THE OFFICE OF DIVERSITY, EQUITY, AND INCLUSION:
Conducting a Fair and Equitable Search
Agenda

- The Search Process At-a-glance
- Preparing your Area for Recruiting Diverse Faculty and Staff
  - The Position Announcement and Diversity Recruitment Plan
  - Evaluating and Interviewing Candidates
  - Beware! Implicit Bias and Evaluator Errors
- Welcoming and Including Diverse Faculty and Staff
  - Search Resources
  - Q & A
The Search Process At-a-Glance:
Step 1- The Position Request

- Obtain all internal/departmental approvals required by your division or college. This should also include obtaining a position number and approved funding information for the position.
- Submit an Academic Position Request through PeopleSoft HRMS (see the Academic Position Request User Guide. PeopleSoft is accessible through WyoWeb).
- Once this position request is approved electronically, Human Resources (jobapps@uwyo.edu) will create a Job Opening within PeopleSoft HRMS and post the advertisement on the UW Website.
- All search committees MUST schedule a consultation with the Office of Diversity, Equity, and Inclusion. Call 307-766-3459 or email diversity-epo@uwyo.edu to schedule. *NOTE: This information session counts as a consultation!*
- Make sure all search committee members have completed OFCCP Training. www.uwyo.edu/hr/hiring-toolkit/faculty-and-ap-searches
The Search Process At-a-Glance: Step 2- The Job Opening

• Once the Position Request is approved, a job opening will be created by HR. The Search Committee Chair/delegate needs to enter all search committee members into the job opening within PeopleSoft HRMS to ensure access to application materials as candidates begin applying online. See the Job Opening User Guide.

• When the position closes, the Search Committee may review application materials and screen applicants. User Guide for Viewing Applicant Materials

• Search Chair (or delegate) will mark desired candidates for interview via the Job Opening in PeopleSoft HRMS and email a scoring matrix to the Office of Diversity, Equity, and Inclusion's Diversity Specialist (diversity-epo@uwyo.edu)

• See Matrix FAQ and Sample matrix for additional guidance.

• The interview request must be approved before interviews can commence.

• Second round interviews may also be requested via the Job Opening in PeopleSoft HRMS (no matrix required).

• Once top candidates are determined, the Search Chair (or delegate) may indicate those acceptable for hire in order of preference via the Job Opening in PeopleSoft HRMS and email a second/final scoring matrix to the Office of Diversity, Equity, and Inclusion's Diversity Specialist (diversity-epo@uwyo.edu)

www.uwyo.edu/hr/hiring-toolkit/faculty-and-ap-searches
Laying a Foundation: Preparing your Area for Recruiting Diverse Faculty and Staff

• Engage your department and search committee in discussing diversity, equity, and inclusion.
  – Why is it needed? Relevant? What voices are missing in your unit?

• Build a network and cultivate relationships with colleagues at other institutions, especially those that tend to have more diverse employee and/or student populations

• Assemble a diverse search committee: consider race/ethnicity, research background, age, gender, discipline, graduate students, external stakeholders... (make sure they have required training!)
The Position Announcement

• As part of your position request, you must submit your ad- this will be posted on the HR job opportunities website and candidates MUST apply in our online system.

• The ad should be well written, succinct and clearly outline:
  – The description or duties of the job (This will go in the Please Note section of the online form)
  – The MINIMUM qualifications of the position (usually 2-4 items- Education, experience)
  – The DESIRED/PREFERRED qualifications (usually 2-5 items)
  – Required materials (how to apply)
  – Avoid long paragraphs of text- bullet pointed qualifications are good! Think about outreach/audience!
  – Ask candidates to include how they have contributed to Diversity, Equity, and Inclusion in their professional lives!
Your Diversity Recruitment Plan:
Casting a WIDE Net
Your Diversity Recruitment Plan: Casting a Wide Net

• What are your goals? What voices are missing in your unit?
• Advertise as BROADLY as possible
• Be creative- “fish” in your trusted “ponds” but also reach out- where have you NOT cast your line before?
  – Consider Social Media
  – Publications
  – Outreach to HBCUs, HSI’s, Tribal Colleges, associations
  – Consult with ODEI- We have a list of resources on our website!
Evaluating and Interviewing Candidates

