

This worksheet can be used for search committee members to acknowledge and interrupt bias in the hiring process. The first side is to encourage individual self-reflection in acknowledging bias. The other side is to be used to create a robust and transparent discussion within the search committee to understand and acknowledge collective bias that can show up and potentially influence decisions in candidate selection. Creating space for these conversations fosters committee calibration, while promoting inclusive excellence in the hiring process.

Self-Awareness

Acknowledging bias: Read the description provided and shade in the degree to which you are aware of this bias.

Checking your awareness

Unaware Neutral

(Never thought about it)

Fully aware

(I'm mindful, see it, don't take action)

First Impressions

Quick judgments about a candidate when you meet them; via zoom or in-person

Affinity bias

Tend to favor those like you; age, race, same pets, favored sports team, similar education, school or credential regardless of qualifications

Confirmation bias

Seeking out or favoring information that confirms what you already believed to be true

Familiarity bias

Favoring what you know and are comfortable with, while discounting unknown information; candidates outside higher education, different jobs

Halo/Horn bias

One positive aspect overshadows any negative characteristic or one negative aspect may remove them as a potential candidate;

Identify your assumptions of the position:

1

2

3

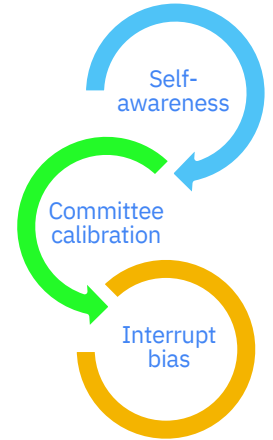
Search Committee Calibration

Serving on a search committee

Successful inclusive searches depend upon the search committee members. Each committee member adds value to the process, has the ability to disrupt bias and has an opportunity to model inclusive behavior.

Can you individually?

- Come prepared to each session
- Set aside appropriate time to review each candidates documents against the qualifications
- Be an open and engaged search committee member
- Acknowledge and discuss bias (internal v. external candidates)
- Maintain confidentiality of the candidates and committee deliberations until the appropriate time
- Disclose any potential conflict of interest between you and the candidate(s)
- Refrain from independently conducting any type of reference check on candidates like google and other social media sites (LinkedIn, Facebook, etc. as part of the interview process)



Committee discussion (before screening candidates):

- How do we make decisions? Evaluate candidates? (Criteria Rubric)
- How often will we meet?
- Will we meet in-person, via zoom, use google docs?
- How will we create space for everyone to speak/change?
- How will we encourage opposing views and disagreements?

Committee reflection, discussion & commitments:

How can this committee demonstrate being inclusive to candidates? What does that look like?



Beyond minimum qualifications, how can we screen candidates in versus screen them out?



What will it look like to interrupt bias on our committee?



What is our commitment to one another, if we see bias surfacing during the hiring process?

