SACRAMENTO STATE
AA/EOR & FULL-TIME FACULTY RECRUITMENT WORKSHOP
Goals and Objectives

To raise a greater awareness and sensitivity to diversity issues in the hiring process by providing a framework to:

– ensure open, respectful dialogue
– discover your own unconscious biases
– challenge and transform those biases
Why Are We Here?

University ARTP Policy - Affirmative Action/Equal Opportunity Representatives (Section 6.06D)

• 6.06D.2.d: “The AA/EOR shall review the University’s and the department or equivalent unit’s existing policies and shall advise the search committee on issues of affirmative action and equal employment opportunity, based on training and advice from the Office of Human Resources and the University Counsel.”
CSU Non-Discrimination Policy
Executive Order 1096

The CSU is committed to maintaining an inclusive community that values diversity and fosters tolerance and mutual respect. It is CSU policy to provide equal opportunity for all persons regardless of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, and military and veteran status. Insofar as Employees are concerned, this policy extends to all employment practices, including recruitment, selection, hiring, promotion, training, compensation, benefits, transfer, separation, and other terms, conditions, or privileges of employment.
Sac State EEO Policy Statement

California State University, Sacramento is an Affirmative Action/Equal Opportunity Employer and has a strong institutional commitment to the principle of diversity in all areas. We consider qualified applicants for employment without regard to race, color, religion, national origin, age, gender, gender identity/expression, sexual orientation, genetic information, medical condition, marital status, veteran status, or disability.
Sac State Affirmative Action Policy

California State University, Sacramento (CSUS) is considered by the Office of Federal Contract Compliance Programs of the Department of Labor to be a contractor for purposes of Federal affirmative action regulations.

CSUS is an Equal Employment Opportunity employer under both Federal and State statutes and regulations.

CSUS hiring policies and procedures will conform to the requirements governing an Affirmative Action/Equal Employment Opportunity employer.
e. “Nothing in this section shall be construed to absolve a department or equivalent unit chair and members of the search committee, whether serving on a search committee or not, of his or her responsibilities in relation to issues of affirmative action, nondiscrimination, and equal employment opportunity.”

f. “If any member of a search committee, at any time, has reason to believe that inappropriate actions have been taken, which may have the effect of discriminating against an applicant, that member shall contact the committee chair and [Human Resources].”
“Training is required at least every three (3) years for each AA/EOR and each department or equivalent unit chair to prepare them for their hiring responsibilities. The AA/EOR and the department or equivalent unit chair must complete the prescribed training in order to participate in the search process. Training is not restricted to these individuals and shall be made available to any faculty member who wishes to learn more about recruitment and screening in hiring new faculty.”
What is Diversity and Inclusion?

Diversity is the mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact. – Author Unknown

“The achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization’s success.” - Society for Human Resource Management

“Inclusion is a sense of belonging: feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so than you can do your best work.” - Miller and Katz
Primary and Secondary Dimensions of Diversity
Unconscious Bias

Key Concepts

➢ What Is It?
➢ How to Address It.
Self Examination - Unconscious Bias

How do you see the world?
Unconscious Bias is a prejudice we have or an assumption that we make about another person based on common cultural stereotypes, rather than on a thoughtful judgment.
Unconscious Bias Is Just That – Unconsciuos

We don’t see things as they are.

We see things as we are.
Unconscious Bias – We All Have Them

• Comfortable with others who are just like us.
• Look for and favor applicants who will be a “good fit.”
• “Confirmation Bias” – The idea that people have a tendency to seek out information that confirms their preexisting beliefs.

CONSEQUENCE?

• Premature or unfounded judgment.
• Different groups may be evaluated differently in the workplace.
Unconscious Bias – Practical Consequences

- Less than 15% of U.S. men are over six feet tall, yet almost 60% of corporate CEOs are at least this height.
- Less than 4% of U.S. men are over six feet, two inches tall, yet more than 36% of corporate CEOs are at least this height.
- The last U.S. President whose height was below average was William McKinley in 1896, and he was “ridiculed in the press as ‘a little boy.’”
- When corrected for age and gender, an inch of height is worth approximately $789 per year in salary.

