

Inclusive Hiring: Best Practices

Use the following guidelines to support inclusive practices in the hiring process:

Search Committee Guidelines

- Thoroughly review the [UA Search Committee Guidelines](#) document, and refer to the document throughout the process.

Requisition

- Review [EEOC Guidelines for Acceptable Pre-Interview Inquiries](#).
- Use the [UA Inclusive Language Guide](#) to develop inclusive requisition and advertising.
- Include UA [EEO and non-discrimination statements](#).
- Include UAA Diversity Statement for Position Descriptions:
At UAA, valuing diversity is integral to excellence. Diversity maximizes our potential for creativity, innovation, educational excellence, and outstanding service to our communities. The University fosters an inclusive, welcoming and respectful campus community that promotes diversity, civility, equity, inclusion, and an appreciation for each unique member of our academic community. UAA promotes and celebrates diversity through its academic and community support programs, committees, and councils. We honor diverse experiences and perspectives and strive to create welcoming and inclusive learning environments where all are treated with respect. UAA strives to support its unique and diverse community by employing faculty who come from a myriad of different backgrounds.

Recruitment Strategy

- Recruit continuously, not just when there are immediate openings. Maintain relationships,

“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.” - Sundar Pichai



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file resumes, develop recruitment pipelines and make connections with professional organizations, graduate schools and colleagues.

- Search committees should tailor their recruitment plan for advertising and outreach to produce the desired results. The position should be advertised widely; this may include going beyond traditional methods of identifying applicants. Equal opportunity and affirmative action laws require openly advertising university positions so that all qualified persons have the opportunity to apply.
- Advertising sources to consider: LinkedIn, Indeed, electronic job-posting services targeted toward diverse groups, and position specific list-servs. Please note that all benefited positions are posted on [HigherEdJobs.com](#) by UA HR.
- Personal contacts through professional organizations, training facilities, and colleagues at other institutions are usually the most effective networking resources. Committee members are encouraged to contact professional organizations in their field to request that positions be shared with members, especially with minority applicants.

Inclusive Recruitment Websites

[Ability Jobs](#)

[Alaska Native Hire](#)

[All Diversity](#)

[American Association for Access, Equity and Diversity](#)

[Diversity Employers](#)

[Diversity First Jobs](#)

[Diverse Jobs](#)

[HBCU Connect](#)

[Insight into Diversity](#)

[National Congress of American Indians-Jobs](#)

[Recruit Military](#)

[Workplace Diversity](#)

Inclusive Professional Associations

[Native American and Indigenous Studies Association](#)

[National Minority Health Organizations](#)

[Minority Focused Engineering Associations](#)

[Diversity Associations in Science](#)

[Top Minority Business Associations](#)

[Associations for Minority Serving Institutions](#)

[Diversity Organization Resource List](#)

Search Committee (SC)

- Select for diverse committee composition. The committee should be composed of individuals of different backgrounds, affinities, identities and experiences. Committee members should be mindful of the University's goal in building a diverse and inclusive community.
- Choose one approach to implicit bias:

-Have search committee watch [UA Diversity and Inclusion in the Search Process](#) (30 minutes). Video includes information on diversity and implicit bias

-Contact your UA Talent Acquisition Specialist for SC training.

-Have the SC read and discuss an article about implicit bias in searches.

-Request the Chief Diversity Officer meet with the SC to discuss implicit bias in searches.

Candidate Screening-Resume Review

- Utilize a screening rubric such as the [UA Scoring Summary](#) throughout the entire process.

- During the preliminary screening, consider removing names and dates to further reduce bias.
- During the intermediate review, screening documentation must contain a quantifiable rating system, based on the job description. If there are criteria which have greater importance for satisfactory performance, they must be identified and weighted as appropriate. Intermediate screening processes will include written documentation that supports screening results.

Candidate Screening- Interview

- Develop a list of Screening Questions. Use the [UA Sample Screening Questions](#) or modify for PD specific questions. Approved Position Descriptions (PDs) must be used to develop the screening questions. To prevent bias in subsequent recruitment stages, completed screening forms should be maintained separately from the applicant materials.
- Include [Diversity Interview Questions](#) about diversity in the interview to get a feel for the candidates commitment to diversity, equity and inclusion.
- All interviews should be conducted in the same manner to ensure a fair and equal recruitment process is in place, so if one applicant can only meet by video (e.g., the applicant is located out of state) all applicant interviews should be via video.
- On completing interviews, the committee prepares a written summary of the qualifications and overall impressions received from each finalist. For candidates screened out at this stage, the committee documents the reason.

