When in the Process	Focus & Actions	Specifics
Prepare	Position Description	▪ Position description should include required qualifications and experience, but not so specific that it deters qualified applicants ▪ Avoid characterizing a search as a replacement (moving forward not backwards)
	Build effective search committee	▪ Include diverse content knowledge, methodological approaches ▪ Include diversity of backgrounds and ranks. ▪ Include those openly committed to diversity and excellence ▪ Establish expectations & processes for open communication
	Committee meets to define criteria & create evaluation tool	▪ Define criteria & build consensus before evaluating applications ▪ Thoughtful evaluation: use a simple tool ▪ Remind committees to consider all information & check for biases ▪ Review resources for applicants who may need reasonable accommodation ▪ Implicit Association Test ▪ Reviewing Applicants: Research on Bias and Assumptions (provided by WISELI)
Advertise & Outreach	Advertise to generate broad pool	▪ Ads include commitments to diversity & advertise widely ▪ Clarify all required applicant materials (including Equity Statement) ▪ Advertise in publications that target female and minority scholars
	Network and outreach	▪ Consult networks: reach out to women & URM scholars w publications & networks ▪ Use talent pool databases found in the Recruitment Outreach Tools ▪ Equity Resources to Broaden Candidate Pools ▪ Use inclusive, unbiased, ungendered language - Gender Decoder
Screen & Interview	Thoughtfully review applicants	▪ Systematic evaluation using agreed-upon criteria ▪ Make a long "short list"
	Search Committee Meetings	▪ Establish norms and processes ▪ Challenge biases as they arise

		▪ Discourage sidebar conversations; bring issues to full group
	Skype interviews	▪ Interview list approved before interviews begin ▪ All candidates must go through the same interview process ▪ Use consistent list of interview Questions across all candidates: Faculty Interview Questions
	Host effective Campus visits	▪ Candidate Experience: Recommended resources and samples to help create a positive candidate experience "Roll out the Crimson Carpet" ▪ Candidate Recruitment: Prospective Faculty Resources – provided by ADVANCE at WSU ▪ Provide Summary of Benefits Available for Faculty
	To ask or not to ask	▪ Review questions that cannot be asked: Department Chair sends letter clarifying this to all faculty & staff with whom candidates will be in contact ▪ See Pre-Employment Inquiries Guidelines: BBPM 60.08
Perform Reference & Background Checks	Conduct equitable checks among all candidates considered for hire	▪ Background Checks: BPPM 60.16 ▪ Background Check Program: Information for hiring managers and search committees ▪ Candidate Evaluation: Reference Check Form	Sample document
Hire & Onboard	Make an offer	▪ To Ensure Equity, the salary and rank of proposed position should be based on qualification and experience without regard to Color, Disability, Familial Status, National Origin, Race, Religion, Pay, or Sex. ▪ Partner and Spouse Accommodation: BPPM 60.15 ▪ Pre-Academic Year Appointments for Tenure and Tenure Track Faculty
	Onboard	▪ Develop a plan for bringing a new colleague into the unit, college, campus, and community