<table>
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<tr>
<th>When in the Process</th>
<th>Focus &amp; Actions</th>
<th>Specifics</th>
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</table>
| 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  
▪ Refer to Guidelines for Contributions to EDI Statements |
|                     | Committee meets to define criteria & create evaluation tool | ▪ Define criteria & build consensus before evaluating applications  
▪ Thoughtful evaluation: use a simple tool  
▪ Assessment Guidance for Equity, Diversity, and Inclusion (EDI) Statements  
▪ 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)  
▪ Use CUPA-HR Diversity, Equity, and Inclusion (DEI) Maturity Index |
| 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” |
| Screen & Interview | 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  
- Include Equity, Diversity, and Inclusion Questions across all candidates |
|                   | 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  
- Resource Guide for Underrepresented Faculty & Staff |