

# ALVSCE Considerations and Resources for Successful Recruitments

September 2022

## Table of Contents

Purpose .....	1
Best Practices of Recruitment.....	1
Create Effective Job Description .....	2
Advertisement Strategies .....	3
Salary Ranges .....	3
Interviewing .....	3
Interviewing Best Practices.....	3
Interview Questions .....	4
Onboarding and Orientation.....	5
Orientation.....	5
Onboarding .....	5
References: .....	6

## Purpose

To create a best practice guide to increase the effectiveness of job postings and to increase the quality and diversity of applicant pools by including more underrepresented applicants. These guidelines are informed by multiple recruitment and onboarding in the University and supports the ALVSCE commitment to increase the quality and diversity of applicants and foster a more inclusive recruitment process. This is not an exhaustive look, but rather meant to be an accessible document that covers both faculty and staff searches. We invite all recruitment search committees to reach out to their department business office, department diversity & inclusion committee, university recruitment and/or ALVSCE diversity & inclusion council.

## Best Practices of Recruitment

At the recruitment stage of the process, you don't have applicants, you have prospects. Your job is to turn the BEST prospects that will offer the most value to the organization into applicants for your position. Identify which groups are considered underrepresented for your unit before starting the recruitment process. Generating larger and more diverse pools of applicants ensures that the candidate who adds the most value is included.

Keep in mind that the job advertisement language should be aligned with the job description and the scoring rubric to be used in the interview process.

## Create Effective Job Description

Show a little personality; this is your opportunity to be as attractive as possible to competitive candidates. Here are a few helpful tips-

- **Create a compelling title:** Do not use acronyms or abbreviations. Tell the candidate what the job is all about in your title, being mindful of character limits to Talent system or other advertising sites.
  - Good example: *Lecturer, Animal Sciences.*
  - Better example: *Lecturer position in lively Animal Sciences department available for dedicated teacher.*
- **Sell your position, your organizational and community culture:** The first few words of your posting will appear on the search results page and may be all the candidate reads. Don't start with responsibilities and qualifications (which are about what you need); instead, highlight the reasons a great hire would really love the job, the university, and the city. Write the description from the candidate's perspective.
  - The conventional wisdom is that you've got 25 words to grab a candidate.
  - Talent system allows 2500 characters in the Position Highlights section. Utilize Duties and Responsibilities section for the remainder.
  - Examples can be found [here](#).
- **Use inclusive language:** Review and assure both internal and external job postings do not have gendered language or dropdown menus that would exclude anyone's gender, racial, or ethnic identity.
  - Examples:
    - Don't include gender-specific pronouns (he/she), stick to "they" and "you".
    - Avoid gender specific titles such as Businessman instead use Businessperson.
    - Look through the job description for words representative of masculine culture and replace them. Example of masculine: fearlessly, aggressively, dominate to name a few.
    - Avoid loaded phrasing to ensure every age group is represented. Avoid: "young and energetic", "go getter", "digital native", "work hard/play hard", to name a few.
- **Show your commitment to Diversity, Equity, Inclusion (DEI):** You can link to relevant pages on your department or university websites, showing DEI goals or values. Or, you can simply include thoughtful text saying why you are eager to hear from candidates of all backgrounds. The goal is to convince the candidate that DEI isn't an afterthought in your unit.
  - Example- ALVSCE Diversity and Inclusion Council [website](#).
  - Example- UArizona Office of Diversity & Inclusion [website](#).
- **Broaden application requirements:** use broad application requirements in the position description. For example, minimum education requirements and narrowly scoped descriptions often dissuade potential candidates from applying because they feel they do not meet enough

of the qualifications or required skills. Consider if experience equivalency language is appropriate for the role.

- Example: Bachelor's degree or equivalent advanced learning attained through professional level experience required.
- **Use Candidate-Focused Language:** Examples-
  - “To succeed in this role, you’ll need...” instead of “Qualifications”
  - “You’ll have the opportunity to...” instead of “Responsibilities”
  - “If this sounds like the job for you...” instead of “Application Procedures”

## Advertisement Strategies

Advertising should be proactive, not reactive. Do not expect candidates to try to find you, instead connect prospects where they are looking.

