Gender Equity Guidelines for Recruitment and Resources Committees

Assumptions
- A diverse faculty benefits learners and the department
- Diversity benefits the university as an organization
- Individuals have unconscious biases
- Unconscious bias may be a barrier to equality
- Equity efforts will benefit recruitment and retention across all groups

Goals
- To ensure that our search and hiring processes are equitable

Recommendations
1. Raise awareness
   - Educate Division Heads and search committee members regarding unconscious bias
   - Have them take the online version of the implicit association test on unconscious bias ([https://implicit.harvard.edu](https://implicit.harvard.edu))

2. Broaden candidate pool
   - Delete gender-specific terms from position descriptions or job advertisements.
   - Broaden descriptions of position qualifications to recruit from a wider pool.
   - Send advertisements to organizations that are receptive to broad audiences, including women and minorities. If the pool of applicants has at least 25% women, women are more likely to be considered qualified for a role.
   - Create inclusive search procedures that allow input from women, staff, and students from both majority and underrepresented groups.

3. Standardize candidate selection methods
   - Select search committee members who are sensitive to gender equity issues.
   - Have search committees commit to the qualifications required before reviewing resumes.
   - Minimize target of opportunity recruitments.
   - Do not penalize candidates for “resume gaps” that coincide with childbearing and childrearing years.
   - Create awareness that letters of reference may reflect unconscious bias.
   - Don’t require letters until later in the recruitment process.

4. Structure interviews
   - Have structured interviews to create more objective interview process.
   - Have adequate time for interviews. Biases emerge when evaluators are under time pressure.
   - Have search committees commit to evaluation criteria before interviewing candidates.

5. Create a review process
   - Document search process for each search.
   - Review search processes on regular basis.
• Set targets for women in faculty and leadership positions in the Department of Medicine and review on annual basis.

References and resources:

1) AAUP Gender Equity [http://www.aaup.org/AAUP/issues/women/genequity.htm](http://www.aaup.org/AAUP/issues/women/genequity.htm)
2) Unconscious Bias in Faculty and Leadership Recruitment: A Literature Review [AAMC Analysis in Brief Volume 9 Number 2 August 2009](http://www.aaup.org/AAUP/issues/diversity/div-aa-resources.htm)
3) AAUP Affirmative action [http://www.aaup.org/AAUP/issues/diversity/div-aa-resources.htm](http://www.aaup.org/AAUP/issues/diversity/div-aa-resources.htm)
5) Implicit Association Test [https://implicit.harvard.edu](https://implicit.harvard.edu)