This disproportionate representation of tall people in high profile career positions may seem shocking or bizarre, but it demonstrates the power that unconscious bias and learned associations can have on people’s thought processes. When people become familiarized with taller people being in leadership positions, our brains unconsciously draw associations between their personal characteristics and their position. Research has found significant relationships between height and social esteem, leadership emergence and workplace success.

Addressing Unconscious Bias

“How can I address my biases if I don’t know that I have them?”
Recognize and Eliminate Micro-Inequities/Micro-Messages (Actions)

• Small/subtle, disrespectful actions that reflect our biases.
• Can be difficult to recognize for both the person acting them out and the target.
• Are sometimes unintentional and reveal our core feelings.
• Take a physical/mental toll on the target.
Micro-Inequities/Micro-Messages

**Slight**: Weak handshake with little or no eye contact.
Praising an idea presented by one; ignoring the same idea presented by another.
Replying to someone with sarcasm.

**Exclusion/Isolation**: 
“There isn’t anyone like you here so why would you want to work at this University?”

“Don’t invite Jane. I’m sure she doesn’t want to go to lunch with a bunch of guys.”
Addressing Unconscious Bias in The Hiring Committee Context

• Be willing to be honest in reviewing applications and in interviewing candidates.

• Help check each other’s blind spots. We all have unconscious biases and a properly functioning committee will help its members recognize and face those biases in a collegial and productive manner.
Addressing Unconscious Bias in The Hiring Committee Context

1. Committee members should develop an environment of trust and cooperation so that they can work together. The committee Chair and AA/EOR play an important role in setting and maintaining the climate of a committee.

2. If possible, the committee should collaboratively develop ground rules for the expectations/responsibilities of members, how they will raise contentious issues and handle disagreements.

3. Committee members might want to share their priorities for the position based on the Job Description before the screening of applications starts.

4. Keep deliberations about candidates “skills based” rather than “feeling based”.
Addressing Unconscious Bias in The Hiring Committee Context

5. Be cautious of phrases such as: “I just don’t like him”, “I don’t think she is a good fit”, which are more feeling based and less skills based.

6. Some skills may be more affective rather than cognitive or based on experience. For example, “ability to motivate students” or “work well in a team” can be difficult to assess empirically. When assessing and discussing such affective skills we need to be especially mindful of unconscious bias.

7. When pointing out potential bias try to avoid an accusatory tone or aggressive words. The idea is to create a moment of reflection, not to have a confrontation.
Addressing Unconscious Bias in The Hiring Committee Context

8. Be open to the possibility that someone on the committee may point out biases you might have.

9. Sometimes what you see as bias others might see as valid concerns. Ideally, the committee will openly and honestly consider the possibility that unconscious bias is at work.

Benefits of Workforce Diversity & Inclusion

- Creates a work environment that allows everyone to reach their full potential.
- Provides multiple perspectives on problem solving.
- Increases employee productivity.
- Boosts employee morale.
- Reduces complaints and grievances.
- Serves our students and the larger campus community.
- It’s the right thing to do!
Food for Thought

Do I bring my “full self” to the table?

- My Ideas
- My Personality
- My Opinions
- My Uniqueness
- My Background

Do I allow colleagues/applicants to bring their “full self” to table?

- Their Ideas
- Their Personality
- Their Opinions
- Their Uniqueness
- Their Background
Resources

Harvard Implicit Association Test: https://implicit.harvard.edu/implicit/education.html


Conscious Efforts to End Unconscious Bias: Why Women Leave Academic Research; Easterly, Debra M.; Ricard, Cynthia S.; Journal of Research Administration, v42 n1 p61-73 Spr 2011
Closing

To be a good hiring committee member, you must know yourself. You must know what biases you bring to the table and have the ability/courage to set those biases to the side during the process.

THANK YOU