



## CIRES Best Practices for an Inclusive Search

CIRES HR and the Director of Diversity and Inclusion would like to offer support and guidance to supervisors, hiring managers, and search committees on the topic of inclusive recruiting and hiring practices. Please review the suggestions below and reach with questions as indicated.

### 1) Position Description:

- a. Ensure the job advertisement follows CU best practices, as described in the CU Inclusive Hiring Guide [here](#). The essential question is this: “Would a potential applicant be more or less likely to apply to this job based on what’s here?” Placing the job in the context of the larger exciting mission, using language or acronyms that are understandable by an applicant (as opposed to someone who already has experience in the job) and minimizing minimum and desired qualifications to only those that are truly important all help.
- b. You could add language like this in the desired qualifications section: "Please note that while the position details both required skills as well as desired skills and experience, we want applicants to be aware that they do not need to have all of the desired skills and experience to be considered for this position. If you meet the minimum qualifications, have passion for the work, along with experience in a related field, you are encouraged to apply. We encourage on-the-job training for any additional skills or knowledge that become relevant to the position." This encouraging language counters the applicant impulse to take oneself out of the running if they don't have every single desired qualification.
- c. Consider adding a desired qualification: “Ability to contribute to a diverse and inclusive workforce.” This triggers an opportunity to talk about previous D&I contributions and is open to applicants of any identity.

### 2) Posting the Job:

- a. CU automatically posts jobs to diverse outlets as follows:
  - i. Direct Employers: they partner with 200+ websites that target outreach to underrepresented populations. CU will put every job ad in front of The Direct Employers Network. The employers will choose the ads which resonate with their job seekers and include them in their job boards ([The Direct Employers Network](#)). This link highlights the different websites where they partner and post. This is an automatic resource for our postings.
  - ii. PRISM: this resource is a part of the USC Race and Equity Center; CU has a partnership with this group to advertise our postings at no cost (<https://www.prismnetwork.org/why-prism>). While this is not an automatic posting, you can make a request to CIRES HR to advertise your position here, if interested.
- b. Can your vacancy announcement be posted to additional diverse outlets in science that extend beyond CU’s efforts? Consider organizational list serves and web sites for the specific areas of science. If unsure, please consult with Susan Sullivan for suggestions.

- i. Depending on the outlet, there may be an associated advertising cost, which is funded by the hiring unit.
  - c. Work with the search committee and Susan Sullivan to develop a discipline specific recruiting list. A discipline specific recruiting list is a set of people, committees, professional society sections, social media groups, etc. where you would expect to find a more diverse applicant pool. Reach out to those on this list and share your job advertisement after it's posted, along with language about why you seek a broad applicant pool.
- 3) **Collect Applicant Affirmative Action Data:** Work with Susan Sullivan to request applicant gender and ethnicity data (shared voluntarily at time of application) from prior or current searches to examine the diversity of your candidate pools. This allows hiring units to determine if recruiting efforts are resulting in a diverse candidate pool, or if efforts should be expanded for future searches. This is relatively easy to do and the resulting data is valuable.

#### 4) **Mitigating Bias**

- a. **Candidate Evaluation Rubric:** Consider using a rubric to evaluate candidates based on minimum qualifications in job posting. This ensures that the entire committee is reviewing candidates based on the same set of necessary qualifications, which helps to mitigate bias. For rubric samples, please reach out to Susan Sullivan or Jimena Ugaz.
- b. **Search Committee Composition:** Seek to diversify the composition of your search committee as much as possible. Where possible, include colleagues from differing career ranks, different units, etc. The resulting diversity in approaches and viewpoints will also support bias mitigation.
- c. **Implicit Bias Training via Zoom:** Schedule an Implicit Bias training for search committees, teams, or labs at least once a year. This is a one hour course via Zoom that is facilitated by central HR. We all have biases based on our personal experiences, but this training helps us to check those biases and ensure we're reviewing applications from a more neutral standpoint.

CIRES HR can help connect hiring managers with CU HR team to set this training up. You can do large or small group settings. The Zoom opportunity allows attendees to ask questions of the trainers, or follow-up 1:1 with trainers if they aren't comfortable in the group environment.

Outside of Zoom, SkillSoft offers several courses that employees can access individually to support the trainer-led opportunity, including:

##### **CU Boulder Staff Bias Training**

Skillsoft trainings accessible through mycuinfo

- Outwitting Your Cognitive Bias
- Understanding Unconscious Bias
- Overcoming Unconscious Bias in the Workplace
- Compliance short: Unconscious Bias
- Overcoming Your Own Unconscious Biases

- 5) **Include HR consultant in Search Committee Meetings:** Central HR offers the service of having a recruiter sit in on search committee meetings where candidates are being actively reviewed. This allows for an informed, neutral voice to guide the search committee in reviewing all candidates equitably. The committee can ask questions if struggling to compare multiple candidates, determine appropriate interview questions, etc. Connect with Jimena Ugaz, CIRES Recruiter and HR Generalist, if interested.
- 6) **Include Diversity and Inclusion related questions during Interviews:** During a search, consider asking finalists to draft a statement around their diversity and inclusion philosophy as part of the interview. Or, include diversity and inclusiveness based questions as part of the interview process itself.

Sample interview questions include:

**\*Diversity - Inclusive Excellence**

*Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Creates and promotes an environment that is welcoming and holds opportunities for all. Is able to share and to engage with diverse perspectives. Maximizing the success and inclusion of all students, staff and faculty.*

- Please share with us your philosophy around diversity and inclusion and an example of how you have practiced this philosophy in your work experience.
  - What have you done to contribute to diversity and inclusion in your unit?
  - Give an example of a situation or project where a positive outcome depended on the work of people from a wide range of backgrounds and ideas.
- 7) Diversify your professional network. This is a year-round activity that increases your team's "know, like, trust factor" among diversity and inclusion minded professionals in your field. Follow social media accounts, colleagues, and organizations in your field that have a focus on diversity and inclusion. Seek out new collaborators and co-authors in your work, from a variety of institutions. What you do when you DON'T have an open position determines whether or not colleagues will recommend your advertisement to their students and colleagues.