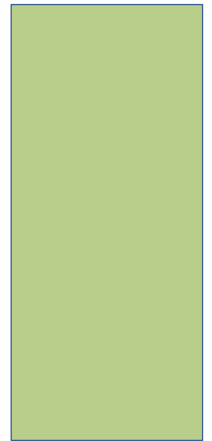# SEARCH COMMITTEE TRAINING

THE OFFICE OF INSTITUTIONAL EQUITY
AND
THE OFFICE OF DIVERSITY AND INCLUSION

TRAINING OUTLINE

- Compliance with State and Federal AA/EEO Laws and Regulations

- Search Process at UConn

- Diversity: Why it Matters

- Recognizing and Minimizing Inherent Bias

- Conducting Interviews and Extending Offers

SEARCH COMPLIANCE

- Commission on Human Rights and Opportunities (CHRO)
  - Affirmative Action Plan submitted annually

- Office of Federal Contract Compliance Programs (OFCCP)
  - Affirmative Action Plan prepared annually and submitted upon request

- Equal Employment Opportunity Commission (EEOC)

APPLICABLE FEDERAL AND STATE LAWS

- Americans with Disabilities Act of 1990 (ADA)

- The Age Discrimination in Employment Act of 1967 (ADEA)

- Title VII of the Civil Rights Act of 1964

- Executive Order 11246 of 1965

- Section 503 of Rehabilitation Act of 1973

- Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRAA)

- Genetic Information Non Discrimination Act of 2008 (GINA)

- Connecticut General Statutes Chapter 814c

- Connecticut Fair Employment Practices Act (CFEPA)

UNDERSTANDING EEO/AA

Equal Employment Opportunity

Employment practices under which no individuals are excluded from consideration, participation, promotion or benefits because of a protected class. EEO is achieved through Affirmative Action.

Affirmative Action

Results-oriented practices/programs that eliminate the effects of discrimination and ensure equal employment opportunity in hiring or recruitment, transfer, promotion, or training.

PROTECTED CLASSES IN EMPLOYMENT/APPLICANTS

- **Age**
- **Ancestry**
- **Color**
- **Covered Veteran**
- Criminal Record (in state employment and licensing)
- Gender identity or expression
- Genetic Information
- **Learning disability**
- Marital Status
- **Past or present history of a mental disability**

- **Intellectual disability**
- **National Origin**
- **Physical disability**
- **Prior protected activity**
- **Race**
- **Religion**
- **Sex, including pregnancy and sexual harassment**
- Sexual Orientation
- Workplace hazards to the reproductive system

APPLICABLE UNIVERSITY POLICIES

- Policy Statement on Affirmative Action and Equal Employment Opportunity

-Policy Against Discrimination, Harassment, and Related Interpersonal Violence

- Policy Statement on People with Disabilities

SEARCH COMPLIANCE

- University Search Procedures
  - Search and Hiring Guidelines
    (OIE and HR)

  - Applicable University Policies

- Freedom of Information (FOI) Requests
  - Search materials and committee documentation are subject to FOI requests

- Complaint Process
  - Failure to hire based on protected class (OIE)
  - Violation of Search and Hiring Guidelines (OACE)

- Confidentiality

SEARCH PROCESS

- Preparing to Search

- Recruitment

- Evaluation

- Interviews
  – Approval required by OIE

- Hire
  – Approval required by OIE and HR

PREPARING TO SEARCH

- Selecting a Search Committee

- Developing a Job Description

- Developing Job Postings

- Developing a Recruitment Strategy

JOB POSTING

- **UConn/Department Branding Language**
- **Position Summary**
  - Program, department, school/college
  - Rank or Classification level
- **Qualifications**
  - Detailed description of minimum and preferred qualifications
- **Appointment Terms**
  - Tenure/non-tenure (Faculty)
  - Start date
  - Salary
  - Location
- **Application Instructions**
  - Required materials
  - Diversity Statement (Faculty)
- **Mandatory AA/EEO Statement**

ACHIEVING A DIVERSE APPLICANT POOL

- Recruitment Strategy
  - Proactive – _before_ job opening!
  - Aggressive
  - Non-traditional

- Networking
  - Colleagues
  - Associations
  - Graduate Schools
  - Pipeline Building
  - Minimum of 10 phone calls initiated by each search committee.

