

Strategically Recruiting Faculty and Staff

Human Resources, Talent Acquisition

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Colorado State University

As a CSU student, staff or faculty member, supporter, or visitor
consider your responsibility to education and inclusion, and to our lands.



Colorado State University



What are you hoping to learn from this session?

Community Agreements

- Be present, open, honest, & authentic
- Speak from personal experience: use “I” statements to share thoughts & feelings
- Listen actively & respectfully
- Be open to new and different perspectives
- Respect and maintain confidentiality
- Find your learning edges

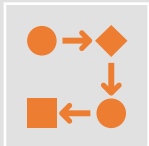
Goals for today's training:



Learn best practices for recruiting talented and diverse employees.



Learn key components of a successful, inclusive, and on-going recruitment strategy.



Identify next steps that you can bring back to your unit or department.

Why is this important?

Hiring is one of the most important things we do:

Attracting, hiring, and retaining diverse and talented employees is critical to our land grant mission and commitment to fostering a community and institution of excellence.



DEI is central to strategic recruitment:

Centering recruitment on principles of diversity, equity, and inclusion is a strategic imperative.



Diversity

- Refers to all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another.
- *CSU recognizes 19 different factors*
- Distinguished from equality: Whereas equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances. The process is ongoing, requiring us to identify and overcome intentional and unintentional barriers arising from bias or systemic structures.

Equity

- *Examples: shoes that fit*
- Inclusion is the action or state of including or of being included within a group or structure. More than simply diversity and numerical representation, inclusion involves authentic and empowered participation and a true sense of belonging
- *Welcomed, Valued and Affirmed*

Inclusion

Sources:

<https://www.aecf.org/resources/race-equity-and-inclusion-action-guide>

<https://www.racialequitytools.org/glossary>

University Diversity/Inclusion Statement

Colorado State University is committed to embracing diversity through the inclusion of individuals reflective of characteristics such as: age, culture, different ideas and perspectives, disability, ethnicity, first generation status, familial status, gender identity and expression, geographic background, marital status, national origin, race, religious and spiritual beliefs, sex, sexual orientation, socioeconomic status, physical appearance, medical diagnosis, documentation status, and veteran status with special attention given to populations historically underrepresented or excluded from participation in higher education. The University's commitment to diversity is a longstanding one that reflects our role and mission as a land-grant institution.

