire. Once the data was collected it was analyzed in terms of the research framework.

This study indicates that there are problems within the current NSO hiring system. These problems relate to its objectivity and gender sensitivity. In terms of the

directional propositions examined with regards to objectivity in the hiring process, three of the five were supported meaning that the organizations were not very objective in at least three areas. These areas included: how they short listed candidates, use of the same committee in both short listing and interviewing, and the use of primarily a discussion technique in evaluating the final candidates. Two of the five directional propositions concerning objectivity were not supported. The NSOs tended to be more objective when they constructed the interview schedule, and when they utilized that schedule.

In terms of the directional propositions examined with regards to gender sensitivity, five of six were supported, meaning that the organizations were not gender sensitive in most areas. These areas include their consideration of: the 1986 policy on women in sport, "special needs" groups in general, the available job pool, the wording in advertisements in terms of employment policies, and the composition of the interview boards in terms of gender. Only one of six propositions was not supported, with regards to discriminatory follow up questions being asked during the interview. Accordingly, the hiring process not only is problematic in terms of objectivity, but lack of gender sensitivity suggests that this process affects the advancement of women within the NSOs in particular.

DEDICATION

Everyone always said I was a determined child, just like my Grama Shackleton, so I dedicate this thesis to the one whose genes I inherited. Thanks Grama, without those genes I never would have done it!

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It was with great trepidation that I started this journey. Along the way many individuals provided inspiration and encouragement. I can never thank them all.

To a women who can inspire many, I wish to thank my advisor, Dr. Vicky Paraschak for her valuable guidance and patience. I will always cherish your friendship.

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I also owe a great deal to Dr. Pam Milne and Professor Marge Holman, who have opened my eyes to a great many injustices in society, I will always be aware. Thank you both!

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LIST OF ABBREVIATIONS

- CAAWS - Canadian Association for the Advancement of Women in Sport
CAC - Coaching Association of Canada
CSFAC - Canadian Sport and Fitness Administration Centre
ED - Executive Director
FAS - Fitness and Amateur Sport
NSO - National Sport Organization
NSRC- National Sport and Recreation Centre
OWD - Ontario Women's Directorate
PC - Program Coordinator
TD - Technical Director
WSL - Women in Sport Leadership
YWCA - Young Women's Christian Association

CHAPTER I

Introduction

Review of Literature

There are three areas of literature that are important in providing a backdrop to the present exploratory study. These areas include: background on the structure and development of the National Sport Organizations (NSOs), the government's initiatives in the area of women and sport, and equality in employment.

It is important to detail how the NSOs achieved the status that they now have with regards to the employment of full time staff who coordinate all their activities. In the past, the NSOs were run strictly by volunteers with little or no involvement from any other groups such as the federal government. At present the NSOs are still volunteer based however, they are run by professionals and have a certain amount of dependency on the government. Thus a short historical perspective is provided. This section also includes a review of independent demographic surveys that have been conducted over the last twenty years. This section gives a clear indication of the problems women face in achieving middle and upper management positions within the NSOs, providing much of the reasoning for delving into the structural factors underlying employment in the NSOs.

The second section of the literature review details actions carried out by the federal government concerning the

status of women in sport. Information from the federal government used in this section includes: conference reports, survey summaries, and policy statements. The general impression generated by information in this section is that the government recognizes that there are problems, but any efforts that they have made to solve the problems have proven, to date, to be unsuccessful.

The third section deals with general developments in society today in regards to equality in the workplace. This literature indicates that there are similar trends in society, in terms of the status of women in employment, to those indicated in the results of the demographic studies on the NSOs. This review identifies key problem areas and indicates the type of procedures that have been developed to overcome some of the problems women face in the work place. Development of Professional Sport Administrators within the NSOs.

In 1961 the government passed legislation to form a department of government entitled Fitness and Amateur Sport (FAS) (Helmes, 1981; Macintosh, 1987). The purpose of FAS was to create a unity of sport but not to take away the autonomy of the NSOs. Following the completion of the Task Force Report on Amateur Sports for Canadians (1969), amateur sport became a more prominent concern of the federal government, eventually leading to the establishment of Sport Canada (FAS, 1969 in Helmes, 1981).

The period from 1961 to 1968 was a time when the barriers inhibiting Canada from achieving a more organized approach to sport were exposed (Macintosh, 1988). The National Advisory Council was convinced that better leadership and administration would induce stronger performances in sport. Thus, the Council advised the Minister Responsible for Fitness and Amateur Sport to grant the NSOs money to hire full time professional staff. These employees were not to be considered public servants and, in principle, were to report to their respective boards of directors. In 1968, seven NSOs had enough money to hire professional staff, while the others continued to "run their associations 'off the kitchen table'" (Macintosh, 1988:125), meaning that the NSOs were strictly run by volunteers. Thus, better leadership, an established administrative structure and the addition of money was to help achieve a more professional approach to sport (Macintosh, 1988).

With the opening of the National Sport and Recreation Centre (NSRC) in Ottawa in 1970, office space, support services, and money needed to hire professional staff became available (Morrow et al., 1989). Thirty-three sport associations became resident in the Centre while thirty-six others received funding as non-residential members (Macintosh, 1988). However, with this new money and support from the government came the loss of much of their autonomy and independence (Macintosh et al., 1987). The NSOs now had

to go through the government in order to receive their money, and the government had full control over how these funds would be dispersed.

In the 1980s, the federal government gained considerable control over the NSOs, the Coaching Association of Canada, the Canadian Sport and Fitness Administration Centre (CSFAC - formerly known as NSRC), and the sports bureaucrats who staff these organizations, through the use of their Sport Canada consultants. This control was possible in large part because 80% to 90% of NSO funding came from FAS (Frisby, 1983; Morrow et al., 1989). This government intervention provided financial stability and improved administrative and technical expertise. However, it also meant that the NSOs gave up most of their "...autonomy, authority, and control" (Morrow et al., 1989:343). Thus, the government had almost full authority over any policy making with regard to sport in Canada. Most of these policies focused on elite athletes, and neglected the expansion of sport for all Canadians. The policies also continued to overlook inequalities such as those arising from gender and socio-economic status (Macintosh et al., 1987; Macintosh, 1988).

Several demographic studies have been carried out on volunteer and professional NSO staff. It is critical to the proposed study that the demographic studies on National sport executives be dealt with under two subheadings,

volunteer staff and professional staff. This separation helps to confirm that women are rarely found in both volunteer executive positions, and in professional management positions in the NSOs. As well, these two segments of the organization both have roles in decision making, and there is a "...potential split in decision making between volunteers and professionals..." (Hinings and Slack, 1987:11). Therefore, it is necessary to separate studies involving volunteers and professional staff in order to provide the proper perspective. They are both involved in the hiring boards, but they need to be understood and viewed separately, as their roles are often different.

Volunteer Staff.

The first demographic study on volunteer staff which included sex as a variable was completed on NSOs in 1971. This study was concerned with the characteristics of those employees holding executive and leadership positions within two sport associations, namely volleyball and swimming. Bratton (1971) examined, through the use of a questionnaire, the following characteristics: age, sex, marital status, education, annual income, occupation, ethnic origin, and religious affiliation. The question pertaining to the sex of the respondents was of particular interest in light of the completed research. Bratton found that 74% and 78% of the respondents from the two sport associations were male. Thus Bratton (1971) concluded that sex "does not appear to

be a limiting factor in attaining executive positions at the upper level"(26). Clearly gender balance was not a concern in this study.

Beamish (1978) subsequently conducted a socioeconomic and demographic questionnaire survey of national voluntary executive members of 22 national sport associations (badminton, baseball, basketball, cycling, diving, fencing, field hockey - men's & women's, football, golf - women's, gymnastics, lawn tennis, netball, rowing, rugby, soccer, speed skating, swimming, synchronized swimming, volleyball, waterpolo, and yachting). Beamish found, through the use of this questionnaire, that the respondents were from white collar occupations, that the majority had a university education, that they came from large Canadian cities, that they belonged to other voluntary organizations and that they were "...almost exclusively male..." (Beamish, 1978:15).

Hollands and Gruneau (1979) undertook the task of compiling statistics from past records on the national sport associations' voluntary executives in the years 1955, 1965, and 1975. The variables that they examined included: occupation, education, father's occupation, gender, ethnic origin, other voluntary commitments and previous sports involvement. This researcher's findings support the earlier studies of Bratton (1971) and Beamish (1978) that women have rarely held executive positions within the National Sport Organizations.

Hollands and Gruneau (1979) also found that there was an increase in the percentage of women in NSO executive positions over the twenty year period (1955: 8.6%, 1965: 11.1%, 1975: 16.5%). They implied, however, that the reason for this "apparent" increase was the inclusion of two strictly female sports - women's field hockey and ladies golf - in the 1965 and 1975 survey. They also found that there was a higher return rate of questionnaires from the women in general in comparison to those returned by the men. Hollands and Gruneau (1979) suggested that ethnicity and gender were two variables that have been neglected in previous studies and should, in the future, be given further attention.

A study completed by Hall et al. (1989) was initiated by Sport Canada in order to find out why some NSOs were changing and others were not, with respect to the under representation of women in administration. Sport Canada selected five sports, in order to cover a range of factors within both team sports and individual sports. Hall et al (1989) found that none of the organizations examined, namely basketball, cycling, ringette, rowing, or swimming, had female presidents. They also found that women occupied only 25% of the volunteer positions (Hall et al., 1989).

Professional Staff.

The professional staff includes all the employees that are paid by the NSO to administrate the sport organization.

This group includes: the Executive Director, the Technical Director, and the Program Coordinator (see Appendix A for definitions).

Lewis (1980) surveyed administrators within the NSO's three upper/middle management positions, namely Executive Directors, Technical Directors, and Program Coordinators, in order to find out the male to female ratio of employees in these positions. Lewis chose gymnastics, women's field hockey, figure skating, synchronized swimming, badminton, basketball, diving, fencing, track & field, volleyball, swimming, ladies' curling, ladies' golf, ringette, cycling, ice hockey, soccer, and tennis. It was found that only 14 of 69 administrators (20%) were women.

Lewis then examined possible reasons for this occurrence. She found three reasons: 1) a lack of assertion on the part of qualified women who knew of the openings, 2) a scarcity of qualified women to fill the positions, and 3) imperfections in the selection process within the national sport structure. The third reason is of particular interest to the current study in that Lewis suggested that women were not aware of job opportunities, and were excluded from the informal communication network that occurs in the workplace (1980).

A recent study, by Macintosh and Beamish (1988), was conducted on demographic characteristics of NSO salaried and full-time sport executives who were listed in the 1986 NSO

directory. The purpose of this study was to examine certain characteristics that these people brought to their field of employment. They chose linguistic background, gender, socio-economic status, education and sport experience as the variables that they would examine. Their findings were similar to those which were found by Bratton (1971), based on the volunteer sector. These researchers also found an under representation of women involved in the administration of sport. Thirty-one percent of the respondents were female with the majority in the position of program coordinator. This position is considered the lowest position of the three executive positions in terms of power within the NSOs. They stated that women were under represented at all positions except program coordinator (Macintosh and Beamish, 1988).

The Macintosh and Beamish (1988) study points out some of the characteristics that women in NSO executive positions possess. The women had a comparable education to their male counterparts, and were generally younger by five years than the men. However, women executives did not have as extensive a sporting background (in terms of participation) as their male counterparts. In other words, the females in the study had generally only competed at the high school level, and thus had little international or national sporting experience in comparison to their male counterparts.

A key point made in this study was the fact that

women's issues are not a priority for Sport Canada, which is primarily concerned with producing high performance athletes (Macintosh and Beamish, 1988). This was also supported in a more recent study by Whitson and Macintosh (1990). Due to this attitude, those in positions of hiring, mainly males as the survey results indicate, want the person with the most "technical competence" to be hired. A man is thus usually employed due to his sport background. These researchers suggested that one of the problems in the advancement of female sport administrators is that a majority of males hold the power through their decision-making positions. Another problem that the researchers found was the lack of high level sports competition in the women's background, which meant that they lacked the technical competence which is desirable for these positions. These patterns have to change, according to the authors, if the number of women employees in the NSOs is to increase (Macintosh and Beamish, 1988).

A study by Whitson and Macintosh (1989) examined six NSOs: basketball, canoeing, gymnastics, swimming, track and field, and volleyball, in regards to the role of affirmative action within these organizations. They examined senior Officers (top-level administrative staff, key national voluntary boards and executive members, prominent current and past athletes, and the Sport Canada consultants of the six NSOs) to see how actively affirmative action was

promoted and implemented. Through interviews they found that affirmative action was of low priority in these NSOs. The fact that women were not well-represented in middle to upper management was rationalized to the fact that women had family obligations which prevented them from carrying out the job. This was suggested by those interviewed for the study. In their estimation it was not part of the due to the system in place but rather a reflection of the interests of women (Whitson and Macintosh, 1989; 1990).

Federal Government Initiatives Concerning Women and Sport

In 1974 the Fitness and Amateur Sport branch supported a national conference on women and sport. Jackson stated that of the thirty-five National Sports Governing Bodies (now known as NSOs) located in Ottawa, only five of the essential administrative positions were held by women. These positions included: one executive director, one assistant executive director, one technical director, and two executive secretaries (Jackson, 1974). This conference provided an open forum for discussing many issues facing women and their chosen area of interest. One of the workshops was dedicated to women and sport administration. The primary effort of those involved in this workshop was

...directed towards proposing needed programs, policies, and recommendations that would enable competent women to assume administrative responsibilities within sport governing bodies and other sport structures (Jackson, 1974:32).

It was not until 1986 that the Federal Government,

through Sport Canada, announced a policy statement entitled Women in Sport: A Sport Canada Policy. This policy was developed to expose the problems that women face in the field of sports and athletics. The document included policy statements and methods of implementation. One section in particular dealt with leadership development. The government's position is stated as such:

Sport Canada will strive to increase the involvement of women in technical and administrative leadership positions at the national level both as professionals and as volunteers, so as to integrate women into the sport system; and to ensure that women with the requisite skills and commitment are placed in positions to effect change for women in sport (Fitness and Amateur Sport, 1986b:21).

