UNIVERSITY OF CALIFORNIA | Systemwide Talent Management

Search Advisory and Hiring Committee Best Practices

Quick Reference Guide

Committee Chair Responsibilities

- **Form, train and prepare hiring committee**
- **Foster supportive committee environment**
- **Ensure committee acts in compliance with law**
- **Enact bias management strategies**
- **Stress the importance of and ensure candidate and committee confidentiality**
- **Respond to deviations from accepted practice as necessary**
- **Lead committee in forming and executing a standardized candidate evaluation plan**
- **Partner with stakeholders**
- **Ensure candidate pool is diverse and not influenced by bias**
- **Monitor and manage the influence of bias throughout process**
- **Represent committee's recommendations to the hiring manager**
- **Lead committee through equitable and effective hiring process**

Committee Member Responsibilities

- **Help draft job description and evaluation criteria**
- **Treat all candidates fairly, equally and with respect**
- **Uphold dignity and reputation of the University**
- **Ensure compliance with all laws and UC policies**
- **Protect candidate and committee confidentiality**
- **Make concerted effort to detect and manage the influence of bias**
  - **This may include completion of UC bias management trainings**
    - **UC Managing Implicit Bias Series**
    - **UCLA Implicit Bias Videos and Resources**
- **Actively participate in committee discussion, evaluation and bias management**
- **Call the potential influence of bias to the attention of the committee chair**
- **Recommend final candidates to be considered by the hiring manager**

Requirements and Best Practices

- **Form a diverse hiring committee**

- **Consider including a representative of the offices of the Chief Diversity Officer, Equal Employment Opportunity and Affirmative Action, Title IX, or Equity and Inclusion**

- **Ensure familiarity with the <u>UC Principles of Community</u>**

- **Protect candidate and committee confidentiality**
  - **Do not disclose candidate names**
  - **Do not share committee materials or discussions outside the committee**

- **Do not evaluate candidates relative to or ask questions related to <u>protected categories</u>**

- **Implement a plan to manage the influence of individual and group biases**
  - **Raise awareness through <u>bias trainings/resources</u> and <u>IATs</u>**
  - **Promote mindfulness and other active de-biasing techniques**
  - **Foster a supportive environment in which biases can be discussed**

- **When developing the job description and requirements:**
  - **Prioritize the competencies, experience and duties most essential to the job functions and workplace realities**
  - **Avoid approaching the process with a specific or ideal candidate in mind**
  - **Ensure the number of required and preferred qualifications is reasonable**
  - **Include a statement that UC is an EEO/AA employer**
    - **The Human Resources Office can provide approved verbiage for this**

- **Identify and utilize a wide array of professional networks, including those representing traditionally underrepresented groups, to help foster a diverse candidate pool**

- **Do not source, research the background of or recruit candidates**
  - **Avoid social media platforms like Facebook, LinkedIn, Twitter, etc.**

- **Develop standardized evaluation measures to ensure all candidates are evaluated equitably according to the same objective measures**
  - **Quantify as much as possible**
    - **Develop and utilize an evaluation rubric or rating guide**
  - **Ensure each candidate's experience is as similar as possible**

- **Use the standardized evaluation measures as the basis for developing interview questions**

- **Avoid ambiguous criteria and loaded language**
  - **If they occur, investigate if they indicate the potential influence of bias**

Legal Considerations

AVOIDING DISCRIMINATION

Employers cannot discriminate on the basis of any of these legally protected categories; do not evaluate candidates relative to or ask questions related to these categories:

- Race
- Color
- Religion
- Sex
- Age
- Citizenship
- Ethnicity
- National origin

- Ancestry
- Sexual orientation
- Marital status
- Gender
- Gender identity
- Gender transition status
- Gender expression

- Mental disability
- Physical disability
- Medical condition
- Pregnancy
- Genetic information
- Military/veteran status or service

Similarly, avoid evaluations and questions related to these categories:

- Current place of residence
- Family planning and needs

- Number of children
- Childcare arrangements

For more information, please refer to **UC's Discrimination, Harassment and Affirmative Action policy** (https://policy.ucop.edu/doc/4000376/DiscHarassAffirmAction).

ALTERNATE EVALUATION METHODS

The Equal Employment Opportunity Commission's (EEOC) Uniform Guidelines on Employee Selection Procedures (UGESP) establish employment test regulations.

UC committees must seek guidance and approval through their **local office of human resources** to incorporate validated employment testing.

AB 1008

Assembly Bill 1008 prohibits employers from seeking to learn a candidate's conviction history prior to a conditional offer being made, as detailed in **PPSM-21**.

Do not ask questions related to conviction history.

AB 168

Assembly Bill 168 prohibits employers from seeking an applicant's salary history or relying on it when determining a salary or employment offer.

Do not ask questions related to salary history.

