The “DOs” of Recruitment and Hiring for Diversity
Guidelines developed by the UWF ADVANCE team and STRIDE Taskforce
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PART ONE

Pre Search Activities

1. DO a little homework.
   a. Review previous searches that have successfully recruited women and/or racial/ethnic minority candidates.
   b. Review instances where women or racial/ethnic minorities left or turned down offers.
   c. Review specific needs of the department.
   d. Then, develop broad hiring goals and create the position description with what is (1) desired/preferred and (2) needed/required.

2. DO recognize and acknowledge implicit bias (i.e., unconscious expectations or assumptions about people that influence an observer’s judgments about suitability) as normative and avoid simple suppression (i.e., pretending implicit bias does not exist) efforts.

3. DO form a diverse search committee (composed of men, women, and racial or ethnic minorities). If the department is not diverse, use an external committee member or a graduate student representative from an underrepresented group.

4. DO consider assigning a committee member to be a diversity advocate.

5. DO a priori define specific selection criteria.
   a. Be sure that all criteria are well defined. This does not mean that criteria are necessarily narrow.
   b. Balance defining criteria with need to remain flexible. However, if changes are made during the process, apply changes equitably to all applicants.
   c. Prioritize weighting of criteria before the review begins.

6. DO create a plan for representing the department’s commitment to diversity.

Recruitment Activities

1. DO create an advertisement that:
   a. Includes interest in diversity,
   b. Includes UWF’s policy on affirmative action and commitment to diversity,
   c. Uses proactive language.

2. DO actively advertise in an effort to reach a diverse pool of applicants:
   a. Ads in appropriate journals, websites,
   b. Strong networking-contact colleagues and use existing faculty,
   c. Encourage recruitment activities at conferences,
   d. Hand out pamphlets and brochures at conferences,
   e. Contact women and racial/ethnic minorities from lists of graduates and PhD candidates.
   f. Resource: UWF’s Diversity Recruitment supplement

3. DO develop an information packet for applicants.
PART TWO

Compliance with Florida Sunshine Laws
1. Faculty searches must comply with Florida Sunshine Laws. Searches may be held in the Sunshine or outside of the Sunshine.
   a. Searches held in the Sunshine permit search committees the authority to vote and make decisions but require full transparency, with all meetings and discussions noticed in advance and held open to the public. No discussion of the search or applicants may occur outside of public meetings.
   b. Searches held outside of the Sunshine restrict search committees to an advisory role for the hiring official, typically the department chair and/or the dean. Search committees cannot hold votes or cull applicants from the review process and may only make recommendations to the hiring official regarding strengths and weaknesses of applicants. Meetings and discussions do not require public notice and may be closed meetings. The hiring official is authorized to make decisions regarding advancement of applicants as candidates or finalists.
2. Most faculty searches are held outside of the Sunshine while most upper-level administrative position searches are held in the Sunshine.
3. Human Resources must certify the applicant pool prior to review of applicants, regardless of whether the search is held in or out of the Sunshine.

Review of Applicants
1. Do minimize bias AND distractions during the review and evaluation of applicants.
   a. Engage in counter stereotyping. Before reviewing applicants, committee members should try to minimize their own implicit biases (i.e., unconscious expectations or assumptions about people that influence an observer’s judgments about suitability). One technique is to imagine successful, well-respected members of underrepresented groups in the field.
   b. Devote a sufficient amount of time to each applicant.
   c. Set aside blocks of time for review and minimize distractions by turning off any electronic notifications (e.g., e-mail, cell phones, etc.).
   d. Focus on each applicant as an individual and assess the application package as a whole.
   e. Rely upon inclusion rather than exclusion criteria for qualified applicants.
   f. Take a time-out periodically to evaluate selection criteria and the equitable application of those criteria to each applicant.
   g. Be able to justify/provide an explanation for the decision made for each applicant.
2. DO utilize in a multi-stage review process.
   a. Step 1: Identify candidates.
      i. Goal: identify all competitive candidates.
      ii. If the applicant pool is large, the hiring official should briefly review each applicant and assign specific applicants for a thorough review by the search committee. Only the hiring official is authorized to make decisions that exclude applicants from further consideration. Search committee members may offer strengths and weaknesses of applicants to aid the hiring official.
iii. Consider whether phone or other technologically mediated interviews are needed at this stage. These are common. Keep in mind that cultural variations in communication style exist and may not fully represent the abilities of the candidate. The same interview method must be used for all candidates.