The manner in which the government planned to go about this change was to 1) identify training, skills and experience required for the position, 2) design programs, 3) ensure that the NSOs have provisions to meet the needs of female administrators, 4) promote leadership opportunities, and 5) engage in an ongoing evaluation process (FAS, 1986b). Sport Canada indicated, through this policy statement, a plan that should be followed over the next few years.

However, in the latest statement from FAS, Towards 2000: Building Canada's Sport System, there was very little mention of women's issues. The only statement regarding women specifically was the following:

As an awareness vehicle, the Women in Sport initiatives have been useful in sensitizing the sport community, but in terms of explicit actions the results are not yet clear (FAS, 1988c:27).

The minimal attention given to women's sport leadership indicates that Sport Canada's 1986 policy is not being operationalized into the policies of Sport Canada.

The results of the 1989 survey by Sport Canada also indicated that few changes have occurred since this policy was created. FAS conducted two surveys on women in sport leadership, in 1981 and 1985, and Sport Canada followed up with a similar survey in 1989. The first survey dealt with both the federal and provincial governments, the universities and colleges of Canada, and the Coaching Association of Canada. The last two studies, 1985 and 1989, dealt solely with the NSOs. The intention of these FAS and Sport Canada surveys was to look at the extent and nature of female leadership in fitness and amateur sport in Canada. FAS found that women were under represented in the higher levels of sport administration within the NSOs (1982:9;1986a:4). This finding was in keeping with previous demographic studies (Macintosh and Beamish, 1988; Lewis, 1980; FAS, 1988a). There was a slight increase in the percentage of women in administrative positions from 1981 to 1989. In 1981 it was found that 16% of the executive directors (ED), 18% of the technical directors (TD), and 40% of the program coordinators (PC) were women. In 1985 it was established that 24% of the EDs, 17% of the TDs, and 62% of the PCs were women. In the draft of the 1989 survey it was found that 28% of the EDs, 25% of the TDs, and 69% of the

PCs were women (see figure 1 for a summary of these results). FAS justified the increase of women at certain positions by the increase in degree programs offered at universities in sport administration (Fitness and Amateur Sport, 1986a), and the formation and activities of the Women in Sport Leadership (WSL) programs.

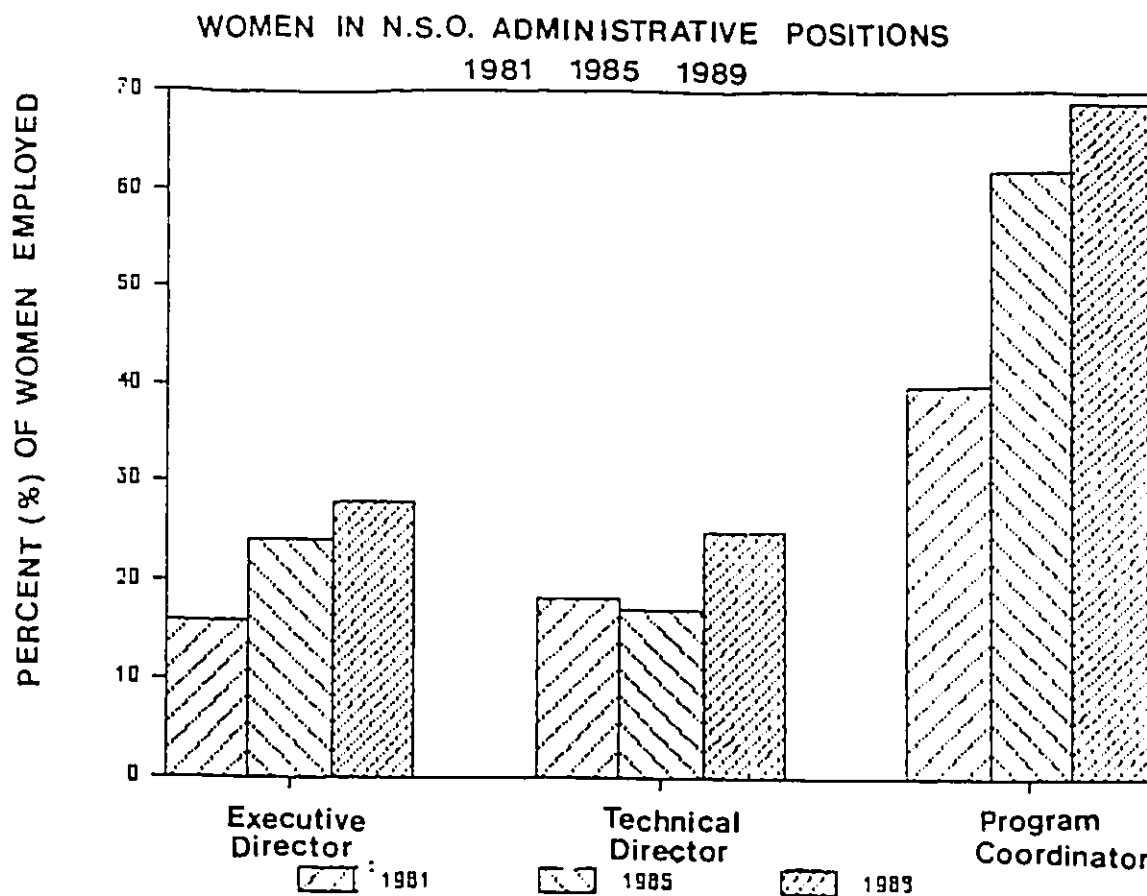


Figure 1. Summary of Women in Sport Leadership Surveys

In the 1986 leadership survey, WSL delved into how many NSOs had a stand on equality of opportunity. They found that only 12% of the organizations had a policy. In the 1988 survey it was found that two NSOs had official policies on equal opportunity and about six were in the process of taking an official position.

The results that were reported by FAS and Sport Canada in the surveys indicate that they have perceived a problem in terms of a lack of women in sport administration. Over time they have also tried to initiate plans of action such as the 1986 policy statement. However, the percentages provided by these documents demonstrate that no significant gains have been achieved. An examination of the employment equity literature may help to provide possible explanations for this trend.

Background on Equality in Employment:

Equality means "...freedom from adverse discrimination" (Abella, 1984:1). Abella (1984), in her report following the Royal Commission on Equality in Employment, notes that the types of discrimination in employment change over time. This means that the problems that are perceived to be discrimination today will not necessarily be the same ones identified in the future. Today it is recognized that there are four "target" groups in Canada, who need help in their battle against unfairness in the workplace and society. These groups are: women, native people, disabled persons,

and visible minorities (Abella, 1984).

One of the principal goals of the four groups is equality in employment. This "means that no one is denied opportunities for reasons that have nothing to do with inherent ability - it means equal access free from arbitrary obstructions..."(Abella, 1984: 2). The most common approaches developed to combat this problem of inequity have been equal employment opportunity programs. These are plans that "...require that all individuals be treated equally, that employers eliminate overt discriminatory practices [and] emphasizes equality of treatment..."(Hendlisz, 1982:10). However, these procedures have not had much success, because they are not pro-active but rather are policy statements with no methods of implementation (Allan, 1988).

Affirmative action programs are another type of plan used. This type of agenda is based on an American model which involves "...collecting data on the workforce, setting measurable goals to alter the representation of the workforce, and devising an action plan to meet those goals..." (Allan, 1988:6). The Canadian model appears to be employment equity, which is an adaption of the affirmative action program except that it is pro-active (Allan, 1988).

"Employment equity program" is the preferred term for affirmative action programs in Canada (Abella, 1984; Allan, 1988). This term implies a program that collects data on

the workforce, sets attainable goals to alter the configuration of the workforce, and devises a plan of action to meet the goals (Allan, 1988). It is also a more all-encompassing term (Abella, 1984). Employment equity

is based, therefore, on the recognition that we must take positive action to put into place remedies which will ensure that all people regardless of sex, race, religion, disability, and culture be given an equal opportunity for employment and promotion (YMCA, 1987:17).

Employment equity has two components. The first component includes the eradication of past patterns of employment discrimination through the process of using numerical goals and timetables in order to employ and advance representatives from groups facing discrimination (Allan, 1988). The second component is the "identification of discriminatory employment systems and practices and their replacement by alternative, non-discriminatory systems and practices; and the implementation of special measures to overcome the long-term effects of discrimination" (Allan, 1988:8). The present investigation falls within this second component.

All these programs - equal employment opportunity, affirmative action, and employment equity - have been developed to overcome workplace barriers and use remedial systematic and systemic methods to improve the system. Systematic approaches involve things such as the development of a training program in order to meet the needs or qualifications of the system. Systemic approaches, on the

other hand, address systemic discrimination by making changes to the internal system. These approaches are necessary to overcome the problems which are caused by the system itself, and to improve the images that are stereotypically attributed to individuals because of the group in society to which they belong (Abella, 1984). Enforcement is necessary for programs of this nature. An example of a successful program was one initiated by the federal government "...to hire representative numbers of Francophones into the federal civil service" (Allan, 1988:7). This program was not an employment equity program but it used the same type of process, goals, timetables, and accountability (Allan, 1988).

All of the Human Rights Acts in Canada (both provincial and federal) have a stipulation to legislate employment equity programs. This is not, however, a mandatory requirement of the workplace. Thus, these programs are voluntary and may or may not be introduced into the workplace, depending upon the particular employers (Kelly, 1985).

Abella (1984) found that since the 1970 Royal Commission on the Status of Women "...little substantial improvement has taken place" (20). This was also true in the area of national sport administration, as executive and administrative positions are still occupied primarily by males. In the early 1980s, for example, 83% of the

positions available at the NSRC (now the CSFAC) were held by males (Macintosh, 1988).

In order to achieve equality in employment, the barriers must be identified and then broken down to allow special needs groups to reach their goal. Barriers can be identified through an examination of the process that an individual must go through in order to achieve employment. Once these barriers are identified, then a plan of action can be set out in order to remove them.

Abella (1984) suggested that society must act positively to eliminate the barriers that are in the workplace because they will not dissolve themselves. She suggested that there are two aspects to these barriers, pre-employment conditions and workplace conditions. The pre-employment conditions include items such as educational degrees or certificates, and training programs that influence qualifications necessary for access to employment. Other circumstances bar equal participation once individuals are qualified to enter the workplace, including power held by those in decision making positions, the hiring process, and views held by the employer as to who the ideal candidate would be (Abella, 1984).

Abella (1984) listed restricted employment opportunities, limited access to the decision-making process, little public visibility as contributing Canadians, and options that are cyclical in nature, as the types of

discrimination that face the four aforementioned groups. Barriers specific to employment include "... recruitment and employment practises, job training policies, the existence of job ghettos, and unjustified wage or benefit disparities..."(Hendlisz, 1982:8). It is believed that the basis for these types of discrimination is the result of "...broad socio political conditions..." which have a "...long standing historical pattern..."(Kelly, 1985:15). This means that North American society has been and continues to be patriarchal in nature. Thus there is a "...domination of women by men, as a pervasive feature of gender relations in all kinds of societies" (MacKie, 1987:59).

It is often during the recruitment and hiring processes that organizations are charged with discriminatory practises (Kelly, 1985). The basic hiring/recruitment process should be fair to all applicants. This means that there should be adequate notification of a job opening for females and encouragement to apply. The organization should make sure that the job requirements do not exclude or discriminate against females and that the organization processes the women's applications the same way as all other applicants (Lawrence, 1978).

In order to get the greatest response from prospective female candidates, Lawrence (1978) stated that during the recruitment stage, the organization keep these ideas in

mind: 1) use female recruiters, 2) advertise at job fairs that are sponsored by women's groups, 3) ask for referrals from women's organizations, 4) recruit at schools and universities with high percentages of female students, 5) organize special talks and tours of the organization's facilities for women, and 6) use female models in their company brochures.

The hiring process involves several steps which include: decision to hire, advertisement of the position, screening of candidates via applications and resumes, short listing and interviewing, and the decision on who to hire and why (Lawrence, 1978). Specific literature concerning each of these steps will be discussed in Chapter Two, under the "Research Framework."

Justification of Problem

Researchers in the field of sport administration, that have examined the lack of women in the administration of the NSOs, have exclusively examined the outcome of the system (in terms of the percentages of men versus women administrators). In other words, the researchers have neglected to examine the outcome of these results in light of the organizational structures that are in place. Thus, researchers have solely utilized demographics to examine this deficiency of female administrators in terms of education, age, and sporting experiences.

Other studies have tried to explain this scarcity of

female sport administrators in terms of marital commitments and family obligations. This is not an adequate explanation for the present findings, as it denies the impact of the larger social structures on such outcomes. One of the specific areas where systemic discrimination is often produced is in the hiring process. Slack and Kikulis (1989), in their summary on gender and the administration of sport, suggest that there have been "...virtually no attempt(s) to examine the organizational structures and processes which have helped to produce and reproduce..." (184) the inequalities of women in administrative positions within the NSOs.

Sport Canada's concern over the number of women in middle to upper management in the NSOs is evident in the 1986 Women and Sport policy, and supported by recent research.

It has remained the case, however, that in competition for senior positions (eg. executive and technical directors, or national coach posts), especially in the high-profile and large budget sports women candidates are not being hired or even, for the most part, short-listed (Whitson and Macintosh, 1990:28).

These statistics justify an examination of the structural factors that may affect the numbers of women holding administrative positions within the NSOs. This research could indicate several areas of the hiring process where improvements could be made in light of employment equity expectations. The current study accordingly will look at one structural factor within the workplace, the hiring

process, which may contribute towards a minority of women being represented within the organization.

Statement of the Problem

Could the hiring process differentially affect the acquisition of male and female personnel within the National Sport Organizations?

This problem will be operationalized through two sub-problems: 1) is the current NSO hiring process objective and 2) is the current NSO hiring process gender sensitive?