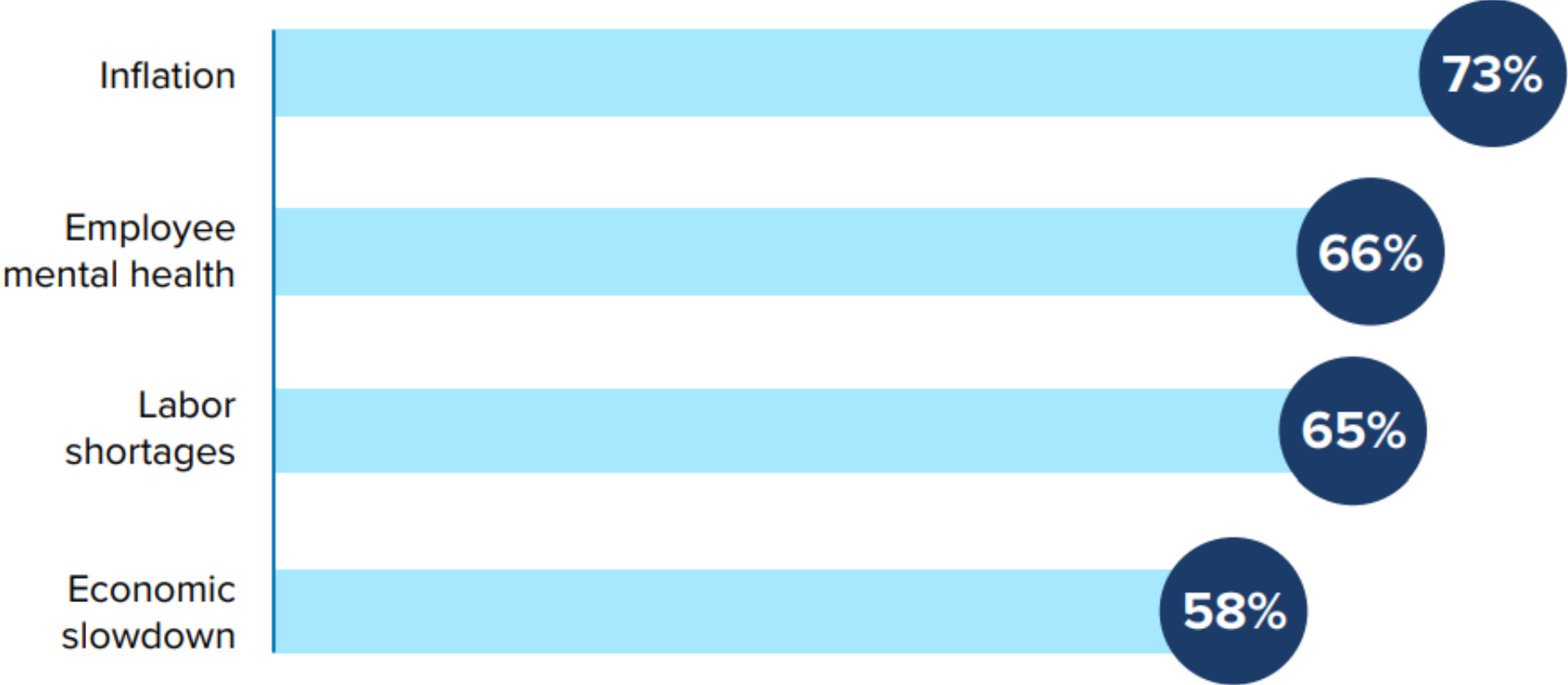
<https://inclusiveexcellence.colostate.edu/about/>

What's shaping work in 2024?

The top three priorities for organizations in 2024, according to HR professionals:

1. Maintaining employee morale and engagement (81%).
2. Retaining top talent (78%).
3. Finding and recruiting talent with the necessary skills (70%).

Top concerns for organizations in 2023 that will linger in 2024



SHRM, 2023-24 SHRM State of the workplace report, <https://www.shrm.org/topics-tools/research/2023-2024-shrm-state-workplace>.

SHRM's Top HR Priorities for 2024:



Training and development for people managers remains vital.