ARE YOU KOALAFIED?
Evaluating and Interviewing Candidates

• All search committee members will be able to see resumes/C.V.s/application materials in PeopleSoft HRMS

• Use your minimum and preferred qualifications as your guide-rails throughout the process and discuss BEFOREHAND how you will evaluate each piece of criteria in the job ad

• Give yourself sufficient time for each application and be consistent!
Evaluating and Interviewing Candidates

- Keep interviews consistent
- Consider phone for first round
- If a candidate requires an accommodation due to a disability, contact HR - do not arrange for this yourselves.
- Know what you CAN’T ask:
  - Questions relating to race, color, ethnicity, national origin, religion, gender, sexual orientation, height, weight, political persuasion, disability, age, ancestry, marital status, or family/childcare - BEWARE OF UNSTRUCTURED TIME WITH CANDIDATES

- Evaluate candidates’ ability to work/teach in a diverse environment:
  - Ask open-ended questions such as: “In what ways have you integrated diversity and inclusion into your professional development?” OR What do you see as the challenges and opportunities of an increasingly diverse academic community?
  - Listen closely to and carefully evaluate their answers
Implicit Bias and Evaluator Error

We do not see things as they are, we see things as we are.

Anais Nin
## Implicit Bias and Evaluator Error

### Implicit Bias

- We all like to believe we are objective and neutral **BUT**- our own histories, cultural norms, knowledge, and experience shape our perceptions of others all the time.
- This is true for EVERYONE
- Examples: *Similar to Me Effect*: Favorably judging people who are more similar to yourself in background, attitudes, interests, etc.

### Evaluator Errors

- Halo Effect
- First Impressions
- Central Tendency
- Leniency
- Tough Mindedness
- Random Assessment
- Logical Rating
- Raising the Bar
- Group Momentum
- Filtering Out rather than Filtering In
Reducing Bias

• Review the research
• Visit Harvard’s Project Implicit—online implicit association tests
• Be consistent and use your minimum and desired qualifications as your guiderails throughout the process
• Question your own and others’ “gut instincts”—listen for phrases like “just not a good fit.” Be more specific, and tie this back to the qualifications for the job
• Be able to defend each decision to either advance or eliminate a candidate
• Periodically step back and evaluate yourself

Project Implicit:
Online Implicit Association Tests

https://implicit.harvard.edu/implicit/
Welcoming Candidates and New Colleagues

• Provide candidates/new colleagues with community resources (see www.uwyo.edu/diversity/resources/ )

• Inquire as to whether there are additional colleagues or resources they would like to have access to during their visit to Laramie and/or first few days on the job

• Try to anticipate questions/needs and do your best to set a warm, welcoming tone

• Assist in connecting candidates/new colleagues to campus-consider tours, cultural programs, museums, campus amenities (Half Acre gym, places to eat and shop)
Search Resources: Your Team

• **Human Resources:**
  - [http://www.uwyo.edu/hr/workforce-management/index.html](http://www.uwyo.edu/hr/workforce-management/index.html)
  - PeopleSoft User Guides, Technical Assistance, Hiring Toolkit, New Employee Orientation information, Guidance throughout the process (identifying next steps, etc.)

• **Academic Affairs:**
  - [http://www.uwyo.edu/acadaffairs/policies/hiring.html](http://www.uwyo.edu/acadaffairs/policies/hiring.html)
  - Academic job titles, offer letter templates, information on tenure and promotion, information on spousal hires, other employment policies and practices.

• **Office of Diversity, Equity, and Inclusion**
  - [http://www.uwyo.edu/diversity/eo/hiring/index.html](http://www.uwyo.edu/diversity/eo/hiring/index.html)
  - Search Committee Handbook: Conducting Fair and Equitable Searches
  - Matrix/rubric templates and examples
  - EEO review of searches
  - Guidance in navigating process from an EEO perspective
  - In-person diversity consultations with search committees
  - Information on exceptions to the search process (direct appointments)

We are here for you!
Office Diversity, Equity, and Inclusion Staff

We are here to help!
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