

Creating the Job Announcement

Purpose of the Job Announcement

The purpose of this guide is to provide inclusive job announcement best practices. A 2015 study indicated that applications from candidates of color increased by 27% in 2015 due to placement and arrangement of information in the job posting (Shropshire, 2018). Stating the institution's commitment to academic excellence, as well as diversity and inclusion allows candidates to determine if this community is one where they can both work and live (Shropshire, 2018). A job announcement conveys information about the position and the university. Providing scope and detail helps candidates understand the position within the context of the department and campus.

The following provides details on each component of the job announcement. Also included are best practices, a checklist for creating a job announcement, and a sample job announcement.

Components of a Job Announcement

I. Job Summary

- Provide general summary information about the position including the department name and anticipated semester the position would start.
- Describe the connection between the position and CU Boulder's mission/vision/strategic imperatives.
- The posting though the CU Boulder job site will automatically include the university's diversity statement:
The University of Colorado Boulder is committed to building a culturally diverse community of faculty, staff, and students dedicated to contributing to an inclusive campus environment. We are an Equal Opportunity employer, including veterans and individuals with disabilities.

II. Who We Are:

- Provide department specific information including:
 - Accomplishments
 - Discipline specific information
 - Program highlights that speak to diversity and inclusive excellence

V. What You Should Know:

- Highlight information about the role, hours, travel, campus and Boulder region including outdoor life, accessibility to Denver, restaurants, nightlife, etc.

III. What We Can Offer:

- Provide clear salary information. Including the full salary range is discouraged if the available salary sits closer to the minimum salary.

- Highlight CU's excellent benefits including medical, dental, retirement, paid time off, tuition benefit, and the ECO bus pass.
- Highlight benefits unique to your department including faculty recognition programs, flexible work schedules, special events/programs, dual career opportunities, etc.
- Share HR's Living Here resources which shares information about renting, buying a house, area schools, childcare, and parks and recreation:
<https://www.colorado.edu/jobs/living-here/living-here-resources>

IV. What You Will Need and What We Would Like You to Have:

- Describe required qualifications, preferred qualifications, and competencies as approved by the hiring authority. This includes education, experience, and specialized knowledge, skills, or abilities. Describe preferred discipline(s), sub-disciplines or areas of specialty.
 - Separate minimum and preferred qualifications and provide clear examples of what is desired. Delineate between what is needed, what will be accepted, and where there is flexibility. For example, are there skills, knowledge, and/or abilities listed as 'required' that could be learned while in the position? Consider setting these as preferred qualifications with the focus on the 'ability to teach' or 'ability to publish' rather than the 'must have' mentality. This shift will help broaden the pool of qualified diverse candidates.
 - Try to think differently about both minimum and preferred qualifications. For example, a preferred qualification may be demonstrated success supporting diversity and inclusive excellence through researching, teaching, mentoring, or sponsoring these initiatives in a work or educational environment.

Examples:

- Education:** Include preferred discipline(s), sub-disciplines or areas of specialties.
Example: *An earned doctorate by XX date in the field of instructional design or a related discipline such as educational technology or instructional systems.*
- Teaching:** Include examples of transferable experience.
Example: *Teaching experience at the college level in a variety of courses in Psychology or Neuroscience is preferred and can include General Psychology, Psychological Methods and Statistics, Biological Psychology, Behavioral Neuroendocrinology, Principles of Neuroscience, and Neurobiology of Learning and Memory.*
- Service:** Include examples of acceptable service experience and think broadly about what constitutes service (i.e. mentorship experience).

- e. **Research:** Identify the department’s research needs and interests and include examples of transferable experience.
- f. **Diversity and Inclusive Excellence:** Identify the campus and/or department’s diversity and inclusive commitment and incorporate a qualification asking applicants to demonstrate this experience.

V. Special Application Instructions for Applicants:

Include any special application instructions including full consideration dates, details on how many letters of recommendation might be requested and the timing of when referee information might be requested.

- Provide clear instructions for submitting applications including required documents, instructions on how to submit materials, and due date.
- Provide a bulleted list of required documents. Limit these to only what is necessary and useful. Long lists can become wearing and confusing.
- **Consider asking only finalists** for letters of recommendation.
 - This saves time and moves the process forward more quickly. Start by screening applicants for their experience and skills related to the job requirements and eliminate those who do not meet the minimum requirements.
 - Consider gender bias when reviewing letters of recommendation. Men typically receive stronger letters of recommendation due to the gender bias of the recommender. Studies reveal that letters of recommendation for women tend to be shorter, include more gender references and include descriptors such as kind, nice, pleasant, and friendly rather than focusing on the candidate’s knowledge, skills, and abilities (Ashcraft, 2017).
- Provide the submission deadline
 - Vague deadlines diminish efforts to recruit top talent who may opt for job postings that are clear about their deadlines and time to fill. Set a clear application deadline to provide candidates with a timeframe for the search process.
 - If the department does not use an application deadline, use a soft deadline (also known as a consideration deadline): “For full consideration, applications must be submitted by [DATE].”

- If a search needs to remain open, the committee can extend the deadline and update as needed.
- Full consideration means that applications submitted before [DATE] will be reviewed, and applications submitted after [DATE] may be reviewed, however, this review is not guaranteed.
- The campus Affirmative Action Officer can provide the search committee with the demographics of the applicant group (not individuals). Reviewing this information early in the process can help the search committee determine additional outreach strategies and determine if the application deadline needs to be extended to ensure a diverse pool of applicants.

