| When in the Process | Focus & Actions | Specifics |
|---|---|---|
| Prepare | Position Description | ▪ Position description should include required qualifications and experience, but not so specific that it deters qualified applicants<br>▪ Avoid characterizing a search as a replacement (moving forward not backwards) |
| | Build effective search committee | ▪ Include diverse content knowledge, methodological approaches<br>▪ Include diversity of backgrounds and ranks.<br>▪ Include those openly committed to diversity and excellence<br>▪ Establish expectations & processes for open communication<br>▪ Refer to Guidelines for Contributions to EDI Statements |
| | Committee meets to define criteria & create evaluation tool | ▪ Define criteria & build consensus before evaluating applications<br>▪ Thoughtful evaluation: use a simple tool<br>▪ Assessment Guidance for Equity, Diversity, and Inclusion (EDI) Statements<br>▪ Remind committees to consider all information & check for biases<br>▪ Review resources for applicants who may need reasonable accommodation<br>▪ Implicit Association Test<br>▪ Reviewing Applicants: Research on Bias and Assumptions (provided by WISELI)<br>▪ Use CUPA-HR Diversity, Equity, and Inclusion (DEI) Maturity Index |
| Advertise & Outreach | Advertise to generate broad pool | ▪ Ads include commitments to diversity & advertise widely<br>▪ Clarify all required applicant materials (including Equity Statement)<br>▪ Advertise in publications that target female and minority scholars |
| | Network and outreach | ▪ Consult networks: reach out to women & URM scholars w publications & networks<br>▪ Use talent pool databases found in the Recruitment Outreach Tools<br>▪ Equity Resources to Broaden Candidate Pools<br>▪ Use inclusive, unbiased, ungendered language - Gender Decoder |
| Screen & Interview | Thoughtfully review applicants | ▪ Systematic evaluation using agreed-upon criteria<br>▪ Make a long "short list" |

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| **Screen & Interview** | Search Committee Meetings | <ul><li>Establish norms and processes</li><li>Challenge biases as they arise</li><li>Discourage sidebar conversations; bring issues to full group</li></ul> |
| | Skype interviews | <ul><li>Interview list approved before interviews begin</li><li>All candidates must go through the same interview process</li><li>Use consistent list of interview Questions across all candidates: Faculty Interview Questions</li><li>Include Equity, Diversity, and Inclusion Questions across all candidates</li></ul> |
| | Host effective Campus visits | <ul><li>Candidate Experience:  Recommended resources and samples to help create a positive candidate experience "Roll out the Crimson Carpet"</li><li>Candidate Recruitment: Prospective Faculty Resources – provided by ADVANCE at WSU</li><li>Provide Summary of Benefits Available for Faculty</li></ul> |
| | To ask or not to ask | <ul><li>Review questions that cannot be asked: Department Chair sends letter clarifying this to all faculty & staff with whom candidates will be in contact</li><li>See Pre-Employment Inquiries Guidelines: BBPM 60.08</li></ul> |
| **Perform Reference & Background Checks** | Conduct equitable checks among all candidates considered for hire | <ul><li>Background Checks: BPPM 60.16</li><li>Background Check Program: Information for hiring managers and search committees</li><li>Candidate Evaluation: Reference Check Form | Sample document</li></ul> |
| **Hire & Onboard** | Make an offer | <ul><li>To Ensure Equity, the salary and rank of proposed position should be based on qualification and experience without regard to Color, Disability, Familial Status, National Origin, Race, Religion, Pay, or Sex.</li><li>Partner and Spouse Accommodation: BPPM 60.15</li><li>Pre-Academic Year Appointments for Tenure and Tenure Track Faculty</li></ul> |
| | Onboard | <ul><li>Develop a plan for bringing a new colleague into the unit, college, campus, and community</li><li>Resource Guide for Underrepresented Faculty & Staff</li></ul> |