- **Identify the target audience for the position:** Have an advertising strategy built on attracting the underrepresented groups you have identified in your unit. Identify advertising sources that focus on your desired audience.
  - Examples: Women in Higher Education, Association of Public & Land-Grant Universities, other examples can be found [here](#).
  - Advertise Broadly and Inclusively: include interest groups with diverse audiences.
- **Networking:** Request that each search committee member reach out to their contacts, add to listservs or newsletters they are subscribed to, contact colleagues at other institutions, etc.
- **Social Media:** use your departments social media outlets to advertise your positions including adding to your department website. Prime example of social media outlet to target underrepresented groups would be LinkedIn as they have diverse groups you can join, like female professionals, Latinx, Indigenous/Native Americans, and African Americans.

## Salary Ranges

Per ALVSCE Best Practices, all positions will include a Salary Range, wherever possible. This range would be salary or hourly. See [Compass](#), Posting a Position, *Salary Ranges ALVSCE Best Practice* for more information.

## Interviewing

An in-person or remote interview is an opportunity to further “sell” your position and create an open dialogue with your candidate to ensure they can meet the job duties. There are policies and procedures for recruitment that we must adhere to, such as keeping the same structure and questions for all candidates, however, there is also a need to ensure respectful and inclusive conversation occurs.

## Interviewing Best Practices

- **Identify a Diverse Search Committee:** It can be challenging to support diversity and inclusion during the interview process if you don’t have a diverse hiring team. Assess your current team of

interviewers to ensure you represent different cultural backgrounds and different lived experiences.

- **Ask for a Break:** During the interview process, candidates must be asked if they require [extra time between interviews](#) for lengthy agendas or all day interviews.
- **Create Inclusive Video Interviews:** It's important to note that candidates may not have access to the latest technology at home or could be sharing living space with limited private or quiet areas. These factors do not impact how well a candidate could do the job. Offer candidates the choice for a phone or online call with the video off in early interactions if that is most comfortable. Go above and beyond and provide your candidate a link to video interview best practices in advance. See [example](#).
- **Respectful Pronoun Use:** Never assume the candidate's gender identity or pressure the candidate to designate pronouns. You may want to introduce yourself with your own pronouns. Use the name the candidate prefers to go by. If you make a mistake in using a candidate's correct name or pronouns, calmly correct yourself and move on.
- **Don't trust your gut:** Many of us think we know instinctively who would be "a good fit" for our organizations. Watch out for our unconscious biases—those for and against individuals and groups. The use of an interview rubric can help reduce subjectivity and bias in your assessment.
- **Counter the "Just Like Me" Bias:** Even though we all suffer from in-group favoritism—we like and favor those in our own group—diversity demands we expand our understanding of who is valuable. Interviewers are often asked to consider if they would want to go to lunch with the candidate or hang out with them on the weekend, however, those questions can stifle diversity.
  - Example- [Understanding Unconscious Bias](#) (2:59 minutes): available through YouTube by The Royal Society.
  - Example- [Uncovering Unconscious Bias in Recruiting and Interviewing-LinkedIn](#) (51 minutes): available in UAccess EDGE Learning by LinkedIn, need to login to EDGE before clicking on the link. Available only to benefits eligible UA employees.
- **Standardize the Interview:** In non-standardized interviews, there may be a set of questions guiding the conversation but there is little consistency across the experience for candidates. Often this is where unconscious bias can manifest itself and candidates don't have the same opportunity to effectively tell their story and showcase their fit for a role. In a standardized interview, each candidate is asked the same questions in the same order and there is an effort to standardize feedback as well; however, this does not mean that interviews are robotic or cold. Feel free to personalize the interview and ask relevant follow-up questions based on the responses of the candidate.

## Interview Questions

Putting the focus on capabilities instead of direct experience allows your organization to be inclusive of varying backgrounds and perspectives in your interview process.

- Examples of diverse interview questions:
  - The State University of New York College of Agriculture and Technology at Cobleskill [here](#).
  - Northern Illinois University [here](#).

