Diversity in the Search Process

Fall 2020

Diana Prieto
Vice President

Becca McCarty
Coordinator
Diversity in the Search Process

1. Identification of implicit bias and unconscious assumptions
2. Commitment to non-discrimination
3. Affirmative Action and equal opportunity
   - Diverse pool of applicants
4. Discussion of diversity in the search process
   - Diversity as an institutional value
5. Diverse search committee membership
6. Minimum or Preferred Qualifications
7. Screening tools and processes
   - Defined early in process
   - Comparable and consistent throughout
Implicit Bias
• The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner (Kirwan Institute).

Automatic Processing
• Speed sorting in the mind
Attitude

- Gut feelings, emotional reactions

Stereotypes

- Traits associated with a category, influence how we behave and see people

Jerry Kang, UCLA Law Professor TED Talk
https://www.youtube.com/watch?v=9VGbwNi6Ssk&feature=youtu.be
Identification of Bias

Decision maker’s “vision” of ideal applicant influences how applicants are rated and ranked

- Age
- Accent
- Appearance
- Geographic location
- Educational history
- Personality
- Affiliations/interests
- Dual career couple
- Work experience
Be aware of the influence of potential unconscious biases and assumptions and discuss them in the search committee.
Our Commitment to Non-Discrimination

- Non-Discrimination – Federal and State law
  - Race
  - Disability
  - Age
  - Religion
  - Ethnicity
  - Sex, Gender
  - Color
  - Creed
  - Sexual Orientation
  - Gender Identity or Expression
  - National Origin or Ancestry
  - Genetic Information
  - Veteran Status
  - Marital Status
  - Parental Status
  - Pregnancy

- Affirmative Action

- Guidance for the Search Process
Executive Order 11246

- September 24, 1965
- Part II - Non-discrimination in Employment by Government Contractors and Subcontractors
  - Contractors will not discriminate against any employee or applicant because of race, color, religion, sex, sexual orientation, gender identity or national origin.
Affirmative Action

Actions, policies, and procedures to which a contractor commits itself to apply every good faith effort to achieve equal employment opportunity.

41 Code of Federal Regulations (CFR) 60-2
Affirmative Action Obligation Entails:

1. Thorough, systematic efforts to prevent discrimination from occurring or to detect it and eliminate it as promptly as possible, and
2. Recruitment and outreach measures.
Affirmative Action in Employment

- Reviewing current workforce demographics
- Setting goals and creating action plans
  - Recruitment, retention, salary equity
- Affirmative action in the search process
  - Affirmative Action Plan [https://oeo.colostate.edu/affirmative-action/](https://oeo.colostate.edu/affirmative-action/)
  - Race/ethnicity/gender as a plus factor
- Monitoring results of employment decisions
  - Identification of barriers
- Ensuring equal opportunity exists
Principles of Community

The Principles of Community support the Colorado State University mission and vision of access, research, teaching, service and engagement. A collaborative and vibrant community is a foundation for learning, critical inquiry, and discovery. Therefore, each member of the CSU community has a responsibility to uphold these principles when engaging with one another and acting on behalf of the University.

Inclusion: We create and nurture inclusive environments and welcome, value and affirm all members of our community, including their various identities, skills, ideas, talents and contributions.

Integrity: We are accountable for our actions and will act ethically and honestly in all our interactions.

Respect: We honor the inherent dignity of all people within an environment where we are committed to freedom of expression, critical discourse, and the advancement of knowledge.

Service: We are responsible, individually and collectively, to give of our time, talents, and resources to promote the well-being of each other and the development of our local, regional, and global communities.

Social Justice: We have the right to be treated and the responsibility to treat others with fairness and equity, the duty to challenge prejudice, and to uphold the laws, policies and procedures that promote justice in all respects.

Voluntary Demographics

As part of our commitment to equal employment opportunity efforts, our institution conducts a survey of all job applicants. We appreciate your assistance and ask that you complete the following section.

