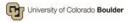# Utilizing Inclusive Practices

- Avoid scheduling interviews on religious holidays and holy days.

- Utilize universal design principles when possible, to make a candidate's experience both welcoming and accessible.

- Be hospitable, friendly, and relational and be considerate of candidate's anxiety.

- Be open to a variety of cultural differences in body language and verbal and nonverbal communication (eye contact use of pauses, etc.). There are many cultural cues that diverse candidates use as a sign of respect that may differ from one's own understanding. Being mindful of this ahead of time will allow the committee to be open and to focus on the interview responses.

- Allow candidates the opportunity to discuss and demonstrate what they can offer the department and university. This practice allows candidates to engage in dialogue and develop friendly rapport rather than having to perform under pressure.

- Allow for silence in the interview. This gives candidates time to formulate more robust responses and accommodates a variety of styles.

- Have a committee discussion before starting the interview process regarding ideas and words such as: "fit," "gut feeling," "I could see myself working with this person," etc. These terms/ideas need to be carefully examined to determine if they apply to job related criteria before making decisions about candidates.

Reducing Bias

Review the Potential Influence of Unconscious Bias handout and the following list of unconscious biases to mitigate judgements that may lead to inappropriate decisions.

- *First Impressions* - Making decisions about a person's candidacy based on their first/initial interaction

- *Affect bias* – rating a candidate higher because the interviewer likes the candidate

- *Physical characteristics* or appearance – rating a candidate higher or lower based on their age, attractiveness, style, etc.

- *Cultural Noise* – Focusing on socially acceptable responses from candidates that appeal to a search committee member but are not consistent with the candidate's application materials or other responses.
- *Similar to me effect* - Rating candidates higher who are most similar to the interviewer

- *Halo/horn effect* – Allowing a search member to focus on one point they highly value while overlooking all other information; this can work against a candidate (horn effect) or work in favor of a candidate (halo effect)

- *Contrast effect* – Comparing candidates to one another based on non-job-related information

Considering Diversity in the Interview

- To identify individuals who can contribute to diversity and inclusion, probe for the following:

  o Contribution to addressing diverse learning styles

  o Experience with and commitment to understanding and addressing barriers facing underrepresented groups

  o Experience serving and mentoring underrepresented populations

  o Contributions in areas of primary research

  o Communication and collaboration among diverse communities demonstrated throughout the application and interview process

Candidates and Accommodations

Individuals with disabilities may require accommodations during the recruitment process. While CU Boulder may not ask about a candidate's disability; we allow any applicant to request a disability accommodation if needed. The ADA Director or Human Resources may be able to assist in this process. Candidates may be asked to demonstrate or address how they can perform essential functions of the job, with or without an accommodation. If questions arise about whether a candidate can successfully perform the essential functions of the job, the committee should not make an assessment on its own and should contact the ADA Coordinator for additional guidance about how to evaluate these requests at 303-492-9725 or adacoordinator@colorado.edu. Utilize the Universal Design Principles Guide when possible, to make a candidate's experience both welcoming and accessible.

Addressing Power Dynamics Among Search Committee Members

Search committees often include faculty who have positional and political power. It is important to have diverse search committee members including a range of positional levels (including junior faculty and graduate students). Addressing power dynamics during committee meetings can diminish the formation of unconscious power alliances that can influence candidate decisions. Techniques to address this may include asking committee members to change who they are sitting next to each meeting or utilizing a different facilitator at each meeting.

Sources:
Burnham-Williams W. (2017). Diverse Talent Recruitment and Retention [Webinar]. Academic Impressions. Retrieved from https://academicnetworkinc.com/webinars.

Railey, M. (2016). Reducing Bias in Academic Search Committees, JAMA, Volume, (316), number 24.

Vaugh, B. (n.d.). The Top Ten Culturally Competent Interviewing Strategies, Diversity Officer Magazine. Accessed 2022, October 22. Retrieved from http://diversityofficermagazine.com/cultural-competence/the-top-ten-culturally-competent-interviewing-strategies.