Resources for Advancing Equitable Hiring Practices for Faculty and Administrative Professionals at CSU

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Office of Equal Opportunity
Monday, January 13th, 2020
Office of Equal Opportunity

• Who we are and what we do
  • CSU search and selection process
  • In practice
Posting Language

• Sample language

• Principles of Community

• We are committed to increasing the diversity of our staff and providing culturally responsive programs and services. Therefore, we encourage responses from people of all backgrounds and abilities. We invite you to review Colorado State University’s Principles of Community (http://diversity.colostate.edu/principles-of-community) that guide our mission and vision of access, teaching, service and engagement.
Posting Language

• Sample language
  • Statements about commitment to diversity and inclusion
    • Ability to advance the department’s commitment to diversity and inclusion through research, teaching and outreach with relevant programs, goals and activities.
    • Demonstrated knowledge of, and relevant ability with, culturally diverse communities among potential target and constituent populations.
    • Personal or professional commitment to diversity and inclusion as demonstrated by persistent effort, active planning, allocation of resources and/or accountability for diversity and inclusion outcomes.
Posting Language

• Sample language
  • Statements about commitment to diversity and inclusion
    • Reflecting departmental and institutional values, candidates are expected to have the ability to advance the Department's commitment to diversity and inclusion.
    • Personal and professional commitment to diversity and inclusion as demonstrated by involvement in teaching, research, creative activity, service to the profession and/or diversity/inclusion activities.
    • Personal or professional commitment to diversity and inclusive excellence as demonstrated by administrative leadership, persistent effort, active planning, allocation of resources and/or accountability for diversity and inclusion outcomes
Posting Language

Sample language
- Qualifications related to diversity and inclusion
  - Minimum
  - Preferred
- Statements on commitment to diversity and inclusion in application
  - Colorado State University has a strong interest in ensuring that all candidates hired for faculty appointments share our commitment to excellence, access, and Principles of Community. The purpose of the “personal statement on your contribution and commitment to diversity and inclusion” is to identify candidates who have the professional skills, experience, and/or willingness to engage in activities that will advance our university equity and inclusive excellence. These contributions can take a variety of forms including interest in or efforts to advance inclusive and equitable access to education and research, or public service that addresses the needs of a diverse population.
Screening and Evaluation

- Define criteria prior to posting announcement
  - How will qualifications and skills be assessed?
  - Has the committee requested from the applicant the information and materials needed to rate the application?
  - Do the rating criteria match the job posting?
- Be aware of assumptions and biases that may limit the applicant pool and selection decisions
- Don’t cut too deeply too soon
Sample interview questions

- Sample interview questions which can help assess commitment to and understanding of inclusivity
  - Ex: Describe how your career path has demonstrated commitment to diversity, equity and inclusion, and where you still see opportunities for growth or expanded contribution.

- [https://admin.ks.gov/offices/personnel-services/recruitment/behavioral-interview-generator](https://admin.ks.gov/offices/personnel-services/recruitment/behavioral-interview-generator)
**Behavior Interview Questions Generator**

1. **Select Performance Skill Categories**

Please select the performance skill categories below based on findings in Job Analysis. (Select CUSTOM to see questions that do not fall in a specific category)

- Adaptable/Change Management
- Building Relationships
- Change Management
- Custom
- Delegation
- Evaluating Alternatives
- Innovation
- Leadership
- Negotiating
- Personal Effectiveness
- Presentation
- Removing Obstacles
- Selecting and Developing People
- Setting Performance Standards
- Strategic Planning
- Time Management
- Variety
- Ambition
- Business Systems Thinking
- Communication
- Customer Orientation
- Detail-Oriented
- Follow-up and Control
- Integrity
- Listening
- Organizational
- Persuasion
- Problem Solving
- Sales
- Self Assessment
- Setting Priorities
- Stress Management
- Toughness
- Analytical Thinking
- Caution
- Conflict Resolution
- Decision Making
- Employee Development
- Initiative
- Interpersonal Skills
- Motivation
- Performance Management
- Planning and Organization
- Project Management
- Scheduling
- Setting Goals
- Sound Judgment
- Teamwork
- Values Diversity
<table>
<thead>
<tr>
<th>Question</th>
<th>Skill Category</th>
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<tbody>
<tr>
<td>Give a specific example of how you have helped create an environment where differences are valued,</td>
<td>Values Diversity</td>
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<tr>
<td>encouraged and supported.</td>
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<td>Tell about a time that you successfully adapted to a culturally different environment.</td>
<td>Values Diversity</td>
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<tr>
<td>Tell about a time when you had to adapt to a wide variety of people by accepting/understanding their</td>
<td>Values Diversity</td>
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<tr>
<td>perspective.</td>
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<td>Tell about a time when you made an intentional effort to get to know someone from another culture.</td>
<td>Values Diversity</td>
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<td>What have you done to further your knowledge/understanding about diversity? How have you demonstrated</td>
<td>Values Diversity</td>
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<tr>
<td>your learning?</td>
<td></td>
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<td>What have you done to support diversity in your unit?</td>
<td>Values Diversity</td>
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<td>What measures have you taken to make someone feel comfortable in an environment that was obviously</td>
<td>Values Diversity</td>
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<tr>
<td>uncomfortable with his or her presence?</td>
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<td>Give examples of when your values and beliefs impacted your relationships with your co-workers.</td>
<td>Values Diversity</td>
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<td>Tell about a time when you were particularly perceptive regarding a person’s or group’s feelings and</td>
<td>Values Diversity</td>
</tr>
<tr>
<td>needs.</td>
<td></td>
</tr>
<tr>
<td>How have you reacted to conversations between co-workers that were clearly offensive to non-</td>
<td>Values Diversity</td>
</tr>
<tr>
<td>participants?</td>
<td></td>
</tr>
<tr>
<td>Tell about a time that you evaluated your own beliefs or opinions around issues of difference.</td>
<td>Values Diversity</td>
</tr>
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Speed of the Search Process

• Create a timeline in advance for all meetings and interviews
• Create all screening materials as early as possible
• Review all materials prior to entering into TMS
• Review applications for minimum qualifications as they are received
  o Use supplemental questions based on the minimum qualifications
• Utilize a spreadsheet with applicants’ names while committee is discussing rationales for progression or non-progression
• Skip semi-finalist interview step if already a small pool
Guides

New OEO Website

- Sample posting language
- Formatting tips for postings
- TMS starter packet for infrequent users
- Initial charge search committee meeting list
- Sample screening forms
Upcoming Training Opportunities

• Search process sessions
  o Search Chair – Tuesday, January 28th, 1-4:30 pm and Tuesday, February 11th, 1-4:30 pm
  o Search Support Staff – Thursday, February 13th, 10-noon
  o Search Committee Member – Thursday, February 20th, 9-11:30 am
  o Diversity in the Search Process – Wednesday, March 4th, 8:30-10:30 am

• TMS Live training sessions – week of March 16th
Questions?

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