Bias Management

INDIVIDUAL BIAS MANAGEMENT

- **Be humble**
  - o **Acknowledging your own potential to be influenced by bias helps you avoid and manage that influence**
- **Be aware**
  - o **Take an implicit association test (IAT) to explore unconscious associations**
  - o **Reflect on common cultural and cognitive biases**
  - o **Be vigilant in situations wherein biases are more likely to occur: personnel evaluations, interpersonal communication, team participation**
- **Be mindful**
  - o **Stop and ask yourself if you may be experiencing or acting upon the influence of an unconscious bias**
  - o **Practice active de-biasing techniques**
    - ▪ **Counter example exposure: think of individuals who defy a certain stereotype**
    - ▪ **Stereotype replacement: if you recognize that your processes or conclusions are conforming to a stereotype, actively substitute a non-stereotypical thought, question or example, then re-assess the situation**

GROUP BIAS MANAGEMENT

- **Create or provide opportunities for group members to learn more about each other's backgrounds and build trust**
- **Recognize and discuss ambiguous phrases and loaded language that may indicate the influence of bias**

SEARCH ADVISORY AND HIRING COMMITTEE BIAS MANAGEMENT

- **Form diverse committees with equal representation in terms of: gender, race and ethnicity, age, background, status within the organization, experience and viewpoints**
  - o **This will also signal to candidates that diversity, equity and inclusion matter beyond just words**
- **Establish standardized evaluation criteria and methodology, such as:**
  - o **A candidate evaluation rubric**
  - o **A pool of interview questions that are asked of all candidates**
- **Quantify and clearly define as much as possible to avoid subjectivity**

Search Chair or Search Committee Lead Checklist

Use this checklist to track the actions taken by your committee.

* Indicates actions that could benefit the search/hiring process but may not be allowable at all UC locations; check with your local office of human resources before implementing.

COMMITTEE FORMATION

- ☐ **Form a diverse committee**
- ☐ **Review committee chair and committee member responsibilities**
- ☐ **Review UC Principles of Community**
- ☐ **Review confidentiality rules and procedures**
- ☐ **Reviews laws impacting hiring**
  - ○ **Legal protections against discrimination**
  - ○ **Reasonable accommodations for candidates**
  - ○ **AB 1008 & AB 168**
- ☐ **Discuss and develop a plan for managing the influence of bias, especially implicit bias**
  - ○ ***Assign bias awareness and management trainings**

THE JOB DESCRIPTION AND POSTING

- ☐ **Prioritize abilities and experience most essential to the job functions**
- ☐ **Avoid excessive number of requirements**
- ☐ **Review committee member restrictions regarding sourcing, researching or recruiting candidates, and use of social media platforms**
- ☐ **If applicable, work with recruiter to develop a recruitment strategy**
- ☐ **Advertise position with and solicit candidates from a diverse array of professional networks, including those focused on traditionally underrepresented groups**

CANDIDATE EVALUATION

- ☐ **Develop and utilize standardized evaluation methods, including rubric or rating guide if applicable**
- ☐ **Develop and utilize standardized pool of interview questions and potential follow-ups that relate to job description and speak to standardized evaluation methods**
- ☐ **Review ambiguous and loaded language as possible indicators of bias**
- ☐ **Review common biases, including cognitive biases**
- ☐ **Ensure committee members feel empowered to share ideas and discuss potential biases**
- ☐ ***If applicable, work with local office of human resources to develop alternative evaluation methods**
- ☐ ***Remove demographic identifiers (name, gender, ethnicity, home/email address, etc.) from resumes to minimize the potential influence of implicit bias**
- ☐ **Ensure diverse representation within interview and selection panel**

Resources

UC Principles of Community
https://ucnet.universityofcalifornia.edu/worki
ng-at-uc/our-values/principles-of-
community.html

Title VII of the Civil Rights Act of 1964
https://www.eeoc.gov/laws/statutes/
titlevii.cfm

Americans with Disabilities Act (ADA)
https://www.ada.gov/

**California Fair Employment and Housing
Act (FEHA)**
https://www.dfeh.ca.gov/employment/

UC Proposition 209 Guidelines
https://diversity.universityofcalifornia.edu/fil
es/documents/prop-209-summary.pdf

UC Managing Implicit Bias Series
https://ucnet.universityofcalifornia.edu/worki
ng-at-uc/your-career/talent-
management/professional-
development/managing-implicit-bias.html

**UCLA Implicit Bias Videos and
Resources**
https://equity.ucla.edu/know/implicit-bias/

**Project Implicit: Take an Implicit
Association Test (IAT)**
https://implicit.harvard.edu/implicit/
takeatest.html

**Are Emily and Greg More Employable
than Lakisha and Jamal? A Field
Experiment on Labor Market
Discrimination**
https://www.nber.org/papers/w9873.pdf

**Science faculty's subtle gender biases
favor male students**
https://www.pnas.org/content/109/41/16474

Example candidate evaluation rubric
https://ucnet.universityofcalifornia.edu/worki
ng-at-uc/your-career/talent-
management/talent-acquisition-
employment/sahcbp-
resources/sahcbp_example_rubric.pdf

**Equal Employment Opportunity
Commission (EEOC) Regulations**
https://www.eeoc.gov/laws/regulations/
index.cfm

**EEOC Fact Sheet on Employment Tests
and Selection Procedures**
https://www.eeoc.gov/policy/docs/
factemployment_procedures.html

PPSM-21: Selection and Appointment
https://policy.ucop.edu/doc/4010394/
PPSM-21

UC Salary Inquiry Restrictions
https://ucnet.universityofcalifornia.edu/worki
ng-at-uc/your-career/talent-
management/talent-acquisition-
employment/ab-168.html

Quick Reference Guide
https://ucnet.universityofcalifornia.edu/worki
ng-at-uc/your-career/talent-
management/talent-acquisition-
employment/sahcbp-resources/
sahcbp_quick_reference_guide.pdf

Human Resources Offices by Location
https://ucnet.universityofcalifornia.edu/conta
cts/campus-contacts.html

UCnet Talent Acquisition & Employment
https://ucnet.universityofcalifornia.edu/worki
ng-at-uc/your-career/talent-
management/talent-acquisition-
employment/index.html

External Resources Library
(contains same resources listed here)
https://ucnet.universityofcalifornia.edu/worki
ng-at-uc/your-career/talent-
management/talent-acquisition-
employment/sahcbp-resources