Contact: Affirmative Action Officer, David Pacheco, at 303-735-9019 or aao@colorado.edu

VI. Affirmative Action/Equal Employment Opportunity Statement (AA/EEO)

- When using the CU Boulder job site, the AA/EEO statement is automatically included. In addition to the campus' AA/EEO statement, research recommends including the institution's commitment to diversity and inclusion, which enhances our ability to recruit a diverse pool. This campus approved statement is now included next to the AA/EEO statement on the CU job posting site and reads as such:

The University of Colorado Boulder is committed to building a culturally diverse community of faculty, staff, and students dedicated to contributing to an inclusive campus environment. We are an Equal Opportunity employer, including veterans and individuals with disabilities.

VII. Job Posting Contact:

- **Provide an accommodations contact:** Include the name and contact information for an individual candidates can access to inquire about and secure accommodations. Being proactive regarding accommodations demonstrates the department's commitment to being inclusive of all abilities and minimizes barriers for applicants with disabilities. Include the following suggested statement from CU's ADA Compliance Office:

The University of Colorado Boulder is committed towards providing equal access to individuals with disabilities. If you are an interview candidate and require accommodations, please contact the ADA Coordinator at: ada@colorado.edu no

later than three days before your interview. We will make all reasonable efforts to fulfill requests submitted after the deadline.

Note: this information is already included in the CU Boulder job site when posted there.

- **Provide a search committee contact:** Applicants have questions about the department, campus climate, spousal hires, area schools, places to go/things to do in the area, etc. Provide applicants with a search committee contact whom they can ask questions and feel comfortable knowing that these inquiries will not be shared with the search committee. This person should ideally be someone outside of the search committee who is familiar with the department. The contact person needs to maintain confidentiality to protect applicants.

The Department of Human Resources Diversity Search and Outreach Program Manager can serve as an objective contact for candidates. Contact Teresa Hernandez at teresa.hernandez@colorado.edu or 303-735-3577 if you would like for her to serve in this capacity.

Best Practices Regarding Job Announcements

Authentic Representation

If photos and graphics are included in the job announcement, they should accurately represent the demographic makeup of the department and university. Given that CU Boulder's job announcements are standardized postings, this would apply to links that connect an applicant with the department website. Ensure people in photos represent diversity of gender, race, ethnicity, ability, etc. without creating an inaccurate portrayal of diversity within the department.

Use of Inclusive and Neutral Language

Some research suggests word choice can encourage or discourage candidates from applying. Dominant words and phrases can deter applicants, especially women and other underrepresented populations, who may have been raised to modulate their knowledge and skills, demonstrate humility, and view success through a familial and community based lens rather than through a competitive lens. Neutral words and inclusive and inviting language encourages a diverse range of applicants. Guidelines regarding the use of gender neutral language include the following.

- Ensure a balance of neutral based language (see examples below)
- Eliminate gender bias from job ads by eliminating words associated with gender stereotypes
- Ashcraft recommends avoiding dominant language and extreme modifiers that may be unappealing to some candidates. Examples include:

Words: *world class, unparalleled, off the charts, high-powered, results-driven, action-oriented, dominant, competitive environment, manages, directs, self-starter*

Phrases: “*We are determined to be a **dominant leader** in this field and are seeking self-starters determined to **stand apart from the competition.***”

- Appeal to a wide range of diverse candidates by neutralizing language where possible.

Examples of neutral language: *community, commitment, team player, collaborative, supportive, understands, works with, creative problem solving, commitment, team-orientation, excellence, demonstrated success, dedicated, committed, respected, thorough, attentive, inquisitiveness, follow-through, observant, and insightful.*

Consider Including a Diversity and Inclusion Preferred Qualification

- Setting a diversity and inclusion qualification demonstrates the department and the university's commitment to being a welcoming and inclusive environment to faculty with diverse perspectives, skills, abilities, and experiences. This qualification can also help the search committee learn how applicants have applied their diversity and inclusivity commitment and experience with their work.
 - Examples:
 - Demonstrated ability to cultivate and advocate for an environment of diversity and inclusion based on the position's responsibilities.
 - Demonstrated success working with diverse constituents as this relates to the duties for this position.
- A diversity and inclusion requirement can be demonstrated by asking applicants to submit a statement with their application materials
 - Example: An inclusivity statement must be included that demonstrates your commitment to engagement and inclusion of culturally diverse audiences in higher education (see the links below for further guidance).

Vetting the Job Ad

- Share the job ad with a diverse group of faculty, graduate students and others to determine if the ad resonates, is inviting, is inclusive, and makes sense to others.
- Review peer institution advertisements classified as Diversity Champions to view their language via Insight for Diversity at <http://www.insightintodiversity.com/diversity-champions/>

Reference the [Job Announcement Checklist](#), the [Sample Posting Synopsis and Job Announcement](#), [Samples of Diversity Statement Questions](#), and [Guidance When Reading Diversity Statements](#) for additional information and guidance.

Sources:

Kay, A. (2018). *How Job Ads Can Reinforce or Undermine the Status Quo*. Retrieved from https://www.ncwit.org/sites/default/files/a.kay_jobpostingbias_ncwitsummit12_0.pdf.

Ashcraft, C. (2017). *NCWIT Tips for Writing Better Job Ads*. Retrieved from <https://www.ncwit.org/resources/ncwit-tips-writing-better-job-ads>.

Shropshire, S. (2018). Faculty Selection Committee Diversity Training [Webinar]. The Academic Network. Retrieved from <https://academicnetworkinc.com/webinars>.