CHAPTER II

Methodology

Research Framework

In order to pursue this study a framework was created, in light of existing literature, to examine the various stages in the hiring process and to reflect on how this system may affect the advancement of women in the workplace. The goal of this framework was to create an objective hiring process. This means a procedure that controls for any personal or biased feelings that an individual may have about certain issues when taking part in the hiring process. Once this is achieved the next step is to make it gender sensitive. A gender sensitive hiring process would be a system which is premised upon current literature surrounding gender equality in the work place. The following framework is set out chronologically to includes the five stages that are part of the hiring process: 1) the decision to hire, 2) advertisement of the position, 3) selection of the short list, 4) the interview, and 5) decision on who to hire. These five stages will each be discussed chronologically, highlighting steps which will ensure a more objective, gender sensitive hiring process. It is with this framework in mind that all data will be collected and analyzed.

The Decision to Hire

Two situations lead to a decision to fill a position:

when the organization decides to create a new post, or when a position is vacated by an employee. The job description must be designed or reviewed when one of these two situations takes place. All future steps in the hiring process are dependent on the content of the job description. Thus, it is with the creation/revision of the job description that an organization can start making its hiring process more objective. The following steps will increase objectivity when designing the job description, as well as the job description itself: proper timing of its design, complete and clear content within it, gender-neutral language, and operationalized "special needs" policies.

The designing or updating of a job description must be completed prior to any other stage in the hiring process, so that the resultant job description is not influenced by the applications of prospective candidates. Thus the job description has to be based on the needs of the organization and not on a specific individual's qualifications. This can be achieved by always conducting a needs assessment when a position becomes open.

The content of the job description is also important. It must include the following components: tasks to be performed, physical and environmental demands, communication skills needed, location of position within the organizational structure, any special requirements, general knowledge, and skills needed for the job (Lawrence, 1978).

When describing these requirements the description must be void of vague terms such as "initiative" or "self-starter". These terms are ambiguous and can allow for subjective evaluation when comparing them to a potential candidate's qualities (Wainwright, 1979).

Once these steps have been taken the job description should be more objective in its composition. However, one must also make sure that this job description is gender sensitive. This can be achieved through a sensitivity to wording, and attention to "special needs" policies. For example, the review should identify and remove titles that may be traditional in nature, and inherently prescribe that the job is best performed by one sex or the other (Farley, 1979).

"Special needs" groups are sometimes identified within the hiring process. Extra attention must be given in order to ensure that these groups are taken into consideration when a job description is created. This can be achieved by developing a human resources policy that has distinctive provisions for "special needs" groups (Kelly, 1985). An example of this would be when the federal government decided that francophones needed to be better represented in the civil service. The federal government initiated a policy in order to achieve this (Allan, 1988).

Those in charge of the hiring process must then ensure that any hiring policies, such as employment equity

programs, are being followed. Management must also make sure that all personnel are aware of these policies. Those involved in the process must also make sure that there is a system in place to monitor these policies.

Once the job description is finalized there are several other tasks that must be completed prior to moving on to the advertisement of the position. The following tools must be developed: 1) the criteria for evaluation of resumes and for selecting potential interview candidates must be laid out, 2) the questions for the interview must be developed or revised, 3) the criteria for evaluation of the answers to the questions must be agreed upon, and 4) the criteria for selecting a final candidate must be set. The purpose behind establishing these items prior to any other step is so that future steps are not influenced or biased by the applicants to this job.

Advertisement of the Position

During the advertisement stage of the hiring process the organization must strive to be objective because it is the advertisement that will dictate the type of applications that the organization will receive. The advertising of the position is important in that it must identify and reach a selected audience. This can be achieved by following these steps: examining the design of the advertisement so that it contains all the information that pertains to the position and eliminating that which does not pertain, reviewing the

wording of the advertisement, and examining the circulation of the advertisement so that it reaches the target populations.

The advertisement, drawing from the job description, should contain only information that pertains to the position. Thus in order to make sure qualified candidates apply the organization is advised to list the qualifications for the position fully so that the prospective candidates can understand the primary requirements. If candidates are rejected due to a lack of qualifications this must be noted and kept on file (Wainwright, 1979). This is done in case the rejected candidates ever question why they were rejected and/or they bring a case of discrimination forward. The advertisement should also reflect any employment policies or employment equity programs of the organization. Examples of this would include: "We support equal opportunity in employment" or "We are employment equity employers".

The wording of the advertisement is also important. It must be descriptive enough so that a full understanding can be made of the advertisement. If this is done then the organization can decrease the number of unqualified candidates that apply. The advertisement for the position must also, however, be designed to draw the broadest of suitable candidates (OWD, 1986). If, for example, the organization feels that the job title may imply only one sex, then this problem can be reduced by either changing the

title or stating that both "men and women are invited to apply" (Wainwright, 1979).

Once the advertisement is completed the organization has to decide what it will do with the advertisement so that it will be observed by a select audience of qualified individuals. By "select audience" this does not mean only those candidates that the organization most "logically" considers, but rather all those who are qualified for the position including "special needs" groups.

As many as 85% of available jobs go unadvertised (Kelly, 1985), inside or outside the work place. Thus, the organization's personnel department must make sure that there is both internal (within the organization) and external (outside the organization) advertisement of the position. This is necessary in order to reach the biggest job pool available.

The media that is used in announcing the position must be of some concern to the organization, since this media may have a "...discriminatory effect in producing applicants..." (Wainwright, 1979:221). The organization must be aware of the readership of the publications that they use to advertise, so that they are not eliminating potential candidates (Kelly, 1984). Media that reaches all groups should be used for advertising, especially media sources which reach under represented groups (OWD, 1986; Allan, 1988; Farley, 1979).

Selection of the Short List

The selection of the short list occurs when the deadline for receipt of the applications has passed. There is a potential for bias to occur at this stage in the hiring process, since subjective judgement is often used when selecting interview candidates. Thus this procedure must be made as objective as possible in order to avoid charges of discrimination. There are several steps that must be taken to ensure this objectivity. They revolve around the application procedure, the composition of the selection committee, the criteria used to select the potential interview candidates, and the actions of the selection committee.

The application procedure can occur in two ways: 1) an applicant can submit a resume and a cover letter or 2) an applicant can submit an application based on a form provided by the organization. If an application form is used it must be examined to ensure that it does not contain any questions that might be considered biased (OWD, 1986). An example of this would be asking questions about marital status, family status or an individual's maiden name. By eliminating these questions, the organization is decreasing its chances of any recourse action occurring due to a discriminatory application procedure.

The committee used to select potential interview candidates must be a separate committee from the committee

that does the interviewing (this idea was adopted from data collected in the interviews). This would ensure that those conducting the interview would not have preconceived ideas based on applications they have already seen.

The criteria used for selecting a candidate must be set prior to acceptance of applications, preferably with the job description, and all those involved in this process must be aware of them. This will omit bias which may arise once the potential candidates' applications have been viewed.

Qualifications that one looks for in a candidate must be standard for all candidates and must reflect the contents of the advertisement and the job description. These qualifications should not unfairly exclude "special needs" groups (Lawrence, 1978). Examples of qualifications that exclude certain groups include height and weight requirements, unnecessary diploma/degree requirements, or marital/family status.

Consideration should be given as to whether or not professional and volunteer experience is to be treated equally (Milne, 1989). For example, an applicant may have been out of the work force for a number of years, yet in that time held volunteer positions with organizations like the Red Cross Society or the Canadian Cancer Society. The selection committee must decide if they will give weighting to this type of work experience. They must recognize that this type of work experience gives an individual

competencies comparable to paid work experience.

Once the criteria for selecting a candidate has been created then the use of these measures becomes important in maintaining an objective process. The people involved in the selection of potential interview candidates, and those involved in the interview must be trained in that process (Wainwright, 1979). This training should ensure that they are sensitive to the areas of concern in the employment process and are aware of possible discrimination that can occur in the initial selection process (OWD, 1986). These people must also be aware of any policies that the organization may have in regards to the hiring process. If a candidate is rejected at this selection stage then the reasons must be noted and filed for future reference (Wainwright, 1979).

The Interview

The interview stage occurs once a short list has been constructed from potential candidates' applications. The interview process must be carried out in such a way that it is objective and gender sensitive. In order to achieve that goal, several steps must be completed. These include development of the interview questions, setting a format for the interview, structuring the interview committee, and establishing a process for the documentation and scoring of answers

Questions are considered one of the most important

aspects of the interview. The questions must be set prior to the selection of candidates, so that interviewers are not biased by what they have already seen in the applications. The questions must be standard for each job, and updated as new job descriptions are created in order to stay current (Webster, 1982). It is imperative that questions not be asked that relate to marital status, family commitments, sex, or name, due to the discriminatory nature of such questions. However, questions can be asked that refer to whether or not the candidate can meet the required attendance, travel and other commitments, or if any other relatives are working for the organization (Kelly, 1985). The format for the interview is also important. To maintain consistency in the interview, all questions must be asked by the same person for each interview. The questions must also be asked in the same order for each interview. Interview committee members also must not stray from the set interview guide. This often leads to the asking of "inappropriate" questions such as those listed above, and/or the inconsistent questioning of all candidates.

The interview process can be made more gender sensitive by making sure that the interview board is composed of both males and females so that there is a complement of perspectives. This assumes that men and women bring unique perspectives with them to any process. This interview committee must also be different from the committee used to

select the interview candidates, so that they are not biased by anything they have seen thus far.

The documentation of answers is a necessary part of the hiring process in that it helps the interviewers refresh their memory of the candidates' responses when it comes to evaluating them. It also allows for protection should the organization be charged with discrimination, because the interviews would be well documented. The scoring method for questions/answers must be set prior to the interview. This again relates to the aspect of bias, in that the interviewers must make sure that all candidates are treated in the same way.

Decision on who to Hire

The decision on who to hire occurs once the interviews are completed. This stage includes the development of the evaluation criteria, the process of evaluation, and reference checks. These steps must be objective and gender sensitive in order to achieve an effective process.

The form of evaluation that will be used to grade the interviewed candidates must be established with the announcement of the position and the interview questions. Examples of items which might be considered to give a final ranking to the candidates include use of the candidate's resume, the scoring of the interview questions, and the personal summaries for each interview in general.

The evaluation process must be consistent for all

candidates. The committee must identify who will be involved in each step of the decision making process. For example, it must be clarified as to who will make the final decision on who will be hired - the committee itself, or group(s) outside the committee.

The timing for reference checks is determined by the organization; however, it must be consistent for all candidates. If the organization wants to conduct this process prior to short listing then all candidates must be checked. The best time for doing a reference check would, however, be after the interviews are completed, as this way an individual is not discriminated against prior to having an interview. The same number of references must be checked for each individual. When speaking to referees, the questions used should be free of any bias (OWD, 1986), and must be consistent for each reference.

Choice of Methodology

The selected methodology for assessing the hiring process of select NSOs in relation to an objective, gender sensitive framework was qualitative research. Many researchers feel that qualitative research is not a scholarly approach to research because it is "...too subjective, value-laden, and non-scientific..." (Schutz, 1988:3). Researchers have also suggested that qualitative analysis has an inclination towards "construct error, poor validation, and questionable generalizability" (Aldag &

Stearn, 1988:260), thus leading to a conclusion that as a methodology it is "non grata."

Qualitative research is, however, a valuable method in that it measures aspects of behaviour that quantitative analysis ignores. Quantitative analysis is for example, effective when counting objects and applying statistical analysis. However, this type of data collection/analysis will not explain why the objects are doing what they are doing (Mickunas, 1983). This study is primarily concerned with why individuals act as they do in the hiring process; thus, using qualitative methods is important in gathering and analyzing data, as this method allows for this type of examination.

An interview method was the key means of data collection used in this study. An application of this method is appropriate because the study is investigating a social action. This study is interested in the perceptions of the employees about the hiring process.

When applying this method to research, the researcher is attempting "to understand behaviour and institutions by getting to know well the persons involved [and] their values" (Nachmias & Nachmias, 1987:287). Interviews also provide depth to the information gathered (Kerlinger, 1979). In other words, the interviewer can probe the responses of the interviewee, while the interviewee can also clarify the questions asked. This is important in a study of this nature

where one is examining an individual's perceptions of an event. This method of investigation (interviews) thus allows both the interviewee and interviewer to clarify each others' thoughts or questions.

There are some limitations to the interview as a method of data collection. Due to the personal nature of the interview, an interviewer can (un)knowingly bring potential biases to the process. The interviewer may also misconstrue the nature of the response due to her/his biases. This can be reduced if the interview is audio-taped and recorded accurately (Drew, 1980; Stone, 1978). In this study all interviews were audio-taped (permission for this taping was granted from all participants) and then transcribed. It was assumed that the individuals interviewed were portraying a correct picture of what occurs during the hiring process while being interviewed.

Other potential problems exist in the interaction of the interviewer and the interviewee. Factors such as race, sex, age, and ethnicity can affect how the interaction develops between the two people. Again personal biases or prejudice can cause problems in the collection of open and honest responses to questions.

The interview schedule for this study was based on the literature in the area of discrimination in the hiring process and employment equity. Questions were developed from this literature in order to cover all the areas. Other

questions were added that specifically related to the NSOs and Sport Canada. Once this interview schedule was developed the researcher consulted with two experts in the area of interviewing in order to see if it was set up in an appropriate way. The researcher then carried out two pilot interviews with individuals who were involved in hiring within NSOs, but not within the NSOs under investigation.

Subjects

The following section lists, and provides a rationale for the NSOs chosen and the positions interviewed. Each of the NSOs were guaranteed confidentiality in this study. Therefore, they will be referred to by assigned letters rather than by their proper name (see Table 1).

Five NSOs were examined in this study. They share several characteristics: they are large in size (meaning that they hire a large office staff and also have a large number of registered participants), have a long history (meaning that they have been established for more than ten years) and Olympic status, and include both male and female athletes in their jurisdiction. The NSOs that were examined were limited to sport organizations that are resident in the Canadian Sport and Fitness Administration Centre (CSFAC) in Ottawa.