- **Use candidate evaluation exercise or work examples:** Requesting candidates complete an evaluation exercise is often a better barometer for assessing job skills. It can be as simple as asking the finalists to complete a short test or sample project that doesn't take too much of their time. This additional step in the interview process levels the playing field for each candidate and prevents you from hiring someone who exaggerated their qualifications.
- **Stick to structured interviews and score cards with objective metrics:** Objectivity can be enforced through the standardized structuring of interviewing where all applicants are asked the same predefined questions and scored with a predetermined rubric that aligns with the job advertisement as well.

## Onboarding and Orientation

Onboarding and Orientation are two different things and it's important to cover both when bringing on a new hire. Orientation is more immediate and covers paperwork, policies, job duties, and other routine tasks. Onboarding is a comprehensive process that involves sharing the culture and mission of the organization and can last up to 12 months.

### Orientation

New employee orientation is the process you use for welcoming a new employee into your organization. The goal of new employee orientation is to help the new employee feel welcomed, integrated into the organization, and performing the new job successfully as quickly as possible. This would cover: safety, required trainings, work environment, job description, benefits, coworkers and supervisor, company culture, company history, organization chart, etc.

- **Take a proactive approach:** Prior to their first day on the job, reach out via email to share helpful information, including what they should bring, what to expect, and office etiquette.
- **Paint the big picture:** For onboarding/orientation to feel inclusive, new hires need to feel like they're "in the know." You can do this by sharing your team's current roadmap or strategy to give every new hire an understanding of what the team does and their priorities now. Additionally, providing an organizational chart or explanation of how the team shares responsibilities is a great way to let each new hire know how they fit into the bigger picture.
- **Give space for settling in:** Part of creating an inclusive onboarding experience is recognizing that not everyone takes in information the same way. Giving each new hire the time and space to hear and digest all the new information about their role and the company is one of the best ways you can make someone feel welcome. Recognize that when you have a new team member, you have a new team. Give the new dynamic time and space to develop.

### Onboarding

This is a more in-depth conversation and can last for up to a year after the start date. This will help integrate the new hire into the unique pillars of culture, mission, employee value proposition, brand and other relevant foundations that must be lived and conveyed consistently. New hires will not absorb this in the first week or first month; it will take many months to learn and apply. Onboarding could include:

- **Mentoring and Buddy Systems:** the role of the mentor or buddy is to offer the new employee a connection to someone who can guide him or her but is not in a position of direct authority or acting in an official capacity.
- **Tailor Onboarding to Different Audiences:** The process may be modified to meet the differing needs of various groups of employees. Tailoring is an opportunity to specialize your onboarding program to meet the employee value proposition (EVP) promised during recruitment.
- **Delivery Approaches:** Various components of an onboarding program can be delivered using different approaches and methodologies combined to suit the organization and available resources. Examples: web-based/virtual, in person, bus tour, etc.
- **Roles and Responsibilities:** Onboarding is everyone's responsibility. While every organization is unique in how the onboarding responsibilities are shared throughout the organization, there are some general guidelines for allocating onboarding duties and accountability: HR, supervisor, co-workers, executive team, mentor/buddy, etc.

## References:

### University Resources/References

- *Advertising for a Position*, University of Arizona Human Resources: <https://hr.arizona.edu/supervisors/recruitment-hiring/guide-successful-searches/advertising-position>
- *Recruitment Interviewing Best Practices*, University of Arizona Human Resources: <https://hr.arizona.edu/sites/default/files/Best%20Practices%20-%20Interviewing.pdf>
- *Best Practices: Respectful Pronoun Use In Recruitment*, University of Arizona Human Resources: [https://hr.arizona.edu/sites/default/files/Best%20Practices%20-%20Respectful%20Pronoun%20Use.pdf?\\_gl=1\\*\\_o2188w\\*\\_ga\\*MjAwODE3ODMzNi4xNjUzNTk5MDQw\\*\\_ga\\_7PV3540XS3\\*MTY1ODQyODIzNi4xMDMuMS4xNjU4NDMxNDk0LjYw](https://hr.arizona.edu/sites/default/files/Best%20Practices%20-%20Respectful%20Pronoun%20Use.pdf?_gl=1*_o2188w*_ga*MjAwODE3ODMzNi4xNjUzNTk5MDQw*_ga_7PV3540XS3*MTY1ODQyODIzNi4xMDMuMS4xNjU4NDMxNDk0LjYw)
- *Best Practices: Reduce Unconscious Bias*, University of Arizona Human Resources: <https://hr.arizona.edu/sites/default/files/Best%20Practices%20-%20Reducing%20Unconscious%20Bias.pdf>
- *Onboarding & Orientation*, University of Arizona Human Resources: <https://hr.arizona.edu/supervisors/onboarding-orientation>
- *ALVSCE New Employee Welcome Materials*, Compass, University of Arizona: <https://compass.arizona.edu/careers/new-employees>
- *About Recruitment & Hiring*, University of Arizona Faculty Affairs: <https://facultyaffairs.arizona.edu/about-recruitment-hiring>
- *Faculty Search Committee Guidelines 2022*, University of Arizona Faculty Affairs: <https://facultyaffairs.arizona.edu/sites/default/files/Search%20Committee%20Guidelines%20Jan%202022.pdf>
- *Proactive Recruitment*, University of Arizona Faculty Affairs: <https://facultyaffairs.arizona.edu/proactive-recruitment>

