

PREVENTING IMPLICIT BIAS BEFORE THE JOB SEARCH

1. Does the committee know the relevant criteria to evaluate candidates?
2. How will the relevant criteria be measured during the process?
3. What steps in the process will help the committee focus on those criteria?

Six Ways To Prevent Implicit Bias From Affecting Hiring & Promotion

(From Mind bugs: How Implicit Bias Affects Faculty Evaluations in Academia

Nilanjana Dasgupta, University of Massachusetts, Amherst)

1. Whenever possible evaluate job applications after masking candidates’ race, gender, or other group membership (Goldin & Rouse, 2000)
2. Ask evaluators to commit to specific merit criteria and rank order their importance before reviewing applications (Uhlmann & Cohen, 2005).
3. Reduce time pressure and distraction while making personnel decisions (Bertrand

et al., 2005; Martell, 1991; Sczesny & Kuhnen, 2004).

1. Use structured interviews with standardized questions for hiring instead of unstructured conversation (Bragger et al., 2002)
2. Use gender-neutral job titles not masculine titles (e.g., chair not chairman). Masculine job titles activate masculine stereotypes (McConnell & Fazio, 1996)
3. Finally, use same criteria in all recommendation letters. Emphasize applicant’s competence in research, teaching, service. Compare your letters.

Resources:

UO: Best Practices in Faculty Hiring

<http://facultyhiring.uoregon.edu/faculty-recruitment/>

UC Irvine: Best Practices in Faculty Recruitment <http://advance.uci.edu/Recruitment.html#Best_Practices>

Michigan State University: Faculty Search Toolkit

<http://www.adapp-advance.msu.edu/project/faculty-search-and-selection>

Michigan State University: Implicit Bias

<http://www.adapp-advance.msu.edu/implicit-bias-resources>

UCLA: Faculty Search Committee Resources

<https://equity.ucla.edu/programs-resources/faculty-search-process/faculty-search-committee-resources/>