Office of Undergraduate Education

The Office of Undergraduate Education (OUE) is committed to fostering an inclusive workplace. The search process is critical for developing diverse and inclusive teams; therefore, OUE search committees will model inclusive excellence in their membership and practices, including job description development and placement, interview activities, and candidate review processes.

Key points:

- Inclusion is part of our newest strategic plan for Georgia Tech, included in the "expanding access" and "lead by example" principles. It is crucially important that we foster an inclusive environment, including in hiring practices and developing inclusive teams.
- The environment of the search and hire process should be considered, to model what inclusive excellence is like for the candidate and ensure all voices are heard in the process. This includes the composition of the committee, areas represented, and job expectations.
- The job description, in particular, should consider the words and meanings to gain interest of the most inclusive candidate pool, including writing in plain language, emphasis on commitment to diversity, and highlighting responsibilities for diversity and inclusion initiatives in the job.
- During the actual interview process, as many stakeholders as possible should be offered opportunity to provide comment, and the search chair is responsible for ensuring feedback is gathered as widely as possible, and that this feedback is taken into consideration in the hiring process.

Search Committee Chair

- Seek to create a diverse committee by adding personnel who will be lateral to the position, be supervised by those in the position and those in a higher rank that the holder of the position.
- Seek to add members of the committee that covers a wide range of social identities.
- Review strategies for minimizing bias.

- Chair of the committee should have completed Georgia Tech's Implicit Bias training.
- Initial meeting should cover topics including roles and expectations and establishing ground rules of fairness in the selection process and the validity of all voices brought to the table.
- Discussion of common perceptions of diversity vs. quality, a person with a disability can't perform the demands of the job, etc.
- Develop questions that allow the candidate to demonstrate their understanding of diversity and inclusion, for example:
  - Describe your experiences working with a diverse group of stakeholders, colleagues, students?
  - Georgia Tech/OUE is invested in fostering an inclusive environment, why do you believe diversity is important in the workplace?
  - Give an example of an initiative or project in your previous position(s) that you were part of, which demonstrates your commitment to advancing diversity and inclusion.

Search Committee Members
- Provide each applicant full consideration in order to maintain equal opportunity and fairness throughout the search process. Act affirmatively to advance women, people of color, and qualified veteran applicants at each stage of the screening process, especially to the interview stage, unless there is no reasonable chance for their success.
- Provide a fair and equitable assessment of each applicant's skills, knowledge and abilities to perform the functions of the job.
- Set aside biases and preconceptions in order to fully consider all those who may be qualified to assume University roles;
- Consider whether or not each applicant has "transferable" skills; those that might be used to meet minimum qualifications, to avoid unnecessary exclusion from further consideration.
- Act promptly to ensure that top candidates are not lost to organizations that move quickly to hire top talent.
- Conform to regulations governing record-keeping associated with a search.

https://www.insidehighered.com/advice/2018/07/19/advice-deans-department-heads-and-search-committees-recruiting-diverse-faculty
https://hr.oregonstate.edu/search-excellence/roles-search-process
https://www.pace.edu/human-resources/managers-toolbox/staff-hiring-process/search-committee-guidelines

Resource Toolkit

Georgia Tech Resources

GT Institute Diversity, Equity & Inclusion https://diversity.gatech.edu/
> Institute Commitment https://diversity.gatech.edu/institute-commitment-diversity-equity-and-inclusion
> Education & Training https://education.diversity.gatech.edu/
> Equal Employment https://diversity.gatech.edu/institute-policies#equal-employment
> Facts & Figures https://www.diversity.gatech.edu/facts-and-figures

GT Workplace Learning https://hr.gatech.edu/learning-development
> Search for Critical Behavior Interviewing and within that workshop there is a module that covers eliminating bias from the interviewing process

LinkedIn Learning (previously Lynda.com) https://linkedinlearning.gatech.edu/
> Many courses and videos covering bias, diversity, and inclusion.