The positions examined in this study were those in middle and upper management. These included program coordinator, technical director and executive director

posts. The choice of these positions follows from the fact that the WSL program indicated, through the surveys they have conducted (F&AS, 1981;1986a;1988), that there is an under representation of women in middle to upper management positions. These positions are also the perceived positions of power within the NSOs. The only level of personnel that was excluded from this study was the support staff, i.e., office clerks, and secretaries. The statistics from the WSL surveys clearly indicated that women held an overwhelming number of those positions.

Organizations (NSOs)	A	B	C	D	E
Interviews Conducted:					
1)Professional Staff	3	3	3	3	2
2)Volunteer Staff	2	2	1	2	1
3)Sport Canada Consultant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total Number of Interviews	6	6	5	6	4
Sex of Interview Subjects:					
1)Women	2	0	1	0	2
2)Men	4	6	4	6	2

Table 1. Composition of Interviews Conducted

The researcher for this study set out to interview three professional staff members (the Executive Director and two other middle management people), two volunteer staff members (from the executive committee), and one Sport Canada consultant for each NSO (these positions compose the general structure of the hiring boards). The individuals

interviewed were selected by the NSO. Two NSOs were not willing to give out the names of all six positions requested. Twenty-seven interviews were thus completed out of a possible thirty (see Table 1 for a total breakdown of interviews).

Data Collection

Select NSOs were sent letters (see Appendix B) in order to inform them about the study and to get permission to conduct interviews with members of the hiring committees. Each NSO participating in the study was asked to provide a list of the names, phone numbers, addresses, and FAX numbers of three professional staff members, two volunteer members, and the Sport Canada consultant for their organization. These individuals were contacted personally by phone or FAX, to set up interview times for the study. A personal interview (see Appendix C) was conducted and audio recorded in Ottawa for those interviewees located in Ottawa at the Canadian Sport and Fitness Administration Centre (CSFAC) and Sport Canada's offices. This group included all but one of the professional staff, and all the Sport Canada consultants. The volunteer members were spread out across the country, and thus telephone interviews were conducted in those cases. These interviews were also audio recorded.

March 30, 1990 was selected as the final day for collection of data (data collection began at the end of December, 1989). This date was picked as it allowed for

three months of data collection. The individuals who did not respond immediately were either telephoned or sent FAXs. It was found that FAXs were more effective at getting responses, so the second and third time individuals were contacted they were sent FAXs. This deadline eliminated a sixth NSO that had initially consented to participate in the study, because only two interviews were completed by that date.

The following section outlines how the data was collected for each stage of the framework. Each stage is discussed chronologically, in terms of a) the method of data collection and b) the written documentation that was collected. The complete interview schedule is available in Appendix C.

The Decision to Hire

The selected organizations were asked several questions concerning their decision to hire: who designs the job description and when is this process is carried out, were they aware of "special needs" groups, and did they consider these groups when they decided to fill a vacated position. A question was also included in the interview schedule to examine whether or not the NSOs have any hiring policies. In particular the researcher was interested in gathering policies in regards to "special needs groups. Two examples were used to prompt the interviewees for an answer, gender and bilingualism, as the latter is one policy item with

which they would be familiar.

Copies of job descriptions were collected from Sport Canada and selected NSOs in order to see what job requirements were listed. Sport Canada lists its general job descriptions in the Core Support Program 1989-1990 Manual. Each NSO also has its own job description for each specific position within the organization. Two job descriptions for middle to upper management positions were obtained from each NSO.

One organization had an equal opportunity policy which was obtained for the study. Two other organizations submitted their employment policies (one in the form of bylaws). The final two organizations did not submit any form of employment policy. For these organizations the researcher had to rely on the answers in the interview as concerns employment policies.

Advertisement of the Position

Questions were asked in the interview regarding the methods the NSOs use to advertise, and where the NSOs advertise their position(s) externally and internally. The location and wording of NSO advertisements were also checked through the use of questions included in the interview guide. One copy of a recent job advertisement for a middle to upper management position was collected from each NSO, to see if the advertisement reflected any employment equity policy statements.

Selection of the Short List

In order to find out how the NSOs short list their potential interview candidates the NSOs were asked several questions. These questions were aimed at identifying criteria used to select interview candidates, and clarifying how this criteria was developed. Interviewees were quizzed on the types of qualifications that are needed for the position and whether or not those qualifications are standard every time the position is open. Finally, a question was asked to determine whether or not they consider volunteer as well as professional experience in their evaluation criteria.

The Interview

It was important to find out the composition of the interview board, in terms of the position held by each member, as this was an indication of who made the decisions within the organization in regards to hiring. To find out this information, the researcher included a question in the interview schedule.

The next most important item in this process concerned the interview questions that were asked. Interviewees were asked when the set of interview questions is developed, if this set of questions is standard for all candidates, and what process is followed during the interview. Questions were also included to find out if and how the answers to the interview questions are recorded, and how these answers are

scored or graded after the interview is complete.

Since the study is examining whether or not gender discrimination is apparent in the hiring system, the researcher had to know if the questions asked during the interviews are discriminatory in nature. This was achieved by acquiring a copy of the questions used in the interview process (all but one organization provided samples).

The organizations were also asked for a copy of the system used to grade interviews. Only two organizations were willing to share this information with the researcher. The other three organizations said they would provide this information, but did not follow through on their commitment, despite reminders from the researcher.

Decision on Who to Hire

Questions were asked to discover what form of evaluation was used for each candidate. In particular the researcher was interested in finding out if they used only the interview scores, or also combined these scores with personal discussion and the candidates' resumes. A question was also included on when reference checks were made.

Directional Propositions

The directional propositions are listed chronologically, in keeping with the way that the research framework was developed. At the end of each proposition, in brackets, it will be indicated which sub-problem it relates to (objectivity or gender sensitivity).

Decision to Hire

A. The NSOs do not consider the Sport Canada policy on Women in Sport (1986) when they are making a decision to hire. (Gender Sensitivity)

B. The NSOs do not take "special needs" groups into consideration when designing the job description. (Gender Sensitivity)

The Advertisement

A. When advertising an open position the NSOs do not take the job pool of available employees into consideration. (Gender Sensitivity)

B. There will be no consistency in the manner that the advertisements are worded with respect to employment policies. (Gender Sensitivity)

Selection of the Short List

A. The system used to short list potential interview candidates will not be a set feature of the hiring process. (Objectivity)

B. The committee used in short listing potential interview candidates will be the same as the committee used in interviewing a candidate. (Objectivity)

The Interview

A. The interview board will not contain a balanced numbers of males and females. (Gender Sensitivity)

B. The interview guide, that the organization uses when interviewing candidates, will not be standardized.

(Objectivity)

C. The interview questions will be constructed just prior to the commencement of the interview. (Objectivity)

D. Preset questions will not be discriminatory in nature, however follow up comments/questions will be made which could lead to gender discrimination. (Gender Sensitivity)

Decision on who to Hire

A. The selection of candidates will not be based solely on a scale, but will also involve personal judgement. (Objectivity)

Data Analysis

The documentation collected was analyzed in light of the research framework guidelines. These documents included: job descriptions, employment policies, advertisements, interview guides, and evaluation criteria.

Once all the interviews were completed each audio-tape was transcribed by the researcher. These transcribed interviews were grouped into the five NSOs examined. The researcher then made lists, using key words and phrases for all questions noting the degree of consistency within each organization (see Appendix E). A summary of the five stages was written for each NSO, and then each stage was compared across all organizations to examine the level of consistency within each stage of the hiring process. These five stages were then written up in the data section. This data was

compared to the employment equity guidelines, as set out in the research framework, and the Sport Canada Guidelines, as set out in their Human Resource Management booklet (Sport Canada's guidelines were also compared to the research framework). The resultant patterns were noted in the discussion portion of Chapter Three.

CHAPTER III

Data Summary and Discussion

In order to avoid gender discrimination in employment two principles must underlie the hiring process. This includes making the hiring process both objective and gender sensitive. These principles foster ways in which things can be done so that there is no overt discrimination in the structural elements of the hiring process.

The following discussion is structured in light of the five steps that occur in the hiring process. Each step is divided into four parts. The first part is an introduction, which contains a brief review of the key points from the research framework for that step. Sport Canada's guidelines are discussed next, which includes the hiring practises that are required or recommended for the NSOs (for greater detail see Appendix C). This is followed by the information that was collected from the five NSOs through the interview process, as well as associated written documentation on their hiring practices. A discussion follows, which compares Sport Canada's guidelines, the interview responses, and the written documentation with the framework. Directional propositions will be discussed where appropriate within this discussion. A general discussion, which looks at the overall data in terms of the issues of objectivity and gender sensitivity, will complete this section.

It should also be noted, before embarking on this

section, that the NSOs were asked if they would do anything differently in terms of the hiring process if they did not receive government funding for a position. All the organizations agreed that they would do nothing different except for eliminating the Sport Canada consultant from the hiring process. This is important to the study because it means that the answers that were given can be considered appropriate for both funded and non-funded positions.

Decision to Hire

Two situations lead to a decision to fill a position: when the organization decides to create a new position, or when a position is vacated by an employee. The job description must be designed or reviewed when one of these two situations takes place. All future steps in the hiring process are dependent on the content of the job description. Thus, it is with the creation/revision of the job description that an organization can start making its hiring process more objective. The following steps will increase the objectivity of the job description: proper timing for designing the job description, complete and clear content within the job description, gender-neutral language, and operationalized "special needs" policies.

Once these steps have been taken the job description should be more objective in its composition. However, one must also make sure that this job description is gender sensitive. This can be achieved through a sensitivity to

wording, and attention to "special needs" policies.

Sport Canada Guidelines.

Sport Canada, in their guidelines, explain that a staffing committee should be established prior to any other step in the hiring process taking place. This staffing committee should be made up of professional NSO executives and the Sport Canada consultant. Their duties include profiling and overseeing the staffing procedure, and designing or reevaluating the job description.

The committee must also complete a program and activity review. This is done prior to the design or reevaluation of the job description. It involves the cross-referencing of other job descriptions in the organization so that no duplication occurs. Once this is completed the job description is either designed or reviewed. After the job description is finalized it should be approved by Sport Canada (FAS, 1984/5).

Sport Canada, in their guidelines, suggest that the "NSO must give serious consideration to the needs for the individual and the organization to provide services in both official languages. Applicants will be assessed against these qualifications" (FAS, 1984\5:8).

NSO Data.

As part of the research for this study the selected organizations were asked whether or not they had any employment policies in terms of gender. They were also

asked if they had discussed Sport Canada's policy on women and sport with respect to their employment practises. Their answers suggested that the NSOs do not give this policy any special consideration when filling a position.

All the organizations had general employment policies in terms of time off, procedures, and personnel. When interviewees were questioned as to whether they had policies in terms of bilingualism or gender, all but one responded that they had unwritten policies in terms of bilingualism. This means that they try to hire a bilingual person if possible but it is not a condition of employment. The only organization ("A") that did not have an unwritten policy about bilingualism did have a specific written policy on the subject. Only one organization ("A") had any type of policy concerning gender equity and it was a policy concerning equal employment opportunity. This organization recognized that there was an under representation of women in executive and senior decision-making positions in all the sectors and at all levels within the specific sport organization. Thus, this policy was established to initiate a mandate for action that would improve the present status of the females in organization "A". Their policy on equal opportunity was approved in 1986.

Another organization ("B") felt that gender was not an issue and that there should not be a quota system imposed on them. The Sport Canada consultant for organization "B" also

felt that gender should not be a policy issue.

When asked about whether they had discussed Sport Canada's policy on Women in Sport it was found that three organizations had discussed it in general terms. One organization had not discussed it, but had reviewed all of Sport Canada's policies in the area of hiring. The organization ("A") that had the equal opportunity employment policy felt that there was no need to discuss Sport Canada's policy as their own policy was probably more advanced than Sport Canada's.

All the organizations carried out needs assessments in order to define the requirements for a new position and how they will achieve these requirements. A needs assessment was also done to update a current position. A needs assessment can occur in two ways, through a formal process or an informal process. The formal process occurs when an NSO applies for funds from Sport Canada for a new position within the organization. Sport Canada requires a very specific needs assessment that outlines exactly why the position is required and what the requirements are. This formal process may also occur when the NSO is completing its quadrennial plan. The informal process occurs when the NSO has to update obsolete job descriptions. These two types of processes are both performed by the professional staff of the NSO. Organization "B" specifically stated that Sport Canada is not involved in the needs assessment. In the

other four organizations, there was no mention of any groups other than the NSO itself being involved in the needs assessment.

The NSO is responsible for the creation of job descriptions. The job descriptions can be created by both volunteers and professional members of the NSO depending on the type of position. Organization "C", for example, said that their volunteer Board of Directors was responsible for creating the Executive Director's job description. Organization "D" also said that it was the volunteers that made up the personnel committee which designs the Executive Director's job description. This job description is then ratified by their Board of Directors. It was implied by the other three organizations that the volunteer sector was responsible for designing the Executive Director's job description.

For positions below executive director, the professional staff design the job descriptions. This process usually includes the direct supervisor for the position and the incumbent, if there is one. Organization "B" stated that after the professional staff design the job description, it is then approved by the volunteer executive officers.

The job description is reviewed at various times. In three organization("A", "B" & "D"), the job descriptions are reviewed prior to the beginning of the hiring process or

when the position is vacated. In organization "C" the job descriptions are reviewed prior to the interview and then again after the candidate is hired. This is in case there are any changes that are required once an individual is hired. In organization "E" the job descriptions are designed as the need occurs.

Job descriptions were provided, upon request, to the researcher by all organizations. These job descriptions were then examined to see if they fit the employment equity guidelines as set out in the research framework, including complete and clear content within the job description, gender-neutral language such as avoiding the use of only "he" or "his" in the description, and gender-neutral job titles which do not identify a position as being best performed by one sex or the other. Four of the organizations provided very detailed and descriptive job descriptions fitting the criteria listed above. Organization "C's" job description of the Executive Director's position, however, used vague terms to describe the position.

