

These best practices can help boost equity, diversity and inclusion within hiring efforts.

## Throughout the hiring effort

- Adhere with all anti-discrimination laws, policies and best practices
  - [Legal Concerns in Hiring \(pdf\)](#)
- Develop and utilize a strategy for managing the influence of implicit bias
  - [UC Managing Implicit Bias Series](#) | [Sample Bias Interrupters \(pdf\)](#)
- Consult with HR and EEO/AA offices on diversity outreach/placement goals

## Form a diverse hiring/search committee and interview panel

- Seek diversity in the form of:
  - Equitable distribution of women and men
  - Representation across demographic groups
  - Differing experience, perspectives, hierarchical status and relation to position
- Benefits of a diverse hiring team:
  - Greater ability to recognize and manage biases, including groupthink
  - Increased awareness of, and access to, diverse professional networks
  - Unit/department/stakeholder/client/constituent needs better met
  - Demonstrates to candidates that UC genuinely values diversity and inclusion

## Drafting and strategically placing/advertising job postings

- Certain job posting characteristics can deter qualified applicants from applying, artificially limiting your applicant pool and perpetuating underrepresentation, so be considerate of:
  - Excessive qualifications
  - Using industry- or organization-specific terms, codes and other jargon
  - Requesting a certain number of years' experience, especially as a required qualification
  - A degree being required when it is not essential to performing the job's core duties
    - Consider making a degree preferred and allowing for equivalent experience
- Place the job posting, and conduct outreach, with professional organizations, associations, job boards/fairs, etc. that specifically serve certain committees and underrepresented groups

## Evaluating applicants/candidates

- Develop and utilize standardized evaluation methodologies
  - Base evaluation criteria on established job posting
  - Develop methodologies before encountering any applicants
  - Quantify as much as possible to better achieve objectivity and detect potential biases
  - Discuss what constitutes criteria satisfaction, including different degrees of satisfaction
  - Evaluate differences in candidate treatment for potential bias and/or discrimination
- Consult with HR to legally validate non-standard methodologies: e.g., tests, projects, etc.