Inclusive Job Description Resources

Gender Decoder for Job Ads
> http://gender-decoder.katmatfield.com/

Linked In, *Must Dos for Writing Inclusive Job Descriptions*
> https://business.linkedin.com/talent-solutions/blog/job-descriptions/2018/5-must-dos-for-writing-inclusive-job-descriptions

Monster.com, *Inclusive Job Descriptions*
> https://hiring.monster.com/employer-resources/workforce-management/diversity-in-the-workplace/inclusive-job-descriptions/

Search Committees

AGB Search, *Effective Search Committees: The Why, Who and How*
> https://www.agbsearch.com/newsletter/effective-search-committees-the-why-who-and-how

Oregon State University, Roles in the Search Process
> https://hr.oregonstate.edu/search-excellence/roles-search-process

Pace University, Search Committee Guidelines
> https://www.pace.edu/human-resources/managers-toolbox/staff-hiring-process/search-committee-guidelines

Harvard University, Best Practices for Conducting Faculty Searches

https://faculty.harvard.edu/files/fdd/files/best_practices_for_conducting_faculty_searches_v1.2.pdf

Inside Higher Ed, *Recruiting Diverse and Excellent New Faculty*

https://www.insidehighered.com/advice/2018/07/19/advice-deans-department-heads-and-search-committees-recruiting-diverse-faculty

General Resources

National Council on Faculty Diversity & Development (NCFDD) https://www.facultydiversity.org/

Available to anyone with a gatech.edu email address

Emplify.com

Diversity & Inclusion in the Workplace

https://hbr.org/2019/11/the-day-to-day-work-of-diversity-and-inclusion

Inclusive Language Tips

https://emplify.com/wp-content/uploads/2020/06/Inclusive-Language-Tips.pdf

Harvard Business Review, *The Day-To-Day Work of Diversity and Inclusion*

https://hbr.org/2019/11/the-day-to-day-work-of-diversity-and-inclusion

Edchange.org Awareness Activities

http://www.edchange.org/multicultural/activityarch.html

Equity Literacy Institute

https://www.equityliteracy.org/educational-equity-resources

Columbia University Guide to Best Practices in Faculty Search and Hiring

https://provost.columbia.edu/sites/default/files/content/BestPracticesFacultySearchHiring.pdf

Duke University Faculty and Staff Recruitment and Hiring Guide

https://oie.duke.edu/we-can-help/faculty-and-staff-recruitment-and-hiring-guide/staff-resources

Diverse Issues in Higher Education/DiverseJobs.net

https://diverseeducation.com/

https://diversejobs.net/about/

The Journal of Higher Education *The Façade of Fit in Faculty Search Processes*

https://www.tandfonline.com/doi/full/10.1080/00221546.2020.1775058

Damani White-Lewis *Prioritizing Racial Equity Throughout the Faculty Hiring Process*
https://drive.google.com/file/d/1UHX6-zxR8hYK7domFOmpEPikguXybugR/view

Office of Undergraduate Education
Diversity Recruitment Sites
(Note: all OUE job openings are posted at http://oue.gatech.edu/oue-employment-opportunities)

Paid Services
Chronicle of Higher Ed w/Diversity Boost
https://hire.chronicle.com/
Diversity Jobs (paid)
https://diversejobs.net/
UT Health San Antonio List of Minority Recruitment Websites
https://lsom.uthscsa.edu/diversity/resources/minority-recruitment-websites/
DiversityInc Careers
https://jobs.diversityinc.com/employer-offers
National Urban League
https://www.nuljobsnetwork.com/employer-offers
Urban League Atlanta
https://ulgatl.org/careers/
WorkPlaceDiversity.com
https://workplacediversity.com/register-employer
IMDiversity.com
https://jobs.imdiversity.com/main/clients/products
University Career Centers/Services
Handshake (paid and free options)
https://joinhandshake.com/employers/
Historically Black College & Universities (HBCU)
https://www2.ed.gov/about/offices/list/ocr/edlite-minorityinst-list-pg2.html
Hispanic Serving Institutions (HSI)
https://sites.ed.gov/hispanic-initiative/hispanic-serving-institutions-hsis/
Spelman College Career Center
https://www.spelman.edu/career-center/career-planning-and-development-for-students/employers
Agnes Scott College Office of Internship & Career Development
https://www.agnesscott.edu/internship-and-career-development/employers/index.html
Emory (College of Arts & Sciences/Goizueta Business School/Oxford College)
http://www.career.emory.edu/populations/employers/index.html