

How to Promote Diversity in the Hiring Process

Actions	Practices to enhance diversity	Persons responsible
Defining the position	<ul style="list-style-type: none"> • Use broadest terms possible that remain consistent with unit goals 	Unit members, unit leader (Chair)
Naming and “charging” a search committee	<ul style="list-style-type: none"> • Select search committee members that are as diverse as possible • Reiterate to committee members the unit commitment to diversity • Offer specific resources to educate members about unintentional bias –(for example “<i>Reviewing Applicants</i>” at http://wiseli.engr.wisc.edu/initiatives/hiring/training_hiring.html) • Outline specific procedures to avoid bias 	Unit leader (Chair)
Writing a position description	<ul style="list-style-type: none"> • Create broadest possible position description to meet unit’s needs • Include language to indicate unit’s commitment to diversity and the institution’s policies regarding diversity • Create applicant evaluation criteria matrix at same time lists of required and preferred qualifications are generated 	Search committee, unit leader, unit members
Advertising the position	<ul style="list-style-type: none"> • “Pre-recruit” as per above suggestions for ongoing interaction with potential and diverse applicants • <i>Generate</i> a pool of applicants through vigorous recruitment specific to the position • Advertise in new venues to enhance visibility of position among diverse candidates (see additional resources posted on this site under “Broadening our candidate pools”, and on p.11 in the University of Michigan ADVANCE Handbook for Faculty Searches at http://www.umich.edu/%7Eadvproj/handbook.pdf) 	Search committee, unit leader
Screening applicants	<ul style="list-style-type: none"> • Work deliberately to avoid unconscious bias in all review procedures • Take adequate time to review each file thoroughly • “Present” each applicant to the committee (e.g. each committee member presents a certain number of applicants) • Consider multiple dimensions of the job during evaluation • Review and apply evaluation criteria matrix • Postpone “ranking” during consideration • Consider ranking multiple times according to different job criteria and examine results • Generate a long “short list” to further investigate via references/telephone interviews 	Search committee

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Interviewing candidates	<ul style="list-style-type: none"> • Include information on diversity programs and policies in <i>all</i> applicant packets • Be clear with <i>all</i> candidates that their scholarship and skills are paramount in consideration of their application • Include discussion of support for junior faculty in discussions with candidates • Communicate with <i>all</i> candidates about opportunities for dual-career packages (see http://www.provost.iastate.edu/fad/Recruit-Retain%20funding%2010-10-07.pdf) • Include opportunities to meet with diverse faculty in candidates' itineraries • Obtain comparable information from <i>all</i> candidates • Be sure all persons interacting with candidates are aware of what questions are considered appropriate and legal to ask 	Search committee, unit leader, unit members
Ranking candidates	<ul style="list-style-type: none"> • Meet to discuss candidates as soon as possible after interviews are completed • Be sure to discuss specific strengths and weaknesses of all candidates • Avoid making assumptions based on perceptions of candidates' characteristics (avoid unintentional biases) • Ask unit members to provide <i>specific</i> feedback about candidates' potential and incorporate their feedback in committee deliberations (see for example p.16 in the University of Michigan ADVANCE Handbook for Faculty Searches at http://www.umich.edu/%7Eadvproj/handbook.pdf) 	Search committee, unit members
Offering position and negotiating resource allocation	<ul style="list-style-type: none"> • Make the best offer possible to provide the candidate with a situation in which they will thrive • Provide any candidate to whom an offer is made a list of potential items that could be negotiated, including all items that would maximize success 	Unit leader (chair)