



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



UNIVERSITY OF WYOMING



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)

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



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



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>
 - 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>
 - 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/epo/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!

Main office: (307) 766-6672



Dr. Emily Monago

Chief Diversity Officer and ADA/504 Coordinator
Old Main 408
(307) 766-6672 | emonago@uwyo.edu



Janean Forsyth Lefevre

Equal Employment Opportunity and Diversity Specialist, Deputy ADA Coordinator
Old Main 407
307-766-5608 | jforsyth@uwyo.edu



Kaila Mills

Administrative Assistant
Old Main 408
307-766-6672 | kmills7@uwyo.edu