



# Diversity Recruitment and Hiring Guide



Human  
Resources

Office of Diversity  
and Outreach

VERSION 2.0

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## Introduction

## Section 1 - Introduction

The University of California San Francisco (UCSF) is committed to reflecting the diversity of California's population across all levels of staff and management by working to recruit and retain diverse employees, particularly those who have been systematically and historically underrepresented in leadership positions.

To advance these efforts, the Office of Diversity and Outreach, in partnership with Human Resources, has implemented a UCSF-wide process improvement to disrupt unconscious bias present in the hiring and promotions processes. This includes data-driven best practices, standardized work for hiring senior staff and leadership positions (Executive/Sr. Manager level 3 positions and above, hereinafter "M3"), a Staff Equity Advisor offering training and consultations, and the requirement that candidates submit a Contributions to Diversity statement as part of their recruitment process.

### 1.1 Mission Statement

The mission of the Office of Diversity and Outreach is to build a broadly diverse faculty, student, trainee, and staff community, nurture a culture that is welcoming and supportive, and engage diverse ideas for the provision of culturally competent education, discovery, patient care, and community engagement.

### 1.2 Anti-Racism Initiative

In July 2020, following the tragic death of George Floyd, Chancellor Hawgood launched UCSF's Anti-racism Initiative, an effort led by Vice-Chancellor Navarro in partnership with leaders across the campus and UCSF Health. The goal of this initiative is to address racism in health care and research, as well as in the recruitment practices of faculty and management.

### 1.3 Objectives

This guide is a resource for recruiters and hiring managers to:

1. Understand best practices in recruiting a diverse applicant pool
2. Describe how a diverse search committee contributes to candidate selection
3. Implement a selection strategy to address unconscious bias

### 1.4 Glossary

**Affirmative Action Plan:** Affirmative action is a management tool designed to ensure equal employment opportunity. Affirmative action programs contain a diagnostic component that includes several quantitative analyses designed to evaluate the composition of the employer workforce and compare it to the composition of relevant labor pools. <https://ophd.ucsf.edu/AAPlan>

UCOP Equal Employment Opportunity and Affirmative Action: <https://www.ucop.edu/human-resources/staff/employee-relations-staff/eeo-affirmative-action.html>

**Bias:** Prejudice in favor of or against one thing, person, or group compared with another usually in a way that's considered to be unfair. Biases may be held by an individual, group, or institution and can have negative or positive consequences. <https://diversity.ucsf.edu/resources/unconscious-bias>

**Diversity:** Diversity refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and beliefs. Such differences include race, ethnicity, gender, age, religion, language,

abilities/disabilities, sexual orientation, gender identity, socioeconomic status, geographic region, and more. (Adopted from the [University of California Diversity Statement](#), 2010)

**Implicit or Unconscious Biases:** Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

<https://diversity.ucsf.edu/resources/unconscious-bias>

### **Underrepresented Minority (URM)**

At UCSF, the working definition of an underrepresented minority (URM) is someone whose racial or ethnic makeup is from one of the following:

- African American / Black
  - Asian: Filipino, Hmong\*, or Vietnamese only
  - Hispanic / Latinx
  - Native American / Alaskan Native
  - Native Hawaiian / Other Pacific Islander
  - Two or more races, when one or more are from the preceding racial and ethnic categories in this list
- \* Hmong is not an explicit option on the UC employment forms currently.

[UCSF definition of underrepresented minority](#)

[Department of Education's definition of minority](#)

[AAMC's underrepresented minority definition](#)

[NIH's underrepresented and ethnic groups](#)



## Recruitment Strategy

## Section 2 - Recruitment Strategy

USCF is committed to taking active steps to attract a large and diverse pool of excellent candidates and partnering with Talent Acquisition for guidance and assistance. The applicant pool should reflect UCSF's efforts to hiring women, minorities, veterans, and individuals with disabilities for job categories in which they are underrepresented, as well as to increase the representation of other marginalized groups including those from the LGBTQIA community.

### **2.1 Job Description**

To encourage inclusion, it is important to tear down barriers preventing diversity. One strategy involves wording job descriptions to broaden the candidate pool. The job description should welcome diversity and eliminate bias. Suggested best practices include:

1. Examine the job posting requirements and custom scope to ensure that the job description is inclusive of transferrable skills. Job descriptions that have rigid requirements and do not allow and/or welcome equivalent and comparable experience have the potential of narrowing the applicant pool to those who have held such positions before (usually not women, minorities, and members of marginalized groups in the case of upper management roles).
2. Utilize a taxonomy that is inclusive using strong verbs and active language, gender-neutral, and balances 'we' and 'your' statements.
3. Consider the tone of the job ad by reducing 'organization speak' and/or jargon, and gender-coded language.
4. Provide examples as to how the department values diversity, inclusive benefits, etc.
5. Emphasize the importance of experience working with diverse populations.

### **2.2 Develop Recruitment and Marketing Plan**

Advertising widely is key, particularly incorporating publications of special interest to minorities, underrepresented minority candidates, women, and other marginalized groups, including people with disabilities, those from the LGBTQIA community, and veterans. Other tactics in casting a wide net of applicants include:

1. Partner with Talent Acquisition to ensure a large and diverse pool of applicants.
  - Strong inclusion requires proactive outreach and targeted industry events and professional organizations.
  - Ask colleagues to recommend women, underrepresented, minority, LGBTQIA, and other marginalized candidates.
  - Widen the range of institutions from which you recruit.
  - Involve employee resource groups and committees, and those who represent minority staff members.
  - Actively recruit a large and diverse applicant pool.
  - Advertise with niche diverse professional organizations that target underrepresented populations.
  - Engage recruitment sourcing activities targeting underrepresented candidates.