When taking special needs groups into consideration most interviewees had to be prompted as to what "special needs" groups were. They were provided with three examples: bilingualism, gender, and disabled groups. All five organizations mentioned bilingualism as a factor that they might consider when designing a job description noting,

however, that this would never be a deciding factor in the hiring process. In terms of gender all organizations stated that the sex of a candidate does not matter as they are most interested in getting the "best" candidate for the position. Organization "B" suggested that they had created a position specifically to deal with the women's side of the sport, thus. "they did in a qualified sense take gender into consideration when creating a job description", for this position. Organization "C" felt that gender should not matter, as they treated everyone as equals.

Discussion

Sport Canada Guidelines.

Sport Canada, while using the term "must" on occasion more frequently use the term "should" in relation to their hiring guidelines. Sport Canada, to be consistent with their own policy on women and sport, should be implementing concrete steps to reduce gender inequities. However, they have not as yet operationalized this policy into their hiring policies and procedures. This could be done by including a phrase in their hiring guidelines similar to the one on bilingualism. It will also be necessary to use "must" consistently in relation to their guidelines if they intend on working toward an objective, gender sensitive hiring process.

Sport Canada makes no mention of the content of the job description or how it should be worded. These are two

components that must be specified if they want to become more objective in their method of hiring.

Sport Canada only suggests that they be involved in the staffing committee, but does not state a role for the Sport Canada representative on that committee. Since it is this committee that oversees the job description, it is here that Sport Canada could play a role pointing out any problems with content or wording, thereby reducing the possibility that discrimination will occur during this stage.

NSO Data.

The NSOs do not take the Sport Canada policy on Women in Sport (1986) into consideration when they are making a decision to hire. This was apparent from questioning the NSOs on this policy, in terms of whether or not they discussed it or were aware of it. An example of one of the responses, in regards to whether or not they discussed the women and sport policy, is stated as such:

Not all that much, I think there are cases where we try to find coaching candidates that are female but it is really hard to find them but in other jobs I would say that it is good if you can get a female to apply but in the final analysis it is very hard nosed in terms of the best candidate who is the one that gets the job.

It would seem that it is not an important issue to any of the NSOs except organization "A", which is attempting to meet the policy goals through their own Equal Opportunity policy.

None of the organizations mentioned the fact that a staffing committee was established in order to review job

descriptions. It was, instead, only one, or possibly two, people that are responsible for the review. The timing of this review varies across organizations. Three of the organizations are following Sport Canada's guidelines and the employment equity guidelines (as set out in the research framework), in that the job descriptions were set prior to the announcement of an open position. However, two NSO were not following this time line. This means that the two organizations not following a time line could run into problems at a later date in the hiring process because they may be influenced by the applications they receive. The job descriptions provided by the NSOs were generally quite extensive and very clear in terms of content. In one case, however organization "C's" Executive Director's job description in outlined expectations/responsibilities which were ambiguous in nature. This could cause problems in the future, in terms of achieving objectivity in the hiring process, as all future tools are based on the job description.

The NSOs do not take "special needs" groups into consideration when designing the job description, as is evident in the fact that they do not consider anything other than getting the "best" candidate for the position.

Advertisement of the Position

During the advertisement stage of the hiring process the organization must strive to be objective because it is

the advertisement that will dictate the type of applications that the organization will receive. The advertising of the position is important in that it must identify and reach a selected audience. This can be achieved by following these steps: examining the design of the advertisement so that it contains all the information that pertains to the position, reviewing the wording of the advertisement, and examining the circulation of the advertisement so that it reaches the target populations.

Sport Canada Guidelines.

Sport Canada states in their guidelines that the advertisement must contain enough information about the position so that the requirements of the position are clear. This is required in order to limit the number of unqualified candidates that apply (FAS, 1984\5).

The only requirement that Sport Canada has in regards to announcing an open position is that it must be advertised in at least one national newspaper. It is suggested, however, that the NSO advertise in other publications where qualified candidates might be reached. The only way the NSOs can get away without advertising nationally is if they provide their Sport Canada consultant with evidence that this type of advertisement would not reach the type of qualified candidates that they are seeking (FAS, 1984\5). An example of this situation might occur when NSOs set out to hire for a coaching position. The NSOs would be aware of

all the people in the organization who have coaching certification, since the NSOs have responsibility for maintaining this information. Once they realize that the certified coaches in Canada are not qualified enough for the position, they could then justify to Sport Canada that going outside of the country to advertise is a necessary step.

NSO Data.

It is the responsibility of each NSO to design its own advertisements. For most positions, this job is carried out by the professional staff, and more specifically the direct supervisor of the position being filled.

In two organizations ("B" & "D") the advertisement for an Executive Director's position is designed by the volunteer executive committee. It is suspected that this is the same for the other three organizations, as it appears that the volunteers are fully responsible for hiring in the position of Executive Director.

The content of the advertisement could vary depending on the type of position that is being filled. For example, a coaching position advertisement would contain more technical requirements, as compared to an administrative position advertisement, which would contain more requirements in terms of education and office experience.

When examining the actual NSO advertisements which appeared in the newspaper or were sent to external sources, it was found that only five different advertisements

contained the wording: "The position is open to men and women". The other advertisements contained no special wording about employment equity.

Internally and externally, the decision in terms of where the advertisement will be placed varies across all organizations. The posting of the Executive Director's position is determined by the volunteer board of directors. For positions below executive director the decision is made by professional staff within the NSO. A range of people within the ranks of the professional staff make the decision, from the Executive Director to the media department.

How this decision is made also varies across organizations. In one organization ("C"), the decision was based on the cost of the advertisement. One of these organizations also mentioned the level of position as being a deciding factor.

The placement of the advertisement is chosen in keeping with the target population desired. This is done in two ways, internally and externally. Internally, they are sent out in order to reach the membership of the NSO. Those interviewed felt that it was their duty to ensure that all members were notified about open positions within the NSO network. This might be done through notification of their PSO, a mailing to all their members (including both the volunteer executives and those that are not on the

executive), and/or advertisements in NSO specific sport magazines. Externally, all of the organizations advertise in newspapers nationally and in both official languages (English and French). The newspaper that all of the NSOs noted was The Globe and Mail. There were numerous other newspapers mentioned, but they varied across organizations. These included: La Presse (4), Le Droite (3), The Ottawa Citizen (4), The Vancouver Sun, The Halifax Herald, The Calgary Sun, The Montreal Gazette, and The Toronto Sun. The announcement of an open position was also posted or sent to places other than newspapers. These places might include the CSFAC, Sport Canada and/or the Canadian Interuniversity Athletic Union.

The advertisement is officially distributed in a written form. However, all organizations added that the information is also circulated in a verbal manner. The sports world is very small, in terms of its administrative structure. There is an internal network that allows people to find out about future job openings prior to the official announcement. In other words, a member of the NSO's national office might be talking to her\his Provincial Sport Organization (PSO) and mention that someone is retiring prior to the formal posting of the position. The news of an opening also can be spread at annual general meetings. Organization "A" also mentioned that they may contact people by telephone. Organization "B" said that they will verbally

contact those who they know are qualified for the position, and encourage them to apply.

A survey conducted in 1987 of all employees within the CSFAC indicated that the Centre employs 577 people. This total includes all personnel, from NSO professional staff to the translation service staff. All of these people would be exposed to advertisements posted within the CSFAC. When this total was broken down in terms of gender it was found that 54% (314) were female and 46% (263) were male. Thus, advertising within the Centre would notify a balanced representation of both women and men. However, it is interesting to note that within this total, the females are under represented in the top positions within the centre (Sport Canada, 1989). Thus, women and men would not be qualified in equal numbers to apply for professional NSO job positions.

One organization ("C") provided an up to date listing of their current staff. The staff were divided into three categories: support staff, middle management, and upper management. There were no women in the upper management positions (0/3). There was only one women in a middle management position (1/7). The support staff was completely made up of women. This pattern is consistent with current surveys and research, which indicates the under representation of women in professional positions.

Discussion

Sport Canada Guidelines.

Sport Canada should support its own policies on women and sport by making sure that all NSOs provide wording in the advertisement which indicates that they support both genders equally when filling a position. This is not a requirement of Sport Canada's at present, but should be if they wish to achieve employment equity through implementation of their policy on women and sport.

Sport Canada should also provide the NSOs with a guide to alternative media sources so that they know which women's publications are available to them. This might include the CAAWS newsletter, as well as feminist journals that devote space to articles on women in sport.

Sport Canada makes no specific reference to the content or wording of the advertisement. In their capacity as consultant, they should be indicating problems in this area to the NSO in order to avert future problems. For example, if an organization does not list all the required qualifications in the advertisement, and a potential candidate is rejected based on an unpublished list of qualifications even though she\he meets all the listed qualifications, then the applicant could legitimately claim discrimination had occurred in the hiring process.

NSO Data.

When the organizations were asked about their consideration of gender in relation to special needs groups,

employment policies, and Sport Canada's policy, it was seen to be a non-issue (except for organization "A"). Their lack of concern over the problems that women face in trying to advance in the workplace was evident in their lack of attention to gender sensitive issues in the advertisement stage. The literature on employment equity and discrimination in the work place suggests that the organizations indicate that they are supportive of employment equity in their advertisement (Wainwright, 1979; OWD, 1986). This should be done on a regular basis if they want to encourage a better mixture of potential candidates. This is not currently being done by the NSOs.

When advertising verbally, such as at an annual general meeting, a consistent format must be established. The NSOs cannot advertise to just a select few members of the organization, but must rather inform all members equally, as dictated by the Sport Canada guidelines. This would reduce the possibility that women would be disadvantaged because they were outside the informal network (Lewis, 1980).

In terms of advertising through formal channels, the NSOs may not be reaching a broad enough range of publications by just advertising nationally in the newspaper. If they are interested in hiring more women, then they should look into feminist publications such as the CAAWS bulletin.

The NSOs seem to be following Sport Canada guidelines in terms of how they advertise for a position. It would appear that if anything is to change in regard to the advertising of a position, Sport Canada's guidelines would be a good place to start. Their guidelines should make recommendations which ensure a more objective and gender sensitive process. If Sport Canada wishes to operationalize its policy on women and sport, then changes to the suggested methods of advertising should occur. The publication of advertisements in magazines and journals specifically oriented towards professional women, as well as wording within the advertisement which states that the NSO supports employment equity, would be logical first steps.

When advertising for an open position, the NSOs do take the job pool of available employees into consideration. However, the advertisement within the Centre is not always effective in reaching employees with the necessary qualifications. The reason behind this is that this posting often is placed in the photocopy rooms, which is the area where the main traffic is support staff. Few professionals would frequent this area, and thus would not be aware of the advertisement.

It was found that only one of the organizations ("D") in the study made any effort to include any wording in the advertisements collected, in regards to its employment policies with respect to gender. This finding is

consistent with the fact that the organizations do not think in terms of gender issues (excluding organization "A").

Selection of the Short List

The selection of the short list occurs when the deadline for receipt of the applications has passed. There is a potential for bias to occur at this stage in the hiring process, since subjective judgement is often used when selecting interview candidates. Thus this procedure must be made as objective as possible in order to avoid charges of discrimination. There are several steps that must be taken to ensure this objectivity. They revolve around the application procedure, the composition of the selection committee, the criteria used to select the potential interview candidates, and the actions of the selection committee.

Sport Canada Guidelines.

Sport Canada suggests in their guidelines that a selection committee should be struck that includes at least two NSO executives and the Sport Canada consultant. If the position under consideration is one in the national office, as opposed to a national training site, then the immediate supervisor for that position should also sit on this committee. Other members could include a representative of the Coaching Association of Canada and/or an athlete representative, if the position is for a coach. Another alternative for the selection committee is having a member

of the CSFAC staff sit on the committee as an objective outsider (FAS, 1984\5).

The necessary qualifications for the candidates should be listed as soon as the job description is completed; that is, prior to advertising the position.

An initial screening of the applications should be done by at least two members of the selection committee, in order to screen out unqualified candidates. A second screening is then done by all members of the selection committee. This second screening produces a short list of potential candidates (FAS, 1984\5).

NSO Data.

Job applications for most positions are sent to the NSO's national office in Ottawa at the CSFAC. At this point, those interviewed in three organizations ("A", "C", & "E") stated that the executive director goes through all the applications to make sure they have the general requirements as set out in the advertisement. In the other two organizations it is the selection committee that completes this task. The applications that do not have the basic requirements are then discarded. The remaining applications are circulated to all members of the selection committee. This committee can include: NSO professionals, volunteers, and the Sport Canada consultant. The professionals on the committee include the Executive Director as well as other professional staff members, and particularly the person who

is the direct supervisor of the position being filled. Volunteer members for the selection committee are chosen on the basis of different criteria: the location of the interview, where volunteers are located, and the cost to bring them to the interview site. The Sport Canada consultant sits on the committee if the position is funded. If the position is not funded, the Sport Canada consultant may be invited to participate. Each committee member makes an individual list of the candidates they feel are qualified for an interview. After this is completed they meet together and the lists are merged in order to come up with one short list. This list can contain any number of people, depending on the number of qualified applicants.

The criteria used to judge the applications are developed in light of the job description, the needs assessment, and the advertisement. These criteria are then compared to a candidate's resume to assess the degree to which it meets the qualifications for the position. These criteria would change whenever the job descriptions or needs assessments are changed.

The only consistent qualification mentioned across organizations was that of previous work experience. All but one organization mentioned the importance of being able to work with volunteers within a volunteer-based organization. Other qualifications mentioned by individuals included: communication skills, interpersonal skills, dedication,

administration background, knowledge of sport, technical background, time management, conceptual skills, education, and understanding of the Canadian sport system.

Discussion

Sport Canada Guidelines.

Sport Canada should be more specific about the precise roles of the selection committee and the staffing committee, and state whether or not they are the same people. If the committees are made up of different people this would reduce the potential for bias, which could be generated by seeing the applications prior to the start of the interview process. This should be made more specific in their guidelines.