STAFF RECRUITMENT

- Staff searches must also emphasize proactive recruitment effort
  - Networking

  - Professional Associations

  - Conferences

  - Social Media/Online Networks

  - Connecticut Commissions

  - Connecticut Association of Diversity and Equity Professionals

PROACTIVE RECRUITMENT

- All UConn searches ("the default")
  - UConn Jobs
  - Inside Higher Ed
  - Diverse
  - Higher Education Recruitment Consortium (HERC)
  - RecruitMilitary
  - AbilityLinks

- The default does **NOT** meet standard of proactive, aggressive, non-traditional recruiting.
  - Search committee must still take proactive networking steps

EVALUATION

- Minimum Qualifications
  - Critical knowledge, skills and/or education and experience an applicant must have to perform the core job responsibilities.

- Preferred Qualifications
  - Additional desired job-related education, experience, skills, competencies, and credentials.
  - Not essential to the position but may enhance a candidate's ability to perform the job.

  - Can help differentiate interview from qualified group

EVALUATION

- Interview, Qualified, Unqualified
  - **Interview** – candidates to be interviewed and meet all minimum and all or most preferred qualifications
  - **Qualified** – candidates meet all minimum qualifications and some preferred qualifications. Can be considered backup candidates to interview group
  - **Unqualified** – candidates do not meet minimum qualifications

- Consistency and objectivity
  - Determine how criteria will be applied prior to beginning applicant evaluation and apply same criteria to all applicants
  - Evaluate applicants against stated minimum and preferred qualifications for the position
  - Matrix

COMMITMENT TO DIVERSITY

- Produce innovations superior to homogenous groups

- Consider a greater scope of ideas and life experiences

- Enhance academic reputation

- Improve diverse student recruitment and retention

- Participate in a global marketplace

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

~ M. Banaji

Inherent Bias

Cloning

Similar attributes/ background

Positive Stereotypes

Presumptions of competence

Snap Judgments

Judgments with insufficient evidence

Negative Stereotypes
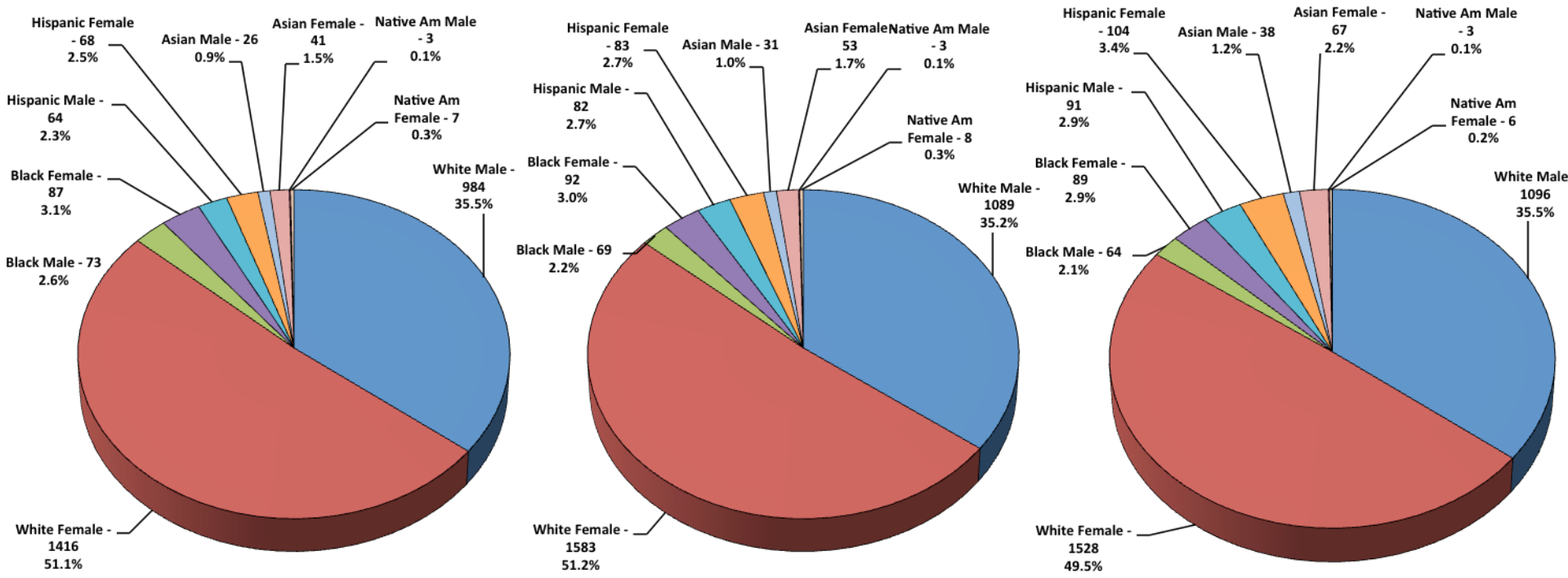
Presumptions of incompetence