### Other Resources/References

- *Tips for recruiting university staff through candidate-centered, inclusive hiring*, Education Advisory Board (EAB): <https://eab.com/insights/expert-insight/workplace/candidate-centered-inclusive-hiring-university-staff/>
- *Reaching passive candidates – the key to a high quality, diverse candidate pool*, Inside Higher Ed: <https://www.insidehighered.com/content/recruiting-tips>

- *6 Tips for Inclusive Recruitment Writing*, Monster: <https://hiring.monster.com/help-center/traditional-products/job-ads/6-tips-inclusive-recruitment-writing/>
- *Learn How to Write Inclusive Job Postings*, SHRM: <https://www.shrm.org/ResourcesAndTools/hr-topics/talent-acquisition/Pages/Learn-How-Write-Inclusive-Job-Postings.aspx>
- *4 ways to rewrite your job description for the post-pandemic job market*, Fast Company: <https://www.fastcompany.com/90642317/4-ways-to-re-write-your-job-descriptions-for-the-post-pandemic-job-market>
- *4 elements of an inclusive job ad*, Education Advisory Board (EAB): <https://eab.com/insights/expert-insight/academic-affairs/4-elements-of-an-inclusive-job-ad/>
- *6 Best Practices to Creating Inclusive and Equitable Interview Processes*, Harvard Business School: <https://www.hbs.edu/recruiting/insights-and-advice/blog/post/6-best-practices-to-creating-inclusive-and-equitable-interview-processes>
- *Top 10 Hiring and Interviewing Tips for Moving Diversity Forward*, American Bar Association: <https://www.americanbar.org/groups/litigation/committees/diversity-inclusion/articles/2014/fall2014-top-ten-hiring-interviewing-tips-diversity/>
- *Hiring and Interview Tips to Increase Workplace Diversity*, Trakstar: <https://www.trakstar.com/blog-post/interviewing-and-hiring-tips-to-increase-workplace-diversity/>
- *5 Ways to Support Diversity and Inclusion During Your Interview Process*, iHire: <https://www.ihire.com/resourcecenter/employer/pages/diversity-and-inclusion-during-your-interview-process>
- *How to Actually Hire for Diversity*, Forbes: <https://www.forbes.com/sites/alineholzwarth/2021/02/18/how-to-actually-hire-for-diversity/>
- *9 Tips for Mastering your Next Virtual Interview*, Harvard Business School: <https://online.hbs.edu/blog/post/virtual-interview-tips>
- *How to Create an Effective New Employee Orientation Program*, Indeed: <https://www.indeed.com/career-advice/career-development/new-employee-orientation-program>
- *New Employee Onboarding Guide*, SHRM: <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx>
- *Understanding Employee Onboarding*, SHRM: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understanding-employee-onboarding.aspx>
- *Inclusion starts on day one: 10 ways to build an inclusive onboarding experience*, Wavelength: <https://wavelength.asana.com/inclusive-onboarding-experience/>
- *Best Practices for Inclusive Onboarding*, The Diversity Movement: <https://thediversitymovement.com/best-practices-for-inclusive-onboarding/>