Colorado State University is a federal contractor subject to governmental reporting requirements for the administration of civil rights laws and regulations which require the University to take affirmative action to employ and advance in employment women, minorities, protected veterans, and individuals with disabilities. To comply with these laws and regulations, we invite you to voluntarily self-identify your gender, race, ethnicity, veteran and disability status. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information obtained will be kept confidential and may only be used in accordance with the provisions of applicable laws, executive orders, and regulations, including those that require the information to be summarized and reported to the federal government for civil rights enforcement. When data is reported, it will not identify any specific individual. Please contact the Office of Equal Opportunity at (970) 631-5836 or oeo@colorado.edu if you have any questions or need assistance.
### Under Review by Dept/Committee Applicants

<table>
<thead>
<tr>
<th>Gender</th>
<th>Hispanic / Latino</th>
<th>American Indian Or Alaska Native</th>
<th>Asian</th>
<th>Black Or African American</th>
<th>Native Hawaiian Or Other Pacific Islander</th>
<th>White</th>
<th>Two Or More Races</th>
<th>Not Disclosed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>31</td>
<td>0</td>
<td>2</td>
<td>39</td>
</tr>
<tr>
<td>Male</td>
<td>2</td>
<td>0</td>
<td>5</td>
<td>2</td>
<td>0</td>
<td>27</td>
<td>0</td>
<td>0</td>
<td>36</td>
</tr>
<tr>
<td>No Answer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>9</strong></td>
<td><strong>2</strong></td>
<td><strong>1</strong></td>
<td><strong>60</strong></td>
<td><strong>2</strong></td>
<td><strong>60</strong></td>
<td><strong>2</strong></td>
<td><strong>77</strong></td>
</tr>
<tr>
<td>Disabled Status</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes, I Have A Disability (Or Previously Had A Disability)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>No, I Do Not Have A Disability</td>
<td>2</td>
<td>0</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>53</td>
<td>0</td>
<td>2</td>
<td>69</td>
</tr>
<tr>
<td>I Do Not Wish To Answer</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>No Answer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>9</strong></td>
<td><strong>2</strong></td>
<td><strong>1</strong></td>
<td><strong>60</strong></td>
<td><strong>2</strong></td>
<td><strong>60</strong></td>
<td><strong>2</strong></td>
<td><strong>77</strong></td>
</tr>
<tr>
<td>Veteran Status</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I Am Not A Protected Veteran</td>
<td>2</td>
<td>0</td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>56</td>
<td>0</td>
<td>2</td>
<td>70</td>
</tr>
<tr>
<td>I Am A Protected Veteran</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>No Answer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>9</strong></td>
<td><strong>2</strong></td>
<td><strong>1</strong></td>
<td><strong>60</strong></td>
<td><strong>2</strong></td>
<td><strong>60</strong></td>
<td><strong>2</strong></td>
<td><strong>77</strong></td>
</tr>
</tbody>
</table>
Long version:
Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy and will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. Colorado State University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action. The Office of Equal Opportunity is located in 101 Student Services.

The Acting Title IX Coordinator is the Vice President for Equity, Equal Opportunity, and Title IX, 101 Student Services Building, Fort Collins, CO. 80523, (970) 491-1715.

The Section 504 and ADA Coordinator is the Vice President for Equity, Equal Opportunity, and Title IX, Office of Equal Opportunity, 101 Student Services Building, Fort Collins, CO 80523-0160, (970) 491-5836.
Equal Employment Opportunity Statement

**Short version:**
- CSU is an EO/EA/AA employer
Diversity – Institutional Commitment

- Statements of values and commitment by university, college, division, units, departments
  - Principles of Community
    - [http://source.colostate.edu/principles-of-community-point-the-way-for-shared-campus-values/](http://source.colostate.edu/principles-of-community-point-the-way-for-shared-campus-values/)

- Diversity statement requirement in job announcements
Sample Diversity Statements (p. 16)

- Personal and professional commitment to diversity as demonstrated by involvement in teaching, research, creative activity, service to the profession and/or diversity/inclusion activities.

- Demonstrated knowledge of and relevant ability with culturally diverse communities among potential target and constituent populations.

- Reflecting departmental and institutional values, candidates are expected to have the ability to advance the department's commitment to diversity and inclusion.

