



Diversity and Equity Hiring Resources

1. Search Committee Composition

- Include members who are committed to diversity and excellence.
- Ensure equity in the composition of the committee so that staff, faculty and student members have equal opportunity to serve on search committees.
- Include members who are stakeholders from other departments to enhance equity and create a more robust and open discussion. Partner with a department you work with regularly to bring in a new perspective and help alleviate any potential concerns with power dynamics if the search committee mostly consists of direct reports and a HEERA manager. Having the outside perspective will help!

2. Job Description/ Position Announcement

- Include language that expresses an interest in candidates who will advance our commitment to diversity.
- State that you are looking for a candidate with experience in equity pedagogy or equity efforts.
- Update job description to reflect unit/department's current needs and what job actually does.
- Broaden the job description to attract the widest possible range of qualified candidates. (e.g., IT degree vs. Software certification; what skills must have vs. can acquire on the job)
- Advertise in venues that reach historically underrepresented communities, such as special subgroups of professional organizations or focused conferences.
- Highlight CPP's diversity and unique attributes in the advertisement.

3. Active Recruiting

- Go beyond the 'usual' range of institutions or networks from which you recruit.
- When contacting colleagues, specifically ask for nominations of candidates from groups who have work, teaching, or research experience in working with underrepresented communities, in addition to other recommendations.
- Consider candidates who may be currently at less well-ranked institutions but thriving.
- Consider hiring internal! Look at qualified staff or former students/student employees after they have developed the required experience.

4. The Interview

- Avoid illegal and discriminatory questions. Please see CRD/DFEH Questions to Avoid handout.
- Avoid conversations unrelated to the interview questions.
- Acknowledge the interview format and note taking.
- Be present and show your interest. Be mindful of your body language.
- Use a standard protocol for each interview and each campus visit.
- Use interview questions that have been reviewed and approved by AA/EEO Specialist.
- Document timely feedback that is based on the interview questions and response.
- Give candidates the opportunity to talk with others – not just the search committee – about diversity, equity, and inclusion issues.



5. Evaluating Candidates

- Self-correction – be aware of the possibility of your own unconscious bias.
- Agree upon evaluation criteria and ground rules for the search committee prior to the interviews and evaluation and stick to them.
 - Agree on rules of discussion and how to handle disagreement.
 - Agree on a method for determining who will be invited to interview.
- Develop evaluation and interview tools to enable consistency.
 - Identify criteria and identify how more abstract qualifications are demonstrated. *Ex: What does it mean to be an effective communicator.*
 - Slow down.
 - Make time to review the entire application.
 - Focus on position related skills and measurable results rather than *solely* looking at previously held position titles or institutions that they worked for.
- Do not rank immediately.
 - Discuss candidates/interviewees after you have concluded all interviews.
 - Insist on the evidence.
 - Require committee members to back up statements and opinions with facts and evidence.
 - Avoid speculation.