“Do’s and Don’ts” in the Search & Interview Process

Jennifer Kincaid
University Director of Institutional Equity
Office of Institutional Equity
Preparation

A first step towards hiring exceptional and diverse faculty is to ensure a *fair, equitable and inclusive search process*.

Prepare in Advance:

- Identify a diverse search committee
- Review, as a committee, the job description
- Identify the ideal candidate’s skill, knowledge, ability and other qualities for success
- Develop well-defined criteria and rubrics to evaluate candidates fairly and consistently
- Openly discuss what is and what is not appropriate during the interview and recruiting processes
Policy UA-01: Non Discrimination/Equal Opportunity/Affirmative Action

- [https://policies.iu.edu/policies/ua-01-equal-opportunity-affirmative-action/index.html](https://policies.iu.edu/policies/ua-01-equal-opportunity-affirmative-action/index.html)

- Ensure Search Committee is familiar with IU’s Policy

- Job Postings must contain IU’s AA/EEO/Non-Discrimination Statement
UA-01:

• “Indiana University pledges itself to continue its commitment to the achievement of equal opportunity within the University and throughout American society as a whole.”

• “Indiana University will recruit, hire, promote, educate, and provide services to persons based upon their individual qualifications.”

• “Indiana University prohibits discrimination on the basis of age, color, disability, ethnicity, sex, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sexual orientation, or veteran status.”

• Indiana University shall take affirmative action, positive and extraordinary, to overcome the effects of traditional policies and procedures with regard to the disabled, minorities, women and veterans.”
To that end...

- Ensure that opinions, assessments, assumptions, and decisions in the search process are not based on these protected characteristics

- During the entire search process (i.e., interviews, on-campus meetings, recruiting) avoid asking questions or framing conversations that...
  - seek to elicit information about these characteristics, or
  - would lead a candidate to believe that these characteristics are a factor in their employment

- Review all candidates according to the same rubric, based on the job-related criteria
Commonly Asked Questions that are Impermissible

• Are you married? Single? Divorced?

• Do you have kids? Are you planning on having kids? How do you handle childcare? Are you pregnant?

• When were you born? How long do you think you’ll work before retirement?

• What country are you from? How do you define your race?
A few more …

• What is your religion?  Do you attend church?

• How do you feel working for a man/woman?

• What is your sexual orientation?

• Do you have any health problems? Are you in good health?  Is there any reason you would need time off for your disability?

• Will you be able to manage this work given [insert protected characteristic…]?
And some tips:

• Plan ahead and ask job related questions:
  ✓ Will you be able to perform specific job related requirements? (e.g. travel, evening classes, unusual hours)
  ✓ Ensure you are asking all candidates standardized questions in the same or similar manner (e.g., in an interview session, in their meeting with chair or department representative, etc.)

• Apply these principles at all points of contact with candidate, including more social settings
Tips…

- Candidates may bring up information related to these characteristics – that’s ok.
- For example, they may reference children, where they are from, their culture and background.
- Candidates may have questions to help them evaluate IU and the community. Provide helpful answers and/or connect them to others who can help.
  - “Are there day care centers nearby?”
  - “Is there a LGBTQ resource group on campus?”
- It is important that they perceive that these characteristics are not criteria by which they will be assessed.
*Note on Accommodations*

- If an applicant has a disability, they may need an accommodation to proceed through the search process (e.g., sight, hearing, and/or mobility related accommodations for interviews)

- If an applicant identifies a disability or need for accommodation, connect them with Vice Provost Academic Affairs (812-855-2809 or vpfaa@indiana.edu) to discuss needs and options during search process
QUESTIONS?
Office of Institutional Equity
equity.iu.edu
IUB Academic Search Guide available on website under
Affirmative Action/Hiring tab

Search & Screen Specialist: Juanita Jochim
812-855-7999, jujochim@indiana.edu

812-855-7559 (main office)
oie@iu.edu