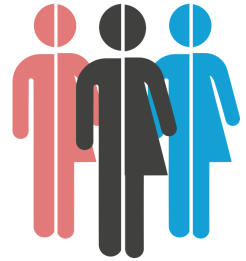


Guidelines for Hiring Scientists

The goal of those who hire scientists at all levels is to select people that will thrive in their environment both scientifically and personally. However, all individuals have (unconscious) biases and reducing bias during the hiring process is critical for fostering an inclusive environment. These guidelines serve to help scientists recognize and reduce biases during the hiring process and are applicable at all levels in academia (i.e. hiring faculty, post-docs, staff, admitting graduate students).



Before obtaining applications/posting the position

- ✓ 1. Assess the goal of the position to ensure appropriate posting.
- ✓ 2. Post the position broadly and to a range of host sites to provide a range of applicants.
- ✓ 3. Phrase the posting using inclusive language and mention emphasis on searching for all types of applicants.
- ✓ 4. Collect documents from applicants relevant only to the position.
- ✓ 5. Require a diversity statement* to enrich your environment for people who are committed to fostering a diverse and inclusive environment.
- ✓ 6. Require people involved in the hiring process to undergo bias training.
- ✓ 7. Identify possible candidates at institutions and personally contact them to encourage them to apply.
- ✓ 8. Create a standardized rubric with which you will evaluate all candidates.

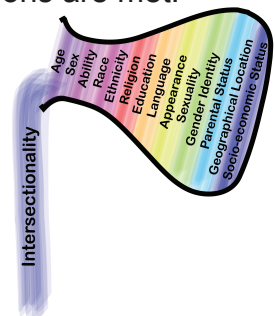
Evaluating Applications

- ✓ 1. Screen candidate applications blindly and with multiple people reading and scoring each application.
- ✓ 2. Score aspects of the application separately before combining to provide a final score for the applicant. For example, for an application that requires a research statement and a CV, screen all CVs and score, and then screen the research statements separately (without coupling to the CV) and score. Then collect scores from the CV and research statement evaluations and fully evaluate each candidate.
- ✓ 3. When commenting on applications, use gender neutral terms and other inclusive language.
- ✓ 4. When discussing applicants, pay attention and listen open-mindedly to everyone's perspective, especially to those that differ from your own. For example, when hiring someone into the lab, speak with all current lab members.
- ✓ 5. Revisit underrepresented minority candidates in the pool to see if evaluation bias played a part in their exclusion from the shortlist.
- ✓ 6. Being equitable in seeking background information on all candidates, including internal or "known" candidates when appropriate.



Interviewing

- ✓ 1. Require interviewers to undergo training on appropriate questions during the interview process.
- ✓ 2. Use a standardized list of questions for every candidate (including questions assessing their support of equitable, inclusive environments).
- ✓ 3. Create a standardized rubric with which you will evaluate all interviewees (similar to above).
- ✓ 4. Have multiple members of the hiring committee interview every candidate.
- ✓ 5. Plan with the candidates prior to their visit as much as possible to assure accommodations are met.
- ✓ 6. Provide an interview schedule to the candidate well in advance of their visit.
- ✓ 7. Include or offer private breaks during the interview.
- ✓ 8. Communicate clearly about financial arrangements regarding the interview. When possible, do not have applicants pay costs even if there are reimbursements.
- ✓ 9. Share dress expectations for interview and dinner venues.
- ✓ 10. Ask open-ended questions to allow the candidate to elaborate on their experiences and ideas.



*A diversity statement is a short (~1 page) statement to discuss past experiences and what commitment to inclusion that can be applied at the future institution through research and/or teaching.