b. Step 2: Identify the finalists.
   i. Review objectives, selection criteria, and guidelines for minimizing bias.
   ii. All committee members should thoroughly review each candidate under consideration.
   iii. Justifications should be provided when dropping any candidate. Again, only the hiring official is authorized to cull candidates from the list.
   iv. Avoid relying on information that is not included in the application package as the quality of the source may be questionable.
   v. Keep detailed notes. Please remember that all notes in any form have to be kept on file for a period of four years and must be turned into the hiring official at the end of the search committee process.
   vi. Avoid ranking these finalists. Ranking the finalists who will be invited to an on campus interview can inadvertently impact interactions with them.

3. DO consider international candidates in need of visa sponsorship.
   a. The total fees incurred by the University range from $825-$3575, in addition to a few hundred dollars in attorney fees. These fees are typically incurred by the college and not the department. Although this may sound like a cost burden, it is not. In fact, these fees represent less than 1% of a faculty member’s five-year compensation. Thus, they are a worthwhile investment in the selection of highly qualified foreign candidates and should not be a deterrent.

Interview & Selection

1. DO recognize and acknowledge implicit bias as a norm and avoid simple suppression efforts (i.e., pretending implicit bias does not exist) among committee members and others who may interact with the finalist.

2. DO conduct reference checks with named references before inviting finalists to campus whenever feasible.

3. DO review the finalists.
   a. Promptly note strengths and weaknesses after each interview.
   b. If other members of the department interview the finalists, they should quickly provide strengths and weaknesses to the hiring official to ensure that key information is not forgotten.
   c. Be sure to re-review objectives, selection criteria, and procedures for minimizing bias.

4. DO plan interviews consistently and promote a positive experience for the finalist
   a. Schedule interviews with adequate time.
   b. Allow finalists to interact with all faculty members. Offer opportunities for the finalist to meet faculty with a similar background and those they might be more comfortable asking sensitive questions.
   c. Represent the department and university as a place the finalist will thrive.
   d. Make available resources of particular interest to women and racial/ethnic minorities.
5. DO follow through consistently for all finalists.
6. DO disseminate important information to finalists.
   a. Provide list of possible negotiation items.
   b. Provide information about partner and family resources.
   c. Provide information about and tenure and promotion review criteria as well as information about any mentoring practices that may exist.
7. DON’T exclude the possibility of hiring exceptional women and racial/ethnic minority STEM faculty candidates into senior rather than junior faculty positions and leadership positions.

PART THREE

After the Search is Complete
1. DO keep records of the search and interview process.
2. DO find out why candidates, including members of underrepresented groups, decline an offer of hire. This information is often solicited by department heads.
3. DO analyze and evaluate the search procedure. Findings can be used to help future search committees.
4. DO help new faculty with immediate needs for settling into the area (See Section 6: Settling In)

Settling In
As a department, be sure to:
1. DO help new hire locate professional services, such as realtors, physicians, etc.
2. DO ensure that at least 2 mentors have been assigned.
3. DO help new hire with paperwork processing.
4. DO make sure arrangements have been made to secure all promised start-up items in a timely manner.
5. DO re-introduce new hire to other faculty members; encourage initial social and professional networking opportunities.
6. DO ensure that settling-in responsibilities completely transition from the search committee to the mentors.

For more information, please e-mail: advance@uwf.edu
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