The idea of having an outsider (non-NSO member) sit on the committee should be made a requirement as this might help to reduce bias in this process. The guidelines suggest that a person from the CSFAC be considered to sit on the hiring committee. However, a special position could also be established within the CSFAC, such as an equity assessor, who could serve as a resource for the NSO hiring committees.

An equity assessor is an individual who monitors the implementation of employment equity guidelines. This individual can be involved in setting out achievable time lines, as well as sitting on interview committees to make sure all equity guidelines are followed in the hiring process. Having an individual like this on committees would

help to counterbalance biases that are held by others.

Sport Canada does not mention the experience required by people that sit on the selection committee. This is an important detail, in that all members should have some experience or training in the interview process. Sport Canada could set up a training program for all those involved in hiring, informing them about internal policies and procedures, and alerting them to the problems that occur in the hiring process.

The Sport Canada guidelines do not mention anything about the criteria or process of short listing. By neglecting these issues, they are suggesting that these processes are not important. In actuality, however, these processes are extremely important, because a candidate could be rejected purely on a subjective basis, leaving the NSO open to discrimination charges at a later date.

NSO Data.

The interviewees mentioned that all unqualified candidates' applications are discarded. It was not clarified if the applications were thrown out, or if they were filed for future reference. All applications should be filed in case the person wants to find out why they did not get the job, thus protecting the organization. As well, applications with potential for other jobs which might come open in the future should be kept in a separate file. This file could become a reference centre for upcoming positions,

with these applicants receiving direct contact as openings become available, as part of the informal advertisement process.

The organizations did not mention how they assess the applications with the grading criteria. When asked how they short list candidates they avoided answering the question very specifically, and instead gave a general answer, such as this one from a volunteer executive: "...[I] go through them and throw out all the frivolous ones, the cheerleaders who want to be [ED's] and the construction workers who want to be [ED's]...". Thus, it appears this NSO at any rate does not follow a formalized set of criteria. The system used to short list potential interview candidates is not currently a set feature of the hiring process, either for Sport Canada or for the NSOs. This is definitely an impediment to achieving an objective process.

The qualifications that the NSOs look for in an individual varied for each individual on the committee. This might cause problems in the hiring process, because each of those people involved in selecting potential interview candidates would rate applicants differently. This committee should sit down and review what they think is important, so that they are all judging the candidates by the same criteria.

The committee used for short listing potential candidates is the same as the committee used to interview

the candidates. This should be clarified within Sport Canada guidelines, and the NSOs should be aware of the problems that occur when these two committees contain the same people.

The Interview

The interviews occur once a short list has been extracted from potential candidates' applications and the interviews have been scheduled. The interview process must be carried out so that it is objective and gender sensitive. In order to achieve these two goals, several steps must be completed. These include development of the interview questions, setting a format for the interview, structuring the interview committee, and establishing a process for the documentation and scoring of answers.

Sport Canada Guidelines.

The one thing that the NSOs are required to take into consideration when developing the interview schedule is that they ask questions that provide the committee with extra information that would not be included in a resume. This is required to help the committee in making a final decision.

Sport Canada, in their guidelines, suggest that the interview should be structured and cautiously planned. They also state that the part each member will play in the interview should be resolved prior to the interview taking place. The precise questions that will be asked of all candidates must be agreed upon prior to the interview taking

place. As well, all candidates are to be asked the same questions (FAS, 1984\5).

All responses by the candidate are to be recorded by the interviewers (FAS, 1984\5). It is not stated how this recording should be done.

NSO Data.

Interviews generally take place in Ottawa at the site of the head offices in the CSFAC. However, they can take place elsewhere if warranted by the situation. For example, if all the candidates are from a certain geographical area and it is more economical to interview them there, then the NSO might move its interviews to that location. All but one organization ("D") stated that interview candidates for one position would all be interviewed in the same location.

The interview is carried out by a committee, which varies in make-up depending on which position is under consideration. The volunteers, along with a Sport Canada consultant, do all the hiring for the position of executive director.

For positions below executive director the committee is made up of professional staff, which usually includes the executive director and the direct supervisor of the position being filled, the Sport Canada consultant, and a Canadian Coaching Association representative (if it is a coaching position). All but one organization ("D") utilized the volunteer sector when interviewing for positions below

executive director.

The members of the interview committee are selected based on the position they hold within the organization and the experience they can bring to the process. When questioned on the sort of input the volunteers have as compared to the professionals, all the interviewees suggested that it was equal, in that they all have an equal amount of input into the interview process. However, they did not mention that the number of volunteers versus professionals on a hiring committee is not the same, with the professionals having a greater representation.

All candidates are asked a standard set of questions. This means that for a particular position there are specific questions and each candidate is asked the same questions from the same interview guide. The time line for when these questions are developed varies across the organizations. Respondents suggested that the questions might be developed prior to the beginning of the interview process, after the advertisement had been published, during the short listing process, after the short listing, prior to the interview, a month before the interview or just two hours prior to the beginning of the interview.

All members of the interview committee take part in asking questions and all are allowed to ask questions that are not included on the interview guide. The reason provided for this is that often the interview candidate

brings up an area that needs to be probed in greater detail and thus the committee must have the privilege to do this.

The responses to each question are recorded by the individual committee members, who are responsible for taking their own notes.

All but one organization ("C") provided examples of interview questions and rating/scoring charts. These were examined in light of their wording and structure. All the interview guides were divided into sections dealing with areas such as: personal, general knowledge, interpersonal, sport specific knowledge, and other areas more specific to each individual position. All the interview guides fit the guidelines for being objective, however one organization ("D") was not sensitive to gender-neutral language. This would be something an equity assessor could point out if she\he was involved in the process. The rating charts submitted by individual interviewees ranged from jotting down answers or personal thoughts in regards to particular questions to a specific point system with scores awarded for particular answers.

Discussion

Sport Canada Guidelines.

Sport Canada's guidelines appear to be sensitive to the fact that problems occur in the interview process. However, the statement on when the questions should be established must be stronger, to give the NSOs some direction on when

this step must be completed. If Sport Canada wants to meet employment equity guidelines, then these questions must be designed prior to the advertisement of the position. The individuals drawing up the questions would then not be biased by the applications.

When speaking to Sport Canada consultants, it was evident that they do have a list of potential interview questions that are available for the NSOs to use. However, these questions are not included in the Human Resource Management Guidelines. This would be an excellent location for them to be placed, as it is a good reference for the NSOs when the consultant is not taking part in the hiring process.

Two other items that Sport Canada has not covered are the structure of the interview committee, and the rating/scoring of the interview answers. In structuring the interview committee, Sport Canada must insist that it be different individuals from those who short list the interview candidates. This is done in order to eliminate any biases that they might bring with them. The rating/scoring system must also be set when the interview questions are set, in order to maintain an objective process.

NSO Data.

It was found that the questions asked on the interview schedule were not the only questions posed during the

interview, as the committee was allowed to ask informal questions as they wished. Thus, while the interview guide that the organizations use for interviewing candidates is standard for that position, the overall questioning for each candidate might not be consistent. The preset questions, as outlined in the NSO interview guides provided, were found to be non-discriminatory. The examples of follow up questions provided by respondents did not appear to be discriminatory either. This is not, however, a very equitable practise as each candidate is not asked the same number and/or type of extra questions. This can impact on how the committee members view that candidate.

The interview questions are constructed whenever the NSO has the time. Three NSOs constructed them in accordance with the research framework guidelines, while others did them much later in the process. This is an area which Sport Canada could clear up, by being specific in its guidelines.

If all candidates were asked the same extra questions this practice would be more acceptable. However, if the people doing the interviewing are not aware or trained in gender sensitive issues, this practise could also result in some unacceptable questions arising. An example of this was relayed in an interview the researcher conducted with one of the Sport Canada consultants. This consultant noted that in one interview, a volunteer who had been placed in charge of the interview process proceeded to ask a female candidate

why she did not have any children. Obviously this was not appropriate questioning or conduct for an interviewer concerned about employment equity.

The interview boards do not contain a balanced number of males and females because the males outnumber the females in middle and upper management positions. This means that there are not enough females employed in the required professional positions to sit on interview committees and achieve a gender balance. This problem is magnified by the lack of females on the volunteer NSO executives (Bratton, 1971; Beamish, 1978; Hall et al., 1989).

Decision on Who to Hire

The selection of the candidates occurs once the interviews are completed. This stage includes the development of the evaluation criteria, the process of evaluation, and the reference checks. These steps must be objective and gender sensitive in order to achieve an effective process.

Sport Canada Guidelines.

The manner in which candidates will be ranked should be selected prior to the interviews taking place. Sport Canada suggests that by using the resume and the results of the interview, all acceptable candidates could be ranked according to an agreed-upon rating system (FAS, 1984\5:10). Sport Canada has to approve the list of candidates that might be offered the position or else funding will not be

released for this position (FAS, 1984\5).

Once the list of acceptable candidates is completed, references are to be checked on the top candidate. If the first candidate's references are not satisfactory then the second place candidate's references are checked and so on down the list until a suitable candidate is found (FAS, 1984\5).

At the end of the selection procedure, documentation of the process must occur. This includes:

an overview of the steps in the selection process; instruments or forms used to screen applications; resumes of short-listed candidates; the statement of qualifications for the position; list of questions asked during the interview stage; summary evaluation of interviewed candidates including a priority list; process and forms used for final selection; list of questions for references and summary of responses (FAS, 1984\5:10).

NSO Data.

The responses that were made by the candidate and recorded by the interview committee are used by the committee members at the end of the interview process to discuss each candidate and decide on who is the best person for the position. The debate process is used for reaching this conclusion.

All candidates are ranked separately by the individual members of the interview committee as to who is the best person for the position. The final decision as to who will be offered the position is also made by the interview committee. This decision is usually ratified by the

volunteer executive committee once references have been checked.

References are checked for the selected candidate to make sure that they are satisfactory. However it was found that often references are contacted prior to the interview taking place, in order to assist in the short listing process. Responses to this question varied across the individuals in each organization. Several individuals stated that references would be contacted prior to the interview if the person was not known. Another individual mentioned that an informal reference check would be made if someone who knew the person was available. However, they all agreed that references were checked at the end of the selection process.

If the selected candidate turns down the offer then it is offered to the next suitable candidate if that is what was decided prior to the process taking place. Otherwise, the NSO reopens the position and starts the search from the beginning again.

Discussion

Sport Canada Guidelines

Sport Canada should provide ways in which a candidate might be evaluated. They should also try to develop evaluation tools to supplement the discussion method, which tends to be very subjective.

The Sport Canada guidelines make no mention of when

these methods of evaluation should be created. In keeping with the framework that was developed, this must be done, along with all the other tools, after the job description is designed.

NSO Data.

The evaluation criteria used to choose the most qualified candidate is not specifically outlined. The NSOs could use the interview, the resumes, and/or personal summaries in their deliberations. This criteria must be decided upon prior to the start of the hiring process. The selection of the final candidate appears to be based on discussion among committee members and the applicants' resumes. This could become a very subjective process.

The process of determining who will be offered the final position is not established prior to this step. It must be done prior to the beginning of the hiring process in order to avoid bias in favour of a particular candidate once this stage is reached.

The NSOs are not following Sport Canada's guidelines on the reference checks since it was found that all of the organizations were checking references prior to the interview taking place. The NSOs can then use this information to pre-judge potential candidates.

Summary of Discussion

Assessment of Objectivity.

In terms of the directional propositions developed with

regards to objectivity in the hiring process, three of the five were supported meaning that the organizations were not very objective in at least three areas. These areas included: how they short listed candidates, use of the same committee used in both short listing and interviewing, and the use of primary a discussion technique in evaluating the final candidate.

Two of the five directional propositions concerning objectivity were not supported. The NSOs tended to be more objective when they constructed the interview schedule, and when they utilized that schedule. These will be discussed in greater detail in the following paragraphs.

Both the NSOs and Sport Canada could provide better guidelines when outlining the hiring process. Since Sport Canada has a set of suggested guidelines, the creation of a more objective process could start here. In order to make these guidelines more objective Sport Canada must be more stringent in terms of the wording within these guidelines. In other words, instead of just suggesting how the NSOs "might" carry out the hiring process, the guidelines must be worded stronger by saying that the NSOs "must" meet the various guidelines. Funding could be made contingent on meeting the hiring guideline expectations.

An examination of Sport Canada's guidelines in terms of the use of "should" versus "must", provides an interesting pattern (the letters following each stage correspond to the

letters in Appendix C). The "shoulds" are found in areas that pertain to: the job description (C), advertisement of the position (G), content of the advertisement (G), short listing of candidates (H), the interview (I), decision on who to hire (J), and the documentation process (M). Each of these stages are critical to regulate in order to achieve an objective hiring process. The "musts" are found in sections that deal with: determination of bilingualism (E), out of country advertisement (G), role of each interview committee member (I), approval of the acceptable candidate (J), and an orientation process for the selected candidate (N). These are the only areas where Sport Canada asserts control in regards to the funding of a particular position. The reason these are different from the "shoulds" is that they are insistent on controlling these aspects of the hiring process. The first one mentioned, concerning bilingualism, follows from a federal policy on bilingualism which must be upheld. The second one, regarding the advertisement, likely stems from their duty to the Canadian public, as tax-paying citizens, to notify them of job openings. Their third concern, dealing with the interview committee roles, shows that they realize that the interview can be problematic and recognizes that they can monitor the roles of the committee members because they are involved too. Their role in approving the candidate, the fourth concern, pertains only to funded positions, because they can ensure

that Sport Canada's guidelines are met when the NSO is concerned about receiving Sport Canada funding. Their concern over the last item, the orientation process, is a common practise in most organizations. Thus, specific organizational reasons seem to underlie the choices for control made by Sport Canada, rather than any consistent concern over objectivity in the hiring process.

The areas in the hiring process that Sport Canada did not mention in their guidelines include: the content of the advertisement, criteria for short listing applicants, a short listing committee, timing for the development of the interview guide, documentation of answers to the interview questions, the criteria for evaluating a final candidate, and the process of evaluation. The inclusion of these items would make Sport Canada's guidelines more able to encourage an objective process, along with the other changes mentioned already in the discussion of their guidelines.

