

## Hiring Manager's Assurance of Equity and Equal Opportunity in the Search Process

The CSCU/CT State/COSC search processes are founded upon the principles of Equal Employment Opportunity and Affirmative Action, and rooted in Equity. To that end, we have built a process with the necessary checks and balances to do our best to provide every qualified candidate with a fair and equitable opportunity to be considered for our positions.

We recognize that barriers exist within systems that have negatively impacted historically underrepresented groups based on race, religion, gender, sexual orientation, disability status and other identities. We must intentionally take steps to ensure our process breaks down these systems and ensure we do not perpetuate these barriers.

This process is one of the most important steps in our collective efforts to build equity and support a future workforce that will lead higher education to the next level of excellence. To achieve this, our process incorporates the following:

- Working with and training hiring managers, committee members, and other professionals in our organization to eliminate the effects of bias (including implicit bias) and other forms of favoritism in the process.
- Developing recruitment strategies and processes that will attract a large and diverse qualified applicant pool and ensure equal opportunity for all qualified applicants, including those from historically underrepresented/excluded groups.
- Developing contingency strategies if the initial recruitment effort does not yield a diverse qualified pool.

### The Role of the Hiring Manager:

Hiring managers play an integral role in ensuring Equal Employment Opportunity (EEO) and equity in this process. This includes selecting committee members, ensuring committees are compliant with best practices, laws, and regulations, and ensuring all steps have been properly followed to lead to a successful EEO search.

As the Hiring Manager, it is my responsibility:

1. To ensure that bias and/or favoritism are not impacting the selection of applicants for interview and/or hire/promotion:
  - a. By recognizing the inherent challenges related to bias and favoritism in our process and recognizing that this may often favor candidates from within our divisions, campuses, and/or system.
  - b. By working with the Office of Equity and Civil Rights (ECR) and Human Resources (HR) to address bias in our process and be willing to fail the search, change the committee, and/or identify an alternative approach to minimize the risks of bias.
2. To create a job announcement with required and, if necessary, preferred qualifications that are within the scope of the position posted. Job qualifications should be the minimum necessary to perform the functions of the position.
  - a. Remember that minimum qualifications should allow for the largest qualified applicant pool.
  - b. When possible, avoid using specialized qualifications, e.g., BannerCT versus experience with student information systems or related software, or community college teaching experience versus college-level teaching experience.
3. To work with ECR and HR to ensure the recruitment strategies have yielded a diverse applicant pool and, if necessary, develop contingency plans when the applicant pool is not reflective of the

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availability data. For example, if a job posting only yields 10 applicants and is not reflective of the diversity in the available job market, our community, and campus, ECR will issue a pause point<sup>1</sup> to inform the hiring manager and recommend options, e.g., extend the search and identify additional recruitment sources, e.g., discipline-based affinity groups or local community organizations.

4. To ensure committee members are reflective of our diverse (e.g., race and gender) communities and campuses and are intentionally trained on the process of how bias can negatively impact a search. Committees should consist of at least three members and must, at a minimum, be diverse in race and gender, and each member should be so empowered to exercise their opinions and thoughts at each step of the process. If a diverse committee is not able to be identified, please contact ECR or the Vice President of Diversity, Equity, and Inclusion to identify another employee or to select a Diversity, Equity and Inclusion advocate<sup>2</sup> to serve on the committee.
5. To take the appropriate steps to ensure the interview pool is reflective of the diversity of the applicant pool and, if necessary, evaluate if additional screening mechanisms will result in a more diverse interview pool. For example, ECR may issue a pause point to inform the hiring manager that the initial interview pool was more racially and/or gender diverse than the final interview pool.

**As the hiring manager, it is my obligation to ensure hiring decisions are based on the qualifications of the candidate and that bias and other influences do not adversely impact this process.**

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<sup>1</sup> Pause point

<sup>2</sup> Candidate Advocates....