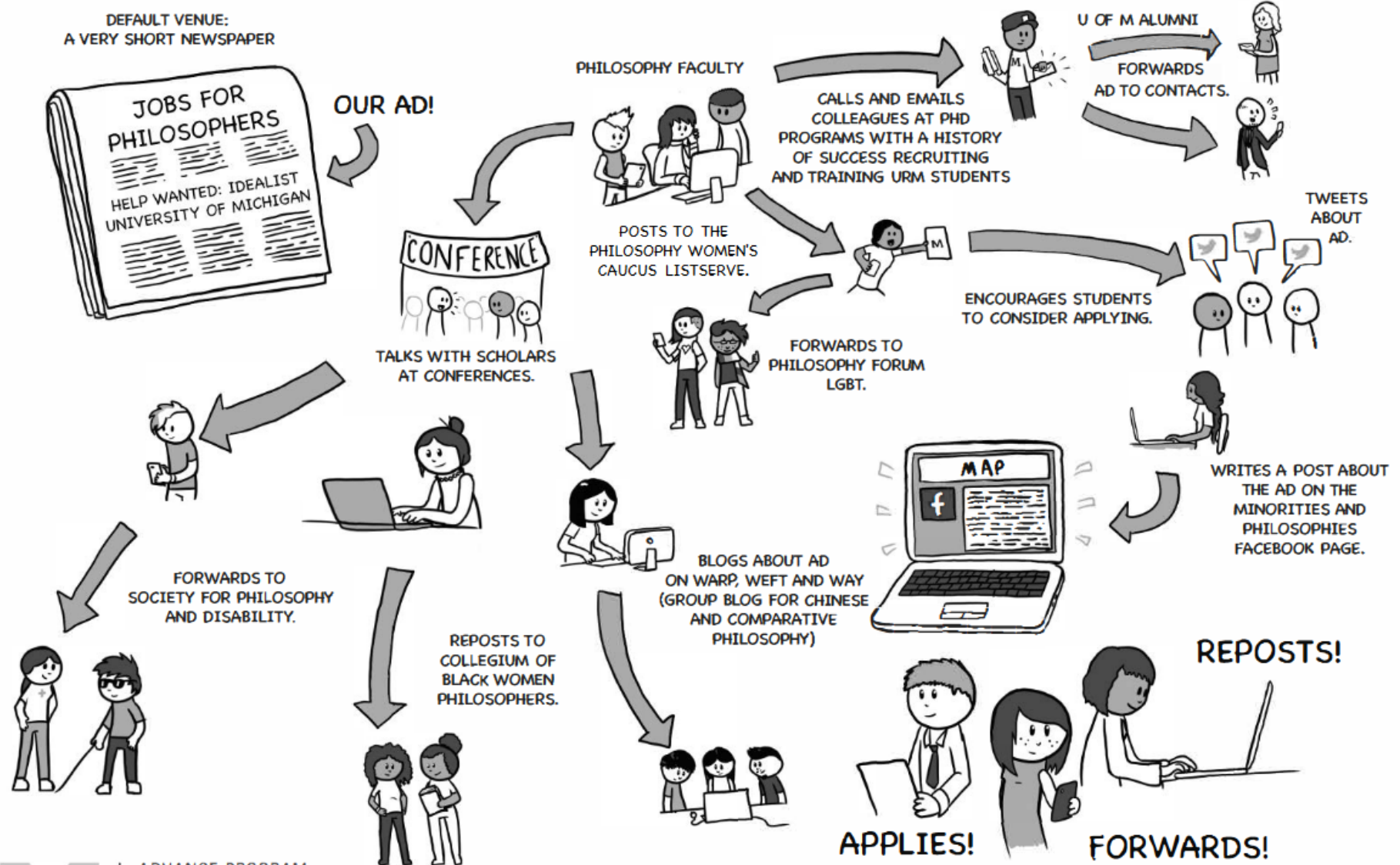
Upskilling/reskilling current employees is a high priority. Upskilling or reskilling the current workforce is a top priority for 53% of organizations.



Succession Planning and Mentoring

SEARCH IS A VERB

AN EXAMPLE FROM ONE DEPARTMENT

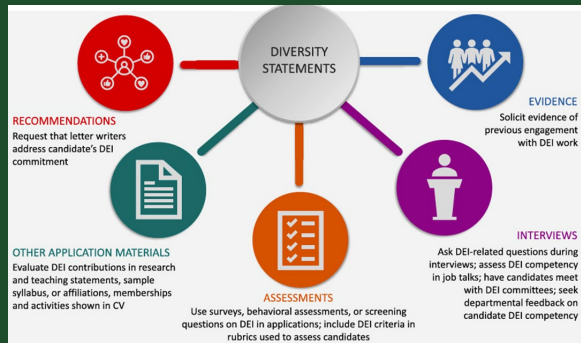




Are there any additional recruitment strategies that have worked for your department, office, division or college?

