

Ground Rules Governing the Search Committee's Work

(adapted with permission from Joann Moody's "Faculty Diversity: Removing the Barriers")

1. *Concentrate on rising above cognitive biases and errors in your discussions.*
 - Stay alert to the errors, biases, and shortcuts
 - Verbally review all errors from time to time
 - Each member will bear responsibility for asking for a 'time out' if she/he detects a possible error in-the-making, and then quickly pause to discuss and try to correct.
2. *Adhere to the weighting of each job category, as agreed when doing planning with the dean's or provost's office.*
 - There will be no switching or trade-off of points from one category to the other.
 - After deliberating, rating of the applicant will take place according to the categories and their designated values.
3. *Attendance at each search committee meeting will be the norm.*
 - No one should be multi-tasking (such as texting, phoning, checking email) while others are working and trying to stay engaged.
 - Full concentration is expected.
4. *Present and consider concrete evidence, not personal opinion or hearsay about job candidates.*
5. *Guarantee strict confidentiality regarding job candidates, the committee's procedures, discussions, and deliberations.*
6. *Decide, before the committee commences its work, how the committee will come to decisions during various stages of the work.*
 - Will we be governed by voting with a simple majority prevailing, by reaching consensus, or by some other method?
7. *Undertake outreach to build up the pool of candidates - the searching part of the search process.*
 - No prospect will be hired surreptitiously on the spot.
 - Everyone invited to apply will be evaluated the same way as those responding on their own to job ads.
8. *All members will have more or less equal "air time" during committee deliberations.*
 - The Chair will make sure no one becomes a monopolizer and undermines the committee's work.
9. *Agree to treat every job applicant with cordial respect.*
10. *Use several behavior-based questions, standard questions, and perhaps simulations during phone, video, face-to-face interviews; the same list of questions and simulations will be posed to every applicant.*
 - Dig deeper, for example:
 - How have you mentored and inspired women and/or URM students? What worked for you and them, and what didn't? Why?
 - How would you contribute to the diversity of our institution?
 - Provide an example on how you have demonstrated diversity efforts that enhanced the core mission of your last institution.
11. *Bring up promptly and in a general way that the campus is eager to provide assistance to spouses/significant others in finding jobs in our geographical area. The sooner we bring up this topic, the better.*