Reference Checks

- Review [UA Reference Check Considerations](#) to ensure prohibited questions are not asked about protected EEO classifications.

Reference Material:

[EDUCAUSE](#), [HARVARD](#), [NASPA](#)

[UNIVERSITY OF ALASKA](#), [UNIVERSITY OF CA, BERKELEY](#),

[UNIVERSITY OF WASHINGTON](#)

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www.alaska.edu/nondiscrimination

AMAZING STORIES
BEING WRITTEN EVERY DAY.

Inclusive Hiring Checklist

Position: _____ **College/Department:** _____

Check all guidelines the Search Committee will use:

Search Committee Guidelines

___ All members of the Search Committee will review the **UA Search Committee Guidelines** document.

Requisition

___ All members review **EEOC Guidelines for Acceptable Pre-Interview Inquiries**.

___ Use **UA Inclusive Language Guide** to develop requisition and advertising.

___ Include **UA EEO and non-discrimination statements**.

___ Include **UAA Diversity Statement for Position Descriptions**.

Additional updates to PD/Requisition: _____

Recruitment Strategy

___ Review diverse resumes already on file.

___ Contact graduate/professional school programs to recruit.

List programs to be contacted: _____

___ Contact colleagues in discipline for recommendations/sharing.

List of contacts: _____

___ Contact professional organizations to share position.

List organizations: _____

___ Advertising position on: ___ LinkedIn ___ Indeed

___ Inclusive Professional Associations. List: _____

___ Inclusive Job Boards. List: _____

___ Cost for advertising on inclusive sites: _____

Search Committee (SC)

___ Select for diverse committee composition. The committee should be composed of individuals of different backgrounds, affinities, identities and experiences. List proposed Search Committee members:

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**Chief Diversity
Officer**

[www.uaa.alaska.edu/
diversity/](http://www.uaa.alaska.edu/diversity/)

___ Provide information on implicit bias:

- ___ Search committee will watch **UA Diversity and Inclusion in the Search Process** (30 minutes).
- ___ Will contact UA Talent Acquisition Specialist for SC training.
- ___ SC will read and discuss an article about implicit bias in searches.
- ___ Request the Chief Diversity Officer meet with the SC to discuss implicit bias in searches.

Candidate Screening-Resume Review

___ Utilize a screening rubric such as the **UA Scoring Summary** throughout the entire process.

___ Attach rubric.

___ During the preliminary screening, will remove names and dates to further reduce bias.

___ During the intermediate review, use screening documentation with quantifiable rating system, based on the job description. If there are criteria which have greater importance for satisfactory performance, they must be identified and weighted as appropriate.

___ Attach screening tool. ___ Using weighted ratings (on screening tool).

___ Intermediate screening processes will include written documentation that supports screening results.

Candidate Screening- Interview

___ Develop a list of Screening Questions. Use the **UA Sample Screening Questions** or modify for PD specific questions. Approved Position Descriptions (PDs) must be used to develop the screening questions.

___ Completed screening forms will be maintained separately from the applicant materials.

___ Attach list of screening questions (if different from UA sample).

___ Include **Diversity Interview Questions** to get a feel for the candidates' commitment to diversity, equity and inclusion.

___ Attach list of diversity questions (if different from UA sample).

___ All interviews will be conducted in the same manner (if one applicant can only meet by video, all applicant interviews should be via video).

___ On completing interviews, the committee will prepare a written summary of the qualifications and overall impressions received from each finalist. For candidates screened out at this stage, the committee documents the reason.

___ Reach out to UA ADA Accessibility Team if evaluating disabled applicants or need help in processing accommodation requests.

Reference Checks

___ Review **UA Reference Check Considerations** to ensure prohibited questions are not asked about protected EEO classifications.

Additional:

Attestation of Responsibility

___ Dean, Chair and/or Search Committee Chair (Academic: Submit to Provost/Academic Affairs. Other: Submit to your Vice Chancellor and/or CDO)

Signature

Date