One major trend uncovered in this research is that there are two distinct areas within the NSOs in terms of hiring procedures. The first area includes solely the position of Executive Director. The individuals involved in hiring for this position are volunteer staff and Sport Canada consultants. The second area includes all positions that fall below that of the Executive Director. This hiring process involves professional staff, the Sport Canada consultant, and volunteer staff, with the exception of one

of the five NSOs examined, which did not involve volunteers. A problem occurs in that these volunteers and professionals do not always have the background that would help them be objective during the hiring process. Also, fewer women are involved at the level of volunteer executive committee members, and/or professional staff positions, as is indicated in studies by Bratton (1971), Beamish (1978), Hollands and Gruneau (1979), Hall et al. (1989) and Sport Canada (1989).

Both of these areas share problems/concerns which could benefit from the participation of an outside individual, such as an employment equity assessor. This person could act to mediate biases that may be present during the hiring process. This would greatly assist the NSOs in achieving a more objective hiring system. These individuals may also lack the training to partake in an objective hiring system, including an awareness of Sport Canada's government guidelines.

The NSOs follow a similar format for hiring overall. However, the timing of certain events, such as the development of interview questions, varies immensely within and across the selected NSOs. In order to meet the goals of an objective hiring process the NSOs must follow more specific time lines. This means they must set the job description prior to any other stage occurring. Once this is done they must develop all other tools of the hiring

process before proceeding any further. Thus, the advertisement, the criteria for short listing, the interview questions and rating criteria, and the final selection rating must be established prior to proceeding to the next step of the process.

Assessment of Gender Sensitivity.

In terms of the directional propositions examined with regards to gender sensitivity, five of six were supported, meaning that the organizations were not gender sensitive in most areas. These areas include their consideration of: the 1986 policy on women in sport, "special needs" groups in general, the available job pool, the wording in advertisements in terms of employment policies, and the composition of the interview boards in terms of gender. Only one of the six propositions was not supported with regards to discriminatory follow up questions being asked during the interview. These ideas will be discussed in greater detail in the following paragraphs.

An overall view of the hiring process of these selected NSOs indicates that with the exception of one NSO (organization "A"), they are generally not sensitive to the needs of women. They appear to have no inkling that there is a problem with regards to the numbers of women in administrative positions. This is clearly shown by the statistics in the surveys conducted by FAS (1981, 1986) and Sport Canada (1989).

In order for Sport Canada to change its guidelines so that they are gender sensitive they would first have to achieve objectivity and then add several features to the guidelines. This might include: setting out guidelines in terms of the language and wording used in the job descriptions, the inclusion of a supporting statement in regards to women in the advertisement, a list of alternative sources for publication of advertisements such as feminist journals, guidelines on gender free questions for the interview, a policy on hiring the female candidate when two candidates are equally qualified for the job, and standardizing the documentation of all steps of the process (see Appendix E for an example of such forms).

Another step that Sport Canada could take is to create a position that is funded specifically for an equity assessor. This individual could have a office within the CSFAC so that she\he is readily available to the NSOs when they begin the hiring process. This individual would be available to inform the NSOs on current literature surrounding gender equity in the workplace. This would help the NSOs in becoming more sensitive to the struggles of women in achieving positions within middle to upper management.

CHAPTER IV

Summary, Conclusions, and Recommendations

Summary

The purpose of this study was to examine the hiring process of select NSOs in order to search out a better explanation for why women are under represented in middle to upper management positions within these organizations. The five NSOs selected for this study share several characteristics: a large size, a long standing history, Olympic status, and jurisdiction over both female and male athletes.

The information needed for this study was gathered through the use of an interview guide (see Appendix B). The individuals that were interviewed were from three distinct groups. These groups were: the NSO professional staff (middle to upper management), the volunteer staff (executive committee members), and Sport Canada consultants. To support this verbal documentation, written documents were collected from both the NSOs and Sport Canada. The documents collected from the NSOs included: job descriptions, advertisements, interview guides, and interview rating forms. The Human Resource Management pamphlet was acquired from Sport Canada.

A research framework was developed, based on literature in the areas of employment equity and discrimination, which outlined an objective and gender sensitive hiring process.

This framework consists of five stages: the decision to hire, the advertisement, the short listing of candidates, the interview, and the decision on who to hire.

Once the data was collected it was analyzed in terms of the research framework. Suggestions were made as to where the organizations could make the process more objective and gender sensitive.

Conclusions

This study was exploratory in nature. Accordingly, five NSOs were chosen as case studies to examine the hiring process. While this study cannot be generalized for all NSOs, it does provide insight into the hiring process that is currently in use by the NSOs in the study.

The research provides evidence that there are problems within the hiring system that is currently in place. These problems are in relation to objectivity and gender sensitivity. In terms of the directional propositions examined with regards to objectivity in the hiring process, three of the five were supported meaning that the organizations were not very objective in at least three areas. These areas included: how they short listed candidates, use of the same committee in both short listing and interviewing, and the use of primarily a discussion technique in evaluating the final candidates.

Two of the five directional propositions concerning objectivity were not supported. The NSOs tended to be more

objective when they constructed the interview schedule, and when they utilized that schedule.

In terms of the directional propositions examined with regards to gender sensitivity, five of six were supported, meaning that the organizations were not gender sensitive in most areas. These areas include their consideration of: the 1986 policy on women in sport, "special needs" groups in general, the available job pool, the wording in advertisements in terms of employment policies, and the composition of the interview boards in terms of gender. Only one of the six propositions was not supported, with regards to discriminatory follow up questions being asked during the interview. Accordingly, the hiring process not only is problematic in terms of objectivity, but the lack of gender sensitivity suggests that this process affects the advancement of women within the NSOs in particular. This finding contradicts the attitudes of those interviewed in the Whitson and Macintosh studies (1989; 1990). These problems will be discussed in greater detail in the following paragraphs.

The main problem that both the Sport Canada guidelines and the NSOs face is that they do not set out or follow any specific time lines when establishing their format for hiring. In other words, they are clear on the steps, but do not concern themselves with when those steps should be taken. In addition, there is no procedure to fall back on

which will monitor what they are doing.

The following paragraphs lay out the major conclusions reached about the Sport Canada guidelines, and the hiring process currently followed by the NSOs.

Sport Canada has not taken a strong enough stance in terms of the guidelines that they have established. In these guidelines they have neglected to support or operationalize their 1986 policy on women in sport. They have instead focused on bilingualism, their position on advertising internationally, the role of the interview committee members, the approval of the acceptable candidate, and orientation of the selected candidate. They have meanwhile ignored setting important guidelines in terms of the wording of the job description and advertisement, the roles of the staffing and/or selection committee(s), experience of these committees and any criteria for short listing and evaluation.

In the NSO hiring process (as outlined through the interviews), it became clear that they do not see the lack of women as a problem, and that there is a potential for bias in terms of the committee structure, and in terms of the informal questions.

There was a lack of acceptance by certain NSOs ("B", "C", "D", and all but one interviewee from "E"), that women are under represented in middle and upper management. This is a problem about which they should be concerned, in light

of the 1986 Women in Sport policy. This finding, however, is consistent with the findings in the review of literature (Macintosh and Beamish, 1988; Whitson and Macintosh, 1990), which state that both Sport Canada and the NSO see the lack of women in sport administration as a non-issue.

In some stages of the hiring process, there were clearly possibilities for bias to occur. For example, the NSOs have no objective criteria set out for short listing applicants, thus leading to problems of how these applicants are evaluated in terms of qualifications. There is also potential for a problem to arise since the selection committee and the interview committees are made up of the same individuals, allowing for bias to occur at the interview stage.

As well, the informal questions that are asked by the interview committee must be regulated in some manner, or else they could lead to biased results at this stage. In terms of the evaluation methods for deciding who to hire, this is basically left to a subjective process, again causing problems in terms of who, in actuality, is the best individual for the job.

In summary, it is evident that Sport Canada has not operationalized its Women in Sport policy and pays selective attention to detail when laying out its guidelines. The NSOs have not paid enough attention to the time lines for setting out their hiring procedures and also have not

standardized any of the tools necessary in this process.

In terms of the objectivity of the hiring process, Sport Canada has addressed it in some areas of the guidelines but in order to be totally successful these guidelines must be updated in accordance with the research framework that was set out in this study. The NSOs must also pay more attention to how they set out their hiring process so that they follow consistent guidelines and develop tools accordingly. They too could benefit from developing their hiring process so that it is in agreement with the research framework.

Both Sport Canada and the NSOs (except for organization "A") provided little evidence of gender sensitivity in their hiring guidelines or processes. If the numbers of women in middle and upper management is to increase, then they must become better informed on problems in the hiring process in terms of how it affects women, and modify their hiring process accordingly.

Recommendations

The purpose behind any research is to make a contribution to the general body of knowledge. This contribution is achieved not only in terms of the results found, which can lead to practical recommendations, but also through the problems encountered. It also provides a foundation for future research possibilities. It is with these three ideas in mind that a series of recommendations

will be posited.

Future Research

1. The wealth of information collected in this study, indicates that there is much more information to be collected about structural factors within the NSOs, which may in turn show other reasons for the under representation of women in professional positions. Thus, research in this area must continue in order to document the impact structural factors have on the employment of women.

2. The collection of data on how Sport Canada hires its consultants would create an interesting future study because it is imperative that they set the standard in the hiring process, concerning gender equity.

3. The hiring process for Executive Directors is carried out solely by the volunteer executive. A specific examination of the hiring process for this group might provide insight into why this position is taking the longest to change in terms of the numbers of women holding these positions.

4. Using the framework developed and the research collected a future study might build upon these findings through the use of quantitative methods of measurement.

5. Research could be carried out on the informal components of the hiring process, since there is a great opportunity for subjective biases to surface in these areas.

6. An examination of the hiring process from the

perspective of those hired/not hired would produce an interesting complement to this study.

Practical Recommendations

7. Sport Canada must update their hiring guidelines, in order to reflect their 1986 Women in Sport Policy, by making the guidelines more objective and gender sensitive.

8. Funding could be made available in order to employ at least one individual within the CSFAC in the position of equity assessor. This individual would be available to sit on the hiring committee as an independent member, in order to monitor and document the objectivity and gender sensitivity of the process. This individual could also act as a resource for the NSOs in supplying them with current research and information on women in management. This would help the NSOs to be more aware of the problems that women face and the impact that these concerns can have on their organization in the future.

9. Information and/or training on creating and participating in an objective, gender sensitive process must be provided for those involved in the hiring committees.

10. An important factor in changing any system is the monitoring of how it is implemented. Thus, if Sport Canada and in turn the NSOs adopt a more objective, gender sensitive process, there must be an accompanying documentation process implemented, to ensure that all steps are followed.

Problems with the Methodology

11. The methods used to collect data posed some problems. The interview was problematic in that it is subjective in nature because it is premised on a personal interpretation by the individuals involved in the hiring process. It was also difficult to obtain the same written documentation from each NSO. Some of the NSOs were quite willing to share this information while others were not. If all of the NSOs had provided the same information, then it would have been a good check of validity for the information collected through the interview. Thus, for future research the inclusion of only those NSOs that provided all the requested information would be suggested.

12. Another problem occurred in terms of access to the NSOs. It was problematic in that the number of NSOs willing to participate in student studies is limited. It would probably be easier to get the NSO to participate if the research was supported by the government. As well, the researcher had to rely on the NSOs to provide names of potential interviewees. Someone with more access to information and/or NSO staff could probably have gained greater access to the material needed for studies of this nature.

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APPENDIX A

Definitions

General Definitions

Fitness & Amateur Sport Women's Program - this program " was established to develop and promote ways of involving more women in sport and fitness activities"(Fitness & Amateur Sport, 1986:8).

National Sport Organizations (NSO) - are formally structured sport agencies that are in charge of a wide range of activities which include the sanctions and administration of national championships, the endorsement of the rules of their sport, fund raising, administrative development and technical development (Taylor, 1976).

Sport Canada - "...a federally and privately-funded, non-profit organization set up 'to provide a focus for the administration, support and growth of sport in Canada'" (Helmes, 1981:215).

Women in Sport Leadership (WSL) - started in 1980, its mandate is "to attain equality for women in sport leadership." They "... recognize that the WSL does not have a direct impact on all aspects of the sport system. Therefore, the primary focus will be on those areas where it can have an influence: on sport organizations at the national level, and on the associations, institutions and services that provide training for individuals seeking or already in leadership positions (personal communication, S. Joly, June 1989).

Operational Definitions

Advertisement (also known as announcement or posting) - for the purpose of this study the term advertisement will be used in reference to any form in which an NSO announces an open position within the organization.

Executive Director (also known as chief executive officer, general manager, or director general) - provides direction in the accomplishment of the goals and directives of the NSO, provides administrative support for all NSO programs, guarantees that the NSO is operating in an appropriate business manner, has communications with the sporting community, corporate sector, media, and the public in regards to the NSO and its business, and makes sure that there is continuity during a change in elected boards (Fitness & Amateur Sport, 1988b). For this study, where organizations have different names for this position, only

the term Executive Director will be used.

Middle Management- for the purpose of this study middle management positions were defined as positions below executive director but above support staff. These positions would include: the technical director and the program coordinator.

Program coordinator (also known as technical or administrative coordinators) - "...is assigned responsibilities in either the technical and/or administrative sphere, which are identified as having high priority in the NSO's long range plans, and which might otherwise be assigned to one or another of the more senior staff members of the NSO"(F&AS,1988b:81). This position is accountable to the Director General or a senior staff member or elected officer of the NSO that they are employed with (Fitness & Amateur Sport, 1988b).

Technical Director -"...is the chief technical officer of the NSO, recognized personally and professionally as an expert in the sport in question and in the field of sport generally" (F&AS,1988b: 78). They are to report to the Director General or sometimes the Executive Director or a designated elected official (Fitness & Amateur Sport, 1988b).