Recruitment Strategies

- Create inclusive communication and accessible materials
- State commitment to DEI on websites and position descriptions
- Make the candidate experience great
- Consider cohort hires, or cluster hires
- Share CSU and community resources/benefits
- Share the CSU Principles of Community
- Mentor/coach current employees “I see you in this role”
- Engage/network by attending conferences and being members of Professional Associations
- Build relationships with Minority serving institutions, or MSIs, historically black colleges and universities (HBCUs), Tribal colleges and universities (TCUs), Hispanic-serving institutions (HSIs), and Asian American and Native American Pacific Islander-serving institutions (AANAPISIs).
- Share opportunities with online groups and affinity groups



- Use Listservs and social media platforms
- Develop community partnerships
- Partner with disability-related advocacy organizations
- Create opportunities to connect through research, visiting lectures/presentations, visits

Creating an ongoing recruitment plan

- Take an inventory
- Broaden your scope
- Prepare information
- Assess what is working and what isn't

Faculty Recruitment Plan

This tool enables you to develop a thoughtful and strategic recruitment plan not only for current open faculty positions, but for ongoing recruitment efforts in your department.

Strategy	Actions (examples)	Assigned Actions	Actions Completed
Create Awareness <i>Sphere of influence</i>	<ol style="list-style-type: none">1. Notify faculty within the discipline of the opportunity through email, phone, social media, and listservs.2. Explain the departments values and commitment to diversity, equity, and inclusion		
Connect <i>Build relationships through</i>	<ol style="list-style-type: none">1. Promote the department through attending discipline specific conferences and trainings. Identify specialized conferences focused on diversity, equity, and inclusion2. Invite and build relationships with scholars		
Engaged Recruitment	<ol style="list-style-type: none">1. Follow-up with potential candidates via email and phone.2. Send additional information about the department, college, CSU and northern Colorado.		
Assess <i>Reflection on what is working and what is not</i>	<ol style="list-style-type: none">1. Use recruitment data to inform best practices2. Document feedback and use to inform future searches.		
Continue <i>Recruitment is ongoing</i>	<ol style="list-style-type: none">1. Allot recruitment resources that foster increasing connections to diverse faculty.2. Create opportunities to invite scholars to collaborate.		



What energizes you about working for CSU?

Tell your story!

- Express your values.
- Craft an engaging online presence that tells your story in a real way.
- Communicate why CSU is a great place to work.
- Connect to community resources.
- 75% of job seekers consider the brand of an employer before applying.



Posting Language

- Determine actual skills needed for position
 - Minimum and Preferred Qualifications
- Include demonstrated engagement of DEI
- Look for terms which hinder application through imposter syndrome
 - Excessive use of superlatives (Example: excellence, expert, world class)
- Update gendered language “he will...” to be more inclusive.
- Review and change pronoun usage “he or she”
- Use of ableist language
- Determine residency process for international recruitments



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Qualifications

- What is truly needed for the position?
- Focus on skills and qualities instead of personal attributes.
- Broader qualifications and flexible requirements.
- Avoid unnecessary requirements.
- Avoid bias and stereotypes.
- Competency or skills-based hiring .

Examples:

- Instead of “Degree in _____ required,” state “Candidates with degrees in _____ or related fields encouraged.”
- Avoid language such as excellence, expert, world class, exceptional...
- Avoid ableist language like see, hear, and stand. For instance, not everyone is able to type, though they may be able to input or record data another way.
- Avoid using gender binary assumptive language. Instead of using pronouns such as he or she, use terms “applicant” or “candidate.” Use “they”.

Example: CSU

Excited about this role even if you don't meet every qualification? We are most interested in finding exceptional candidates and seek to make space for unique and relevant skills and attributes, including those coming from less traditional backgrounds. CSU is committed to building a diverse and inclusive community where unique experiences are valued and everyone has the opportunity to contribute. When you apply, rest assured that your application will be assessed by a person and will be considered based on key competencies needed for success in the position.

Determining the True Need of your KSAOs

Knowledge, Skills, Abilities, Other Characteristics	Importance of the KSAO to the Job (1-5)	Difficulty to Learn the KSAO (1-5)	Level of KSAO Needed Upon Hire (1-5)	How Will it be Evaluated? Where will you see this KSAO?
MS Office Skills				
Public Speaking Skills				
Data Entry Skills				

Borrowed from State of Colorado Department of Human Resources, Job Analysis Tech

Guide: <https://drive.google.com/file/d/0B1e5y48hn6kBSURpWkEzaFg4dkE/view?resourcekey=0-Ulj6EHRCGoDB06GGQlav1w>

Acknowledging Bias

Types of bias that can influence hiring.

