



What is a Diverse Search?

A fair and equitable **diverse search** must be conducted for all FAS staff searches.

The elements of a fair and equitable **diverse search** include the following:

- A DIB statement is included in the job posting (see below)
- The job description language and requirements have been reviewed to ensure they are inclusive (See below)
- Unconscious bias training (online) is completed prior to posting a position, annually thereafter. (TBD)
- The interview team is diverse and each interviewer has a clear role
- Interviewers use behavioral interview questions that focus on working within a diverse community and building diverse teams, if appropriate
- Candidates are evaluated using objective criteria and there are clear measurements for subjective feedback

What is an Expanded Diverse Search?

An **expanded diverse search** includes additional concrete steps aimed at increasing the likelihood a diverse hire will be successfully made. (An **expanded diverse search** should be conducted for all VERIP replacements in Grades 59 and above, all posted positions with racial affirmative action goals regardless of the grade level, and other visible and critical roles where a unit's current staff lacks diversity.)

Elements of an **expanded diverse search** include the following:

- All of the elements of a fair and equitable **diverse search** as described above
- An assessment of the unit's current diversity demographics (see below for more information)
- A mandatory intake meeting with the divisional FAS HR recruiting consultant to align on search goals
- Agreement on the diversity parameters and monitoring for diversity in the pool at each stage of the search process
- A robust diverse slate of candidates must be interviewed
- Accountability to ad dean level leadership to deliver results

What is the role of the Hiring Manager?

Position Review and Approval

Managers should include the diversity demographics for their unit and their diversity recruiting strategy in the CPRs' submitted. An equitable, **diverse search** must be conducted for all open positions. However, certain CPR approvals will be contingent upon an **expanded diverse search** being conducted.

Analytics

Managers should work with their FAS recruiting consultant to monitor the diversity of both the applicant pool and interview pool during the search process.



Job Description Review

Work with the FAS recruiting consultant to create an inclusive job description:

- Ensure the required experience and education are essential and won't disqualify potentially qualified diverse candidates
- Remove unnecessary references to Harvard systems and process to attract external and otherwise qualified applicants
- Use sans serif fonts like Arial, Comic Sans, Verdana, Tahoma, Century Gothic, Trebuchet, Calibri or Open Sans, as these are easier to read
- Use Gender neutral language (Try this free [Gender DeCoder](#) tool.)
- Keep paragraphs and sentences short
- Refrain from the use of jargon
- Remove keywords and phrases which might act as proxies for different class backgrounds, i.e. 'top tier university'

FAS DIB Statement

Work with the FAS recruiting consultant to ensure that the FAS DIB statement is included in the job posting. (May also use a departmental DIB statement if one exists.)

FAS is committed to cultivating not only the diversity of our faculty, staff, and students but also in developing an [inclusive culture](#) that is vibrant, engaging and encouraging of innovation as well as intellectual debate. We believe creating and maintaining an inclusive workplace allows employees from all backgrounds and walks of life to achieve their fullest potential. We also believe an *inclusive* culture is one that accepts, values and views as strength the difference we all bring to the workplace. We encourage our community members to participate in our [FAS Diversity Dialogues](#).

Unconscious Bias

Understand unconscious bias in order to identify and control its impact throughout all stages of the hiring process. The hiring manager and all interviewers must complete the online unconscious bias training and continuously examine how their biases may be affecting their own and others' assessment of candidates. (TDB)

Interview Team

Diversity on the interview team ensures that the hiring manager gets a more complete assessment of the candidate's skills and capabilities and is an important step to take to control for unconscious bias. Prepare members of the interview team so they understand their role and what will be expected of them.

Interview Questions

Consistently incorporate and use behavioral interview questions focused on recognizing the importance of a diverse workforce and (for managers) the importance of building and developing a diverse team. Sample questions:

- Tell me about a time when you achieved positive outcomes by incorporating diverse perspectives.



- What efforts have you made, or been involved with, to foster diversity and inclusion competencies and understanding? How have you demonstrated what you have learned?
- Have you ever seen any bias against someone from a different background than the norm? If so, what did you do?
- What sort of challenging conversations have you had in the past that dealt with diversity? Was there a conclusion?
- How have you handled a situation when a colleague or a direct report was not accepting of others' background, values, or experiences?

Interview Feedback

- Create objective measurements for subjective observations when soliciting candidate feedback
- Collect feedback from interviewers using a consistent evaluation format ([sample interview feedback tool](#))

Accountability for Diverse Hiring

- The manager needs to include in their CPR for approval to post, a clear and concrete diverse search plan. A diverse search must be conducted for all open positions. However, certain CPR approvals will be contingent upon an expanded diverse search being conducted.
- When submitting a CPR for approval to make an offer, the manager should report on steps taken during the **expanded diverse search** and rationale for outcome.
- Every six months, FAS administrative deans and unit heads will meet with their direct reports to review progress made against diversity hiring for the previous six months. A diversity hiring report will be provided to ad dean by recruiting consultant.

What is the role of the FAS Recruiting Consultant?

Applicant Pool Diversity

In addition to providing the hiring manager with information about the diversity of their candidate pools, the recruiting consultant will report on the numbers of diversity hires at the divisional level in the groups that they support, every six months.

Diverse Interview Slate

As part of the hiring process, the recruiting consultant monitors the diversity of the pool at every stage and assists the hiring manager in developing a robust, diverse slate through marketing and outreach. (This is a critical activity for diversifying senior, critical and visible roles)

Sourcing

The recruiting consultant works with the hiring manager and FAS HR Consultant to identify potentially qualified diverse candidates and sources for marketing and outreach that can be used to develop a diverse candidate pool.



Manager Guide for Diverse Searches

Diverse Searches and Expanded Diverse Searches

FAS HUMAN RESOURCES

Accountability for Diverse Hiring

- The recruiting consultant will oversee that the process **moves forward in a fair and equitable way**
- They will alert managers when additional efforts are needed to diversify the pool
- As advisors to the hiring manager, the recruiting consultant will reinforce efforts to minimize the effect of unconscious bias in the hiring decision.