Upper Management- for the purpose of this study the upper management position was defined only as the position of executive director was included in this category.

APPENDIX B

Letter to Perspective Participants

Canadian Sport & Fitness
Administration Centre
1600 James Naismith Dr.
Gloucester, Ontario

December 7, 1989

Dear

I am presently a graduate student in Sport Administration at the University of Windsor. My thesis topic is to examine the hiring process within National Sport Organizations.

I felt that your organization would be appropriate to study in light of its size, long history, Olympic status, and inclusion of both males and female athletes.

This study would involve examination of your constitution and any other documents related to the hiring process in your organization. It would also involve interviews with individuals who have been involved with the hiring boards. I have been informed that both professional and volunteers staff take part in this process, thus I would like to be able to interview three professional staff, two volunteer staff, and the Sport Canada consultant that sit on the interview board. It is not necessary that these people have all sat together on the same board.

I will be in Ottawa, from December 18 to the middle of January and again in February, and would like to introduce myself and answer any questions you might have in regards to the study. At this time I would also like to set up interviews with people who fill the aforementioned positions.

If you are unable to meet with me or partake in this study please contacted me prior to December 13th at 519-254-7410 or FAX number 519-973-7058 care of Dr. Vicky Paraschak. If I do not hear from you I will be contacting you Monday December 18th to set up a meeting time.

Looking forward to meeting with you in the near future.

Sincerely,

Ruth E. Bell

APPENDIX C

Interview Schedule

For the following interview I would like to assume that the answers you provide will be reflective of the middle to upper management positions within your NSO.

If there are any differences between these positions could you please express them through out the interview as needed.

Decision to Hire

1. Who designs the job description? (If it is a committee then who are they?)
2. When is a job description designed?
3. When doing a needs assessment, do you take into consideration "special needs" groups?
4. Does your organization do a needs assessment prior to the design of the job description?
5. Could you provide an example of an assessment?

The Advertisement

6. Could you explain how you announce an open executive directors (technical director, and program coordinator) position within your organization? (Are they the same or different?)
7. Is it announced in a written or verbal manner?
8. Who designs the advertisement? Does it vary based on the source of publication?
9. Where is it posted, placed, or advertised? -internal
-external
10. How are these places selected? -internal
-external
11. Why are these places selected?
12. Who decides on these places?

The Selection of the Short List

13. How are potential interview candidates short listed?

14. What criteria is used for this short listing?

15. How is this criteria developed?

16. Is this criteria established or does it change each time the job is vacated?

17. What are the qualifications (and experiences) you look for in a candidate? (eg. education, sports background, language, or volunteer or professional experience)

The Interview

18. Does the interview committee contact references prior to the interview?

19. Who conducts the interviews? Is there a board and who sits on it? How are these members chosen to sit on the board? (How much input do the volunteers/professionals have?) & (How much input do you have as a volunteer compared with the professional staff?)

20. Where do the interviews take place? Is this the same for everyone?

21. Is there a standard set of questions that each candidate is asked?

22. When is this set of questions designed?

- with the job description
- prior to selection of candidate
- prior to candidates interview

23. Who asks the questions?

24. Is this the same every time?

25. Are other questions asked that might arise during the interview? Could you provide an examples?

26. How are responses recorded? Does everyone partake in recording the answers?

27. How are responses evaluated?

The Decision on Who to Hire

28. Once the interviews are completed, are all candidates ranked or only those suitable for the position ranked?

29. Is the recommended candidate voted on or does someone else have the final say?

30.If the recommended candidate turns down the job, are other candidates offered the job?

31.Do you have any employment policies? (eg. bilingualism, gender)

Other Questions

32.Have you discussed Sport Canada's policy on Women in Sport in regards to your employment practises? If so would you please elaborate; If not, why not?

33.Would you do anything differently if you were not funded by the government or if the position was not funded in regards to your employment practises?

34.Is there anything else you would like to add? (at this point the interviewer can clarify any points that need to be).

Thank you very much for you help and time in answering these questions? Once I have completed my study I would be happy to mail you a summary if you are interested.

APPENDIX D

Sample Answers to Data Collected from the Interview Guide

This appendix contains a collection of sample answers gathered during the interview.

1. "It's a mixture of employees themselves and management."
2. "This past July we reviewed all the job descriptions at that time, we would review them each year and if we were looking at hiring a person we would review that prior to doing the interview."
3. "Special needs groups, it hasn't been a strong consideration in most positions we have dealt with so far."
4. "Because I'm not sure what you mean by needs assessment, relative to different needs we have some fairly obvious ones in that we have a strong francophone contingent so all of our positions are bilingual. Secondly in terms of gender we have a very strong equal opportunity policy so it's not even a given in terms, we already know what we are looking for. A new job is created because there is a need and that needs assessment would cover all the range of needs for that position."
5. "One of them would perhaps be the design of when they created a marketing position. The needs assessment was conducted via interviews with the previous Executive Director and the President of the sport along with a feasibility study on marketing and that determined the recommendation that marketing be conducted in house and someone be hired for that so it was a fairly straight forward function."
6. "The position is announced to our members, published in our newsletter, major national paper, through internal and external channels and in [sport] specific publications."
7. "Written, is the most common form and required by the financial supporters."
8. "Again the initial design would be the person who would be responsible for hiring with input from our media people for conciseness and language."
9. "Internally it is posted in the photocopy rooms and billboards and externally in the Globe and Mail, Le Droite, and the Ottawa Citizen."
10. "Probable by the Executive Director."

11. "The places are chosen based on the circulation and the number they will reach and the cost."
12. "I imagine the Executive Director, I have been consulted for coaching but more of a courtesy."
13. "We will have a selections committee depending on the position. In my position [ED] you'd have the president, Sport Canada, and one more volunteer; for a technical position it would include the volunteer person in charge of technical. This committee would usually short list. For the Program Coordinator, I would do the initial short listing and cut it down in numbers then circulate them."
14. "Depends on what we are looking for - experience in [sport], education standards. That type of thing is what we look for."
15. "The NSO and then we react to it."
16. "No, I think it is always the same, it always relates to the job description, this would change if the position changed."
17. "University degree, bilingualism, and a certain number of years experience."
18. "It varies by candidate."
19. "Well it is the hiring committee, the same as the selection committee of 3-5 people."
20. "In the sport centre, in a board room."
21. "Well depending on the position, yes they are all asked the same questions for the same position."
22. "We spend sometime setting out a general set of questions." "Between the time the job is advertised and the time the interview takes place."
23. "These questions are then divided among the interviewers."
24. "This is usually the same every time."
25. "Yes, to probe areas that come up."
26. "Generally we make notes and we always have a rating guide which breaks down - so many marks for education, experience etc., so we have a rating guide and usually a separate one for each person." "We use rating guide and

discussion and rank them in our own mind."

27. "Discussion of answers and debate - one of the main reasons why everyone takes notes."

28. "Only those suitable for the position are interviewed therefore all candidates are ranked."

29. "We decide and then it is ratified by the executive committee."

30. "Yes, but that has never happened to us."

31. "No, we might have an understanding about bilingualism."

32. "Not all that much, I think there are cases where we try to find coaching candidates that are female but it is really hard to find them but in other jobs I would say that it is good if you can get a female to apply but in the final analysis it is very hard nosed in terms of the best candidate who is the one that gets the job."

33. "They probably wouldn't be as organized and they would probably short circuit the steps, eliminate certain steps and we see that even now."

APPENDIX E

Key Words and Phrases Used in Data Analysis

The key words and phrases used in the analysis of data are outlined below. These are listed so that they correspond with the question they relate to from the interview schedule (Appendix C). Key words and phrases are kept general in order not to identify any of the NSOs used in this study. However they should provide a general idea for anyone who would want to replicate this study.

1. Executive Director, Technical Director, Program Coordinator, volunteer members or Sport Canada consultant.
2. a specific time period
3. anglophones vs. francophones, women or gender, disabled
4. yes or no
5. an example
6. internal or external, places within the organization eg. PSOs, sport specific magazine, newspapers, verbally or written
7. yes or no
8. position title eg. Executive Director
9. Globe and Mail, sport specific publications, PSOs, CSFAC, memos, annual meetings etc.
10. professional staff, volunteer staff, Sport Canada consultant
11. cost, duty, circulation
12. professional staff, volunteer staff, or Sport Canada staff
13. criteria eg) resume, curriculum vita, application, references, qualifications
14. education, qualifications, sporting background, work experience, volunteer experience etc.
15. job description, "ideal candidate" summary
16. yes or no

17. education, qualifications, sporting background, work experience, volunteer experience etc.
18. yes or no
19. position titles
20. names of cities and locale in those cities
21. yes or no
22. time period in relation to other steps in the hiring process taking place
23. position on the interview board
24. yes or no
25. yes or no. plus examples
26. written, audio-recorded, notes; yes or no
27. scoring, discussion
28. yes or no
29. yes or no
30. yes or no
31. bilingualism, gender
32. yes or no; not interested, not important, already have one, no time
33. no government involvement, leave certain steps out

APPENDIX F

Sport Canada Human Resource Management Staffing and Performance Appraisal: Policies and Guidelines 1984-1985

- A) Establishment of a Staffing Committee
A committee consisting of several members of the NSO Executive and the Sport Canada consultant will be established to outline and oversee the specific staffing procedures and to draw up or review the job description for the position.
- B) Program and Activity Review
The Staffing Committee develops a list of programs, activities and other responsibilities of the organization which will form the basis of the new or existing job description. This list is cross-referenced with other job descriptions in the organization to avoid duplication or lack of clarity as to responsibility and authority.
- C) Writing of the Job Description
Based on the above review of programs, activities and responsibilities, the job description for the position is written or revised and should receive approval from the NSO and Sport Canada.
- D) Submission to Sport Canada for Funds
A submission is made to Sport Canada through the consultant. The submission must include a job description for the position, a rationale for the position and evidence that a review of all professional staff responsibilities has occurred in light of the vacant position. Decisions concerning funding for new professional staff positions are generally announced after the Contributions Review in March. Sport Canada decisions are based on a combination of factors: documented need for the position within the NSO, relative priority of the NSO vis-a-vis federal objectives in domestic and high performance sport, potential impact on services and space of the National Sport and Recreation Centre (which is financially supported by Sport Canada), and availability of funds.
- E) Determination of Qualifications
Once the job description is complete, the necessary qualifications for the position are listed. The NSO must give serious consideration to the need for the individual and the organization to provide services in both official languages. Applicants will be assessed against these qualifications.

F) Establishment of the Selection Committee

The selection committee shall be comprised of at least two members of the NSO Executive (or other committee), and the Sport Canada consultant. For technical positions as outlined in Policy Requirement 4, a representative of the CAC will sit on the selection committee. For the national coach(es) position(s), it is recommended that the athlete representative for the NSO sit on the selection committee. For other positions, a representative of the NSRC may, at the discretion of Sport Canada, be invited to sit on the selection committee. In the case of positions which will report to incumbent professional staff, the person to whom the new staff member will report should sit on the selection committee.

G) Generation of Applications

National sport organizations are required to advertise in at least one national newspaper. In cases where NSOs can provide clear evidence to the Sport Canada consultant that such an advertisement would not generate suitable candidates, special consideration may be given. As well, advertisements should be placed in other publications such that candidates with appropriate qualifications will apply. The advertisement should include sufficient information to limit the number of applications from unqualified candidates. Plans to advertise the position must be approved by the Sport Canada consultant.

For national coach positions, where no Canadian candidate is suitable, procedures to solicit candidates from other countries may be initiated with Sport Canada approval. The national sport organization must be able to show conclusively that no Canadian candidate is suitable.

H) Screening of Applicants

An initial screening should be done by at least 2 members of the selection committee to eliminate candidates who are obviously not qualified for the position. A more detailed second screening of the remaining candidates should be carried out by the complete selection committee with an accurate noting made of the applicants' qualifications. A short-list of candidates to be interviewed is then compiled.

I) Selection Interview

The selection interview should be carefully planned and structured. The role of each member of the interview team and the specific questions to be asked of all candidates must be determined and recorded in advance of the actual interview process. The same questions should be posed to each candidate and the responses duly

recorded. The questions should be such that additional information is obtained which will be useful in predicting the performance of the candidate in the position.

J) Priorizing of Acceptable Candidates

The method to be used for ranking Candidates should be determined prior to the interviews. Using the resume and the selection interview results, acceptable candidates are prioritized according to the agreed upon rating system. The Sport Canada consultant must approve the final list of acceptable candidates before a job offer is made. No federal funding will be authorized where the candidate had not received the approval of the Sport Canada consultant.

K) References

References for the top ranked candidate are consulted. If the references support the decision to hire, then that person is declared the successful candidate and no further checking of references is done. If upon checking the references, the first place candidate is declared unacceptable, references for the second place candidate are consulted, and so on.

L) Job Offer and Terms of Employment

The national sport organization should decide on the terms of employment and how far it is prepared to negotiate prior to making the job offer. Terms of employment are to be outlined in writing and signed by both the employee and a representative of the NSO.

M) Recording and Filing of Selection Proceedings

The selection committee should document and file the procedures and results of the selection process. Specific information to be recorded and held on file is as follows: An overview of the steps in the selection process; instruments or forms used to screen applications; resumes of short-listed candidates; the statement of qualifications for the position; list of questions asked during the interview stage; summary evaluation of interviewed candidates including a priority list; process and forms used for final selection; list of questions for references and summary of responses.

N) Orientation

The national sport organization must have a formal orientation process in place. This would include reading the documents of the organization and other agencies, meetings with key individuals both internal and external to the organization, and familiarization with NSRC and Fitness and Amateur Sport programs, facilities and

personnel.

O) Interim Review

The first 4-6 months of employment should be considered as a period of probation for employee. At the end of this period, an assessment of the position and the individual's performance in the position should be done and the needs of both the organization and the employee discussed. Although in some cases, termination occurs at the end of this initial period, for the most part, the assessment is more of a review to diagnose, discuss and correct any problems that may have occurred

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