Affinity bias – Occurs when individuals who have a shared connection may rank a candidate more favorably and overlook important factors that could impact hiring decisions.

Beauty bias – Occurs when individuals that meet societal standards of beauty have an increased likelihood of getting an offer over those who do not have this distinction. An example of how your committee may avoid this bias in the semifinalist round is to conduct phone or virtual interviews without video access.

Conformity bias – Occurs when others connected to the search process have varied views and there is pressure to agree with the group. To prevent this from happening it is important to make time to take and review notes throughout the search process.

Evaluation bias – Occurs when preferences are given to some and not to others based on unrelated job information.

First impression bias – Occurs when judgement is placed on a candidate based on their actions during the first few minutes of an interaction (email, phone conversation, and/or interview).

Gender bias - Occurs when individuals are influenced by gender stereotypes and assumptions resulting in preferences for a candidate due to their gender.

Halo effect – Occurs when one individual's outstanding positive quality overshadows all others during a search process.

Harshness bias – Occurs when one individual's outstanding negative quality overshadows all others during a search process.

Heightism bias- Occurs when interviewers are evaluating a tall person as more favorably.
Institutional bias –Occurs when you give value to certain institutional education over others.

Name bias – Occurs when there is negative judgment or preference for a person's name.

Non-Verbal Behaviors bias- Occurs when interviewers misinterpret or evaluate based on a candidate's body language or nonverbal cues and not their ability to do the job (ex. eye contact, handshake, smiling).

Performance bias – Occurs when interviewers become attracted to how the candidate performs or presents themselves during the interview.

Similarity bias – Occurs because people are typically more comfortable with individuals that look, and act like them. A best practice to combat this type of bias is continued training and dialogue to increase self-awareness and combat negative hiring circumstances.

Stereotyping bias – Occurs when there are assumptions about a candidate because they are a member of a specific group.

Subfield bias – Occurs when scholarship in the center of the field is seen as more valuable and important than research in subfields that are considered to be on the margins.

In your table groups discuss the following questions.

- Based on the definitions provided, what nuances or aspects of hiring bias stand out to you?
- How do these definitions help us identify and recognize instances of recruitment and hiring bias in real-world scenarios?
- How might awareness of these definitions influence our approach to addressing hiring bias within our organization?
- What steps can we take to incorporate these definitions into our organization's policies, training programs, and decision-making processes?

Candidate Engagement

- Maintain contact with potential applicants to build networks.
- Encourage interest with every contact.
- Identify promotional information or websites to put forward to applicants.
- Provide consistent, clear information to candidates throughout the process.
- Intentionally plan out the timeline- don't drag out the search!
- Adhere to confidentiality during and after the search process.

Interviewing

- Provide accessible interview locations and inclusive video interview settings.
- Create space for candidates to meet with groups of interest to them on campus.
- Questions - **Use** inclusive language in questions and communication (review the list of appropriate/inappropriate questions). **Avoid** culturally biased questions. **Potentially** provide questions beforehand.
- Provide reasonable accommodations if requested- Do not ask for medical information or documentation (example providing a list of potential accommodations).
- Use micro affirmations for all candidates throughout their interview.
- Listen and don't make assumptions.
- Check your own biases throughout the process and challenge each other in your search committee meetings.

After the Hire – the Importance of Retention

- Connection and support- sense of belonging
 - Onboarding - HR: Onboarding; Affinity Groups and Initiatives
 - Mentoring - Equity and Support Resources; [TILT Faculty Resources](#)
- Climate and culture
 - Training, expectations, and accountability
 - Advocacy -bystander effect
 - Resources - OIE Employee DEI Trainings; Equity and Support Resources, Faculty Success ; HR Senior Business Partners
- Leadership and supervision
 - Stay Interviews
 - Supervisor Development Program
 - Exit Interviews

Next Steps



Contact us

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