Euphemized Bias

- Visionary
- Star
- Committed
- Focused

University of Connecticut – Storrs and Regional Campuses

Comparison of Total Staff Workforce by Race and Gender
### February 2004, 2009 and 2014

2004 chart

- Hispanic Female - 68, 2.5%
- Asian Male - 26, 0.9%
- Asian Female - 41, 1.5%
- Native Am Male - 3, 0.1%
- Hispanic Male - 64, 2.3%
- Native Am Female - 7, 0.3%
- Black Female - 87, 3.1%
- White Male - 984, 35.5%
- Black Male - 73, 2.6%
- White Female - 1416, 51.1%

2009 chart

- Hispanic Female - 83, 2.7%
- Asian Male - 31, 1.0%
- Asian Female - 53, 1.7%
- Native Am Male - 3, 0.1%
- Hispanic Male - 82, 2.7%
- Native Am Female - 8, 0.3%
- Black Female - 92, 3.0%
- White Male - 1089, 35.2%
- Black Male - 69, 2.2%
- White Female - 1583, 51.2%

2014 chart

- Hispanic Female - 104, 3.4%
- Asian Male - 38, 1.2%
- Asian Female - 67, 2.2%
- Native Am Male - 3, 0.1%
- Hispanic Male - 91, 2.9%
- Native Am Female - 6, 0.2%
- Black Female - 89, 2.9%
- White Male - 1096, 35.5%
- Black Male - 64, 2.1%
- White Female - 1528, 49.5%

	TOTAL	WM	WF	BM	BF	HM	HF	AM	AF	NM	NF
2004	2769	984	1416	73	87	64	68	26	41	3	7
2009	3093	1089	1583	69	92	82	83	31	53	3	8
2014	3086	1096	1528	64	89	91	104	38	67	3	6

CLONING

Questions to Consider

- What privileges, biases, and cognitive errors are occurring?

- What might be motivating each of the characters' behaviors?
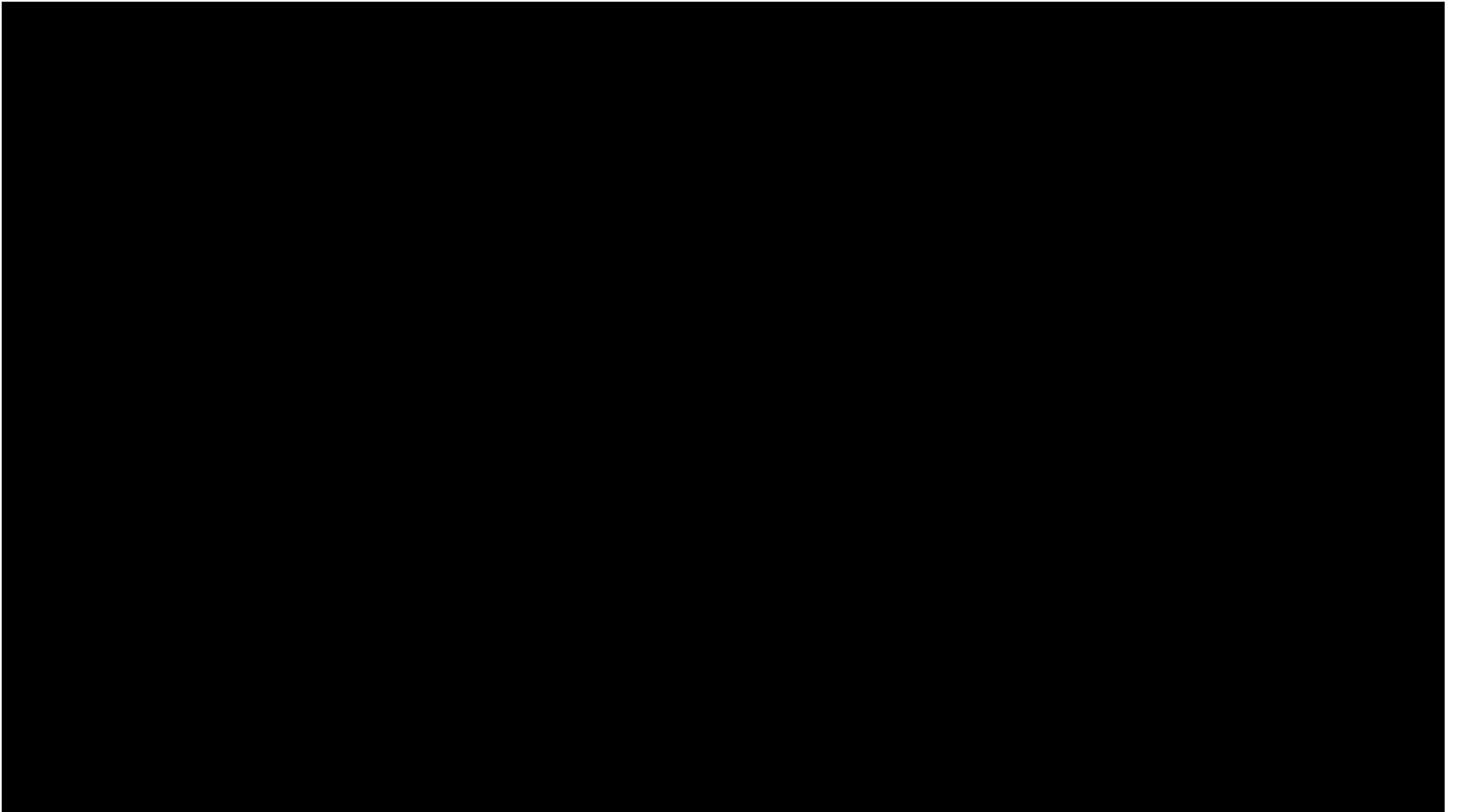
- What would you do differently?

