Hamilton College:
Diversifying the Faculty

Just-in-Time Recruitment Workshop #2
Reviewing Applications

Friday, September 18, 2015
12:30-3:30
Presenters

- Linda Marchesani: Director, Workplace Learning and Development, UMass Amherst in affiliation with Romney Associates, Inc.
- Patricia Romney: Organizational Psychologist, Romney Associates, Inc.
Overview of the Day

- Examine the potential influence of unconscious bias and assumptions on the search process.
- Explore best practices for reviewing and screening applicant materials to minimize potential bias and assumptions.
- Discuss guidelines for developing the “long short list.”
- Review legal and illegal questions when interacting with candidates.
Active Recruitment Strategies

What active recruitment strategies have you engaged in since we met last?
Implicit Bias

Even the most well-intentioned person unwillingly allows unconscious thoughts & feelings to influence apparently objective decisions.

~ M. Banaji
Unconscious Bias in Faculty Recruitment

- Ohio State University Video
White vs. Black names, 2 skill levels each

- Highly skilled whites more 50% callbacks
- Same CV, different name
- Male applicant rated better in all categories, more likely hired
- Highly skilled and average blacks virtually same number of callbacks
- Pattern holds for both men and women reviewers

*Source: Reviewing Applicants: Research on Bias and Assumptions, Women in Science and Engineering Leadership Institute, University of Wisconsin - Madison*
Short Cuts*

• Create obstacles for underrepresented groups
• Bestow advantages (privileges) to dominate group members

*adapted from Joann Moody, *Rising Above Cognitive Errors: Guidelines to Improve Faculty Searches, Evaluations and Decision Making* (2010)
Short Cuts: Examples

Cloning
Similar attributes/background

Snap Judgments
Judgments with insufficient evidence

Negative Stereotypes
Presumptions of incompetence

Positive Stereotypes
Presumptions of competence

Euphemized Bias
• Visionary
• Star
• Committed
• Focused
Potential Influence of Unconscious Bias and Assumptions on the Search Process

● Undervaluing candidates from other than Ivy/Elite institutions.
● Non-traditional (or irregular) educational pathway; breaks in professional pursuits.
● Higher expectations in critical evaluation areas: scholarly interests, publications, research findings.
Potential Influence of Unconscious Bias and Assumptions on the Search Process

- Underestimate abilities in ancillary areas: supervise students and staff; chair committees; raise funds.
- Questioning whether candidate is a “good fit.”
- Familiarity with candidates references; advisor; mentors etc.
Minimizing Bias

- Counter-stereotype training
- Expose people to counter-stereotypic individuals
- Intergroup contact
- Engage in educational efforts
- Increase a sense of accountability
- Take the perspective of others
- Engage in deliberative processing

State of the Science: Implicit Bias Review 2014; Kirwan Institute, Ohio State University
Slow Things Down!

- DANIEL KAHNEMAN
Discuss the example at the table. Identify the bias or assumption reflected in the statement and discuss how you could respond.
Best Practices for Screening Applicants:

Before Screening Begins:

- Agree upon the process the search committee will use to screen and evaluate candidates.
  - Develop and agree upon multiple, specific selection criteria
  - Discuss criteria for contributing to diversity
  - Agree on rules of discussion, deliberation, and decision making
  - Agree on method that will be used to recommend candidates
- Discuss potential influence of bias and assumptions on search process.
- Increase representation of diversity within applicant pool.
- Develop evaluation and interview tools to enable consistency.
Best Practices for Screening Applicants: Minimizing the Influence of Bias and Assumptions

- Use well-articulated criteria to evaluate candidates on each selection criteria; avoid impressionistic or holistic assessments.
- Evaluate each candidate's entire application and consistently apply the same standards to all candidates.
- Spend sufficient time (at least 20 minutes) evaluating each applicant.
- Use evidenced-based decision making to advance or eliminate a candidate. Be able to support or defend every decision about an applicant with documentation related to the criteria.
- Periodically evaluate your decisions; check for bias & assumptions.
Best Practices for Screening Applicants: Minimizing the Influence of Bias and Assumptions

Candidate Evaluation

• Developing “long short list” candidates.
  ○ Pay attention and invite every perspective.
  ○ Rely only on evidence based, well documented decisions.
  ○ Avoid ranking candidates too early (or at all).
    □ Use multiple short lists.
    □ Create “short” list for major selection criteria and consider developing “medium” list, if necessary.

• Aim to screen in as well as screen out.
Rubric Work

• Please look at the rubric examples in your handouts.
• Within search committees, identify positive aspects in the examples.
• Begin discussion and development of a potential rubric for your search committee.
Social Media

- What is the risk?
  - Discriminatory failure to hire claims – social media sites can reveal the protected characteristics of applicants, such as age, race, sexual orientation or marital status.
  - Labor Law §201-d violation – social media sites often show applicants engaging in the following lawful, off-duty conduct that cannot be considered as part of the hiring process:
    - political activities
    - legal use of consumable products
References


References

• Search Committee Practices to Enable Equity. UCLA Faculty Diversity and Development. Sept. 2010., http://www.faculty.diversity.ucla.edu