- Personal or professional commitment to diversity and inclusion, as demonstrated by persistent effort, active planning, allocation of resources and/or accountability for diversity outcomes.
The Search Process and Diversity

Build
- a diverse search committee
- a diverse pool of applicants

Discuss
- diversity in the search committee
Be aware of assumptions that may limit the applicant pool and the selection decisions.
Pre-screening

- An early evaluation of the pool done in conjunction with EO Coordinator

- Composition of the pool
  - Sufficient diversity
    - Affirmative Action Plan [http://oeo.colostate.edu/affirmative-action](http://oeo.colostate.edu/affirmative-action)
  - Sufficient number of quality candidates

- Should the consideration date be extended?
Think broadly about what is being sought with the position description and posting.
Both the position description and posting

- Accurately outline knowledge, skills and abilities
- Accurately list responsibilities
  - May include prioritization of duties
- List minimum and preferred qualifications
- Include a diversity statement
- Outline a broad recruitment plan
Commitment and Contributions to Diversity and Inclusion

- Minimum or preferred qualification
- Statement in job posting/announcement
- Assessment
  - Information in applicant materials
  - Interview questions
- Examples
Define the Rating Criteria Early

- How will qualifications and skills be assessed?
- Has the committee requested from the applicant the information and materials needed to rate the application?
- Do the rating criteria match the job posting?
Develop applicant screening form/rating sheet

Use of appropriate, comparable, and consistent screening criteria
Evaluation and Selection

1. Ensure the application is **complete** before the review begins
2. Review each application with the clearly defined criteria
3. Spend **sufficient** time evaluating each applicant/candidate
4. Evaluate each applicant’s/candidate’s **entire** application; don’t depend too heavily on only one element such as the letters of reference
5. Be able to defend **every** decision for rejecting or retaining an applicant/candidate
Screening and Evaluation Pitfalls

- All questions **must** be job-related
  - Must have core group of questions
  - Appropriate and Inappropriate Questions (Search Manual p. 31)
    - Distribute to those involved in the interviews
Candidates with Disabilities

- Interviewing tips (p. 28)
- Provide reasonable accommodation requested
- Do not ask for medical information or documentation

**Personal Biases in Interviewing**

- Making judgments too early in the process.
- The halo effect—the last candidate was so bad that the present candidate looks exceptionally good.
- Stereotyping.
- Overgeneralization.
- Verbal hostility.
- False criteria.
- Forgetting the details of the interview visit of one or more candidates.
- Trying to find an exact duplicate personality to that of the incumbent in the new candidate.
- Wishing to select someone like yourself.

**It is important to remember that all interview questions must be job-related.**

**Applicants with Disabilities**

The Americans with Disabilities Act (ADA) and the ADA Amendments Act of 2008 require the University to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause an undue hardship.

The ADA also establishes rules about “disability-related inquiries,” which consist of a question or series of questions that are likely to solicit information about a disability.

**Tips on Interviewing Candidates with Disabilities**

- First, ensure that interviewees, presentations, lodging, and dining arrangements are mobility accessible. Use the term “accessible parking” rather than “handicapped parking.”

The ADA limits an employer’s ability to make disability-related inquiries at three stages. First, the ADA prohibits all disability-related inquiries before an offer of employment, even if they are related to the job. Next, after an applicant is given a conditional offer, but before they start work, an employer may make disability-related inquiries and conduct medical examinations, regardless of whether they are related to the job, as long as it does so for all entering employees in the same job category. However, it is prudent that all disability-related inquiries made at this stage be job-related. Finally, after employment begins, an employer may make disability-related inquiries and require medical examinations only if they are job-related and consistent with business necessity.

For assistance in arranging a reasonable accommodation for an applicant or candidate, please contact the Office of Equal Opportunity at 491-6888. The Office of Equal Opportunity is also available to provide education in the area of disabilities.
What can you do?

What are the steps you might now take during your next search based on what you have learned today and possibly past experience?
Thank you!

Office of Equal Opportunity
101 Student Services
oeo@colostate.edu
oeo.colostate.edu
oeo.colostate.edu/talent-management-system-tms
(970) 491-5836