INHERENT BIAS VIDEO
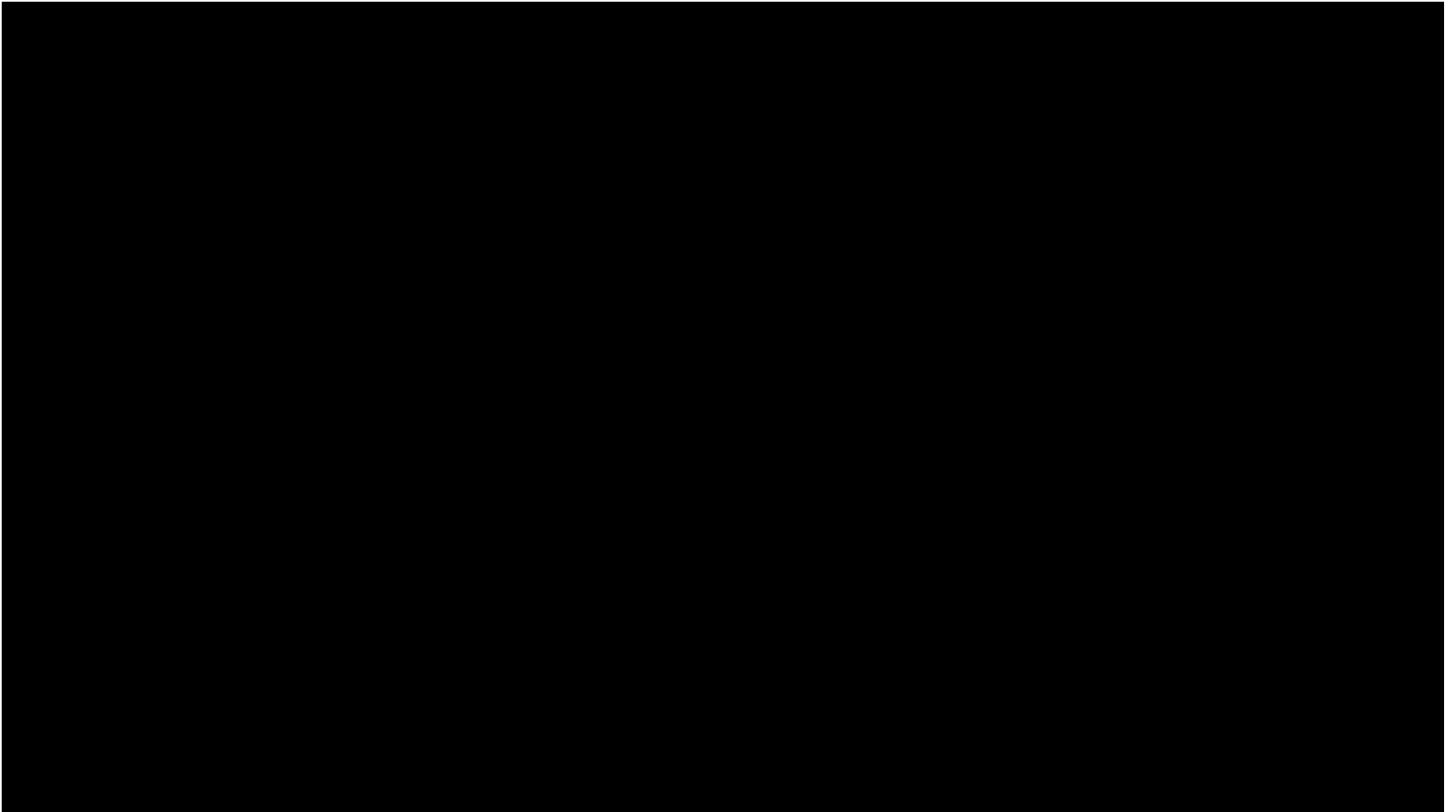
Observations

- Did you notice any privileges, biases, and/or cognitive errors?

- What do you think is motivating each character?

- Is there anything you would do differently?

ALTERNATE ENDING

Observations of Alternative Ending

- Who is the change agent here?

- What might be an obstacle to being a change agent at UConn?

- How do you develop change agency in others?

Best Practices

– Diversity on the committee

– Diversity valued in job announcement and at institutional level

– Strong advocate on committee

– Accountability

– Avoid narrowing the search

– Always be recruiting

Examine Your Implicit Associations

1. Go to www.implicit.harvard.edu
2. Select "Project Implicit Social Attitudes"
3. Choose "Take A Test" at top of page

Skin-tone IAT

Skin-tone ('Light Skin - Dark Skin' IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Arab-Muslim IAT

Arab-Muslim ('Arab Muslim - Other People' IAT). This IAT requires the ability to distinguish names that are likely to belong to Arab-Muslims versus people of other nationalities or religions.

Age IAT

Age ('Young - Old' IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.

Race IAT

Race ('Black - White' IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.

Native IAT

Native American ('Native - White American' IAT). This IAT requires the ability to recognize White and Native American faces in either classic or modern dress, and the names of places that are either American or Foreign in origin.

Presidents IAT

Presidents ('Presidential Popularity' IAT). This IAT requires the ability to recognize photos of Barack Obama and one or more previous presidents.

Weapons IAT

Weapons ('Weapons - Harmless Objects' IAT). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.

Religion IAT

Religion ('Religions' IAT). This IAT requires some familiarity with religious terms from various world religions.

Gender-Career IAT

Gender - Career. This IAT often reveals a relative link between family and females and between career and males.

Gender-Science IAT

Gender - Science. This IAT often reveals a relative link between liberal arts and females and between science and males.

Disability IAT

Disability ('Disabled - Abled' IAT). This IAT requires the ability to recognize symbols representing abled and disabled individuals.

Sexuality IAT

Sexuality ('Gay - Straight' IAT). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Weight IAT

Weight ('Fat - Thin' IAT). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.

Asian IAT

Asian American ('Asian - European American' IAT). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.

INTERVIEWS

- Consistency of process and content among all candidates
  - Substantially similar procedures, panel, and questions

- Behavioral-Based Interview Questions

- Job Talks, Lunches, Coffee, Informal Meetings
  - Considered part of the interview process

- Recruitment Ambassadors

- HERC Career Network Recruitment Tool

INTERVIEWS

- Interview candidates must be extended an interview
  - Can include phone or Skype

- No limitation on number of interview candidates

- If interview group depleted, qualified candidates may be considered for an interview

- Qualified UCPEA applicants to be interviewed
  - Applicants for UCPEA positions who state they are UCPEA and meet the minimum qualifications must be granted an interview

Disposition Language

Non-Selected Candidate

- Candidate not selected for hire. While candidate had excellent teaching experience, research focus was less aligned with the stated goals and focus of the department.

Selected Candidate

- Candidate selected for hire. Candidate displayed excellent teaching, research, and record of funding. Additionally, the selected candidate had a commitment to diversity in the learning experience and instructional methods.

PREPARING TO HIRE

- Conduct Background Checks
  - Credential Checks
  - Reference Checks

- Preparing the Offer Letter

- Negotiating an Offer

- Pre-Employment Criminal Background Checks

- **Close Search** in Recruiting Solutions

APPLICANT COMMUNICATION

- **Communication with applicants**
  - **Receipt of application**

  - **Non- selection for interview**

  - **Confirmation of interview**

  - **Non-selection for hire**

  - **Changes to search (timeline, updated qualifications, cancellation)**

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