

Diagrams of the Hiring Process

The following diagrams, developed by Emily Walker in Human Resources, illustrate the equity and diversity activities that we can engage in at different stages of a search process.

The first diagram shows the stages in the process and describes the primary roles of the three major players in a search: individuals, groups (i.e., the search committee), and the university.

The next three diagrams provide more details about the particular roles and actions that each of these players needs to take in order to create a fair, equitable and barrier-free search. While the principles are the same for all three players, the particular way they are enacted varies.

Overview of Hiring Process

Within each stage of the hiring process there is important work to do to create barrier-free processes that help find the best candidate.



3 aspects of the work required for hiring processes

PERSONAL RESPONSIBILITY TO PAY ATTENTION TO PROCESS & BIAS

GROUP / TEAM COMMITMENT TO EQUITY PROCESS

FOUNDATIONAL AND REQUIRED UNIVERSITY PROCEDURES



Individual Level - Personal Responsibility to Pay Attention to a Process & Bias

Each member of a search has to engage in individual work in order to fulfill their role.

						
PREPARE	FRAME	RECRUIT	REVIEW	INTERVIEW	HIRE	ONBOARD
Learn about bias and personal beliefs	Manage beliefs, time, individual perspectives and effective engagement with the work of the committee in order to support an unbiased hiring process and bring your individual perspectives and insights to the committee					Support the new hire

Group/ Team Level - Group / Team Commitment to Equity Process

Each group sets itself up for success by creating group guidelines and processes to maintain focus and reduce bias.

						
PREPARE	FRAME	RECRUIT	REVIEW	INTERVIEW	HIRE	ONBOARD
Review past searches and current needs to provide focus. Form a strong committee and do training. Establish group guidelines and processes	Develop clear, focused criteria to guide decision-making and frame the job ad.	Recruit broadly to build a strong, diverse pool of candidates.	Avoid bias and use criteria to identify top candidates.	Create a transparent interview structure based on the criteria to assess candidates comparably and meaningfully.	Review all data based on the criteria to identify the top candidate.	Help the candidate succeed by preparing the unit and using effective orientation and mentoring.

University Level – Foundational and Required University Procedures

The University has a number of ongoing commitments that support equity in hiring. See the Guide for Faculty and Librarian Recruitment for resources & details.

						
PREPARE	FRAME	RECRUIT	REVIEW	INTERVIEW	HIRE	ONBOARD
Learn about requirements for confidentiality. Administrators: ensure procedures & paperwork are followed.	Practice confidentiality & appropriate record keeping Create records on decisions which reflect the criteria Follow policies & procedures relevant to the search			Follow procedures on arranging interviews	Conduct reference checks and request verification of credentials of final candidate before offering position	Orientation events Mentoring programs