2. Include interview question(s) regarding commitment to diversity and inclusion. Sample Interview questions include:
  - How do you define diversity from a professional perspective?
  - Tell me about a time where diversity and inclusion helped you succeed?
  - What are the fundamental characteristics of organizations that create an inclusive environment?
3. Develop strong, objective evaluation criteria, including a commitment to diversity.
  - Agree on the selection criteria in advance.
  - Rank order the importance of each element.
  - Use structured interviews.

### ***2.3 Staff Equity Advisor (Executive/Sr. Manager M3+ Recruitment)***

Part of the recruitment workflow is to bring in a Staff Equity Advisor (SEA) for the recruitment of M3+ positions. The role of a SEA is to ensure that excellence, equity, and diversity are considered in all aspects of staff recruitment and hiring for M3+ positions. Staff Equity Advisor oversight includes:

1. Provide overall stewardship of upper management recruitment by informing and providing guidance to Talent Acquisition, search committees, and hiring managers regarding best practices for advancing excellence, equity, and diversity in staff recruitment.
2. Work with the hiring manager to ensure a diverse candidate search and search committee.
3. Form and train search committees on proactive search procedures to enhance the diversity of the search pool and counter applicant selection bias.
4. Monitor search processes and outcomes to ensure accountability and alignment with UCSF's Anti-Racism initiative.





## Search Committee

## Section 3 - Search Committee

The search committee's charge is to advance the University's commitment to the principles of affirmative action, diversity, equal employment opportunity, and inclusion. Individuals from outside a hiring department may be invited to serve on a search committee to share insight, challenge assumptions, and bring lessons of experience from other perspectives, disciplines, and organizations.

### **3.1 Formation of Search Committee**

A diverse committee is more likely to generate diverse applicant pools and final candidate lists. Thought should be given to the age, gender, racial, and role or career stage composition of the committee.

Intentional formation of a search committee means that size matters: most effective and efficient committees consist of 5-7 members.

Composition of committees is key:

- Chancellor's guidelines suggest that leadership committees comprise 50% women/non-binary and gender nonconforming individuals, and under-represented minorities. Review the Chancellor's Guidance on Composition of Leadership Committees. More info: <https://chancellor.ucsf.edu/leadership/chancellors-committees/composition>
- Include stakeholders who will interact or work directly with the finalist.
- Members who have content-level expertise in a different area or related areas by virtue of their role and/or will interact with the finalist frequently.
- Members of the committee should span various levels of the organization/ group/job level/classification of that unit. For example, and depending on the role, the composition should include top-level leaders, directors, managers, and a mix of employees at different levels.
- Consider including committee or workgroup members dedicated to advancing equity and inclusion. <https://diversity.ucsf.edu/diversity-committees>

### **3.2 Search Committee Preparation**

1. Review best practices for recruitment for diversity.
  - Use concrete, objective indicators and outcomes to reduce standard stereotypes.
  - Commit to specific criteria before reviewing applications.
2. Complete unconscious bias training.
  - Investigate your own potential bias and know the research.

### **3.3 Contribution to Diversity Statement**

University policy states that a candidate's race, gender, ethnicity, or other personal characteristics may not be considered in the hiring process. However, search committees can consider past or proposed contributions to diversity as part of the overall review process. UCSF encourages staff manager candidates to submit a statement on their past contributions to diversity and equity, and include plans for continuing this effort as part of their application.

The purpose of a "Contributions to Diversity" statement is to:

1. Evaluate how the candidate envisions contributing to diversity, equity, and inclusion.
2. Identify candidates who have professional skills, experience, and/or willingness to engage in activities that would enhance campus diversity and equity efforts.
3. Encourage and recognize general professional and public service contributions that promote diversity and

equal opportunity in the evaluation of the candidate's qualifications.

For more information on how to utilize and maximize contributions to diversity statement:

[https://diversity.ucsf.edu/sites/diversity.ucsf.edu/files/2020-07 Contributions to Diversity Statement for staff manager positions.pdf](https://diversity.ucsf.edu/sites/diversity.ucsf.edu/files/2020-07%20Contributions%20to%20Diversity%20Statement%20for%20staff%20manager%20positions.pdf)

### **3.4 Understanding Unconscious Bias**

Research shows the more people think they are immune to unconscious bias, the more influenced they are. Taking concrete steps to recognize and combat unconscious bias is an important way to influence thoughts and actions.

Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For example, biases may be more prevalent when multi-tasking or working under time pressure.

Each search committee member is encouraged to complete an unconscious bias training and take the implicit bias test to investigate their own potential biases.

**UC's Managing Implicit Bias Series**: The UC system offers a range of educational offerings including one on Managing Implicit Bias. Complete the last course on hiring (#6) prior to beginning interviews.

**Implicit Association Test (IAT)**: The IAT is designed to help you become conscious about your own implicit biases. It measures the strength of associations between concepts (e.g., black people, gay people) and evaluations (e.g., good, bad) or stereotypes.

LinkedIn provides education on common forms of bias. Review the *Unconscious Bias in Diversity Hiring and Recruitment* LinkedIn Learning Path. [LINK HERE](#) (UCSF LinkedIn Learning sign-in is required)

Strategies to address unconscious bias:

- Promoting self-awareness
- Understanding the nature of bias
- Foster opportunities to have discussions with others
- Facilitate discussions and training sessions promoting bias literacy



## Candidate Management

## Section 4 - Candidate Management

In alignment with the Affirmative Action Plan, the applicant pool or candidate composition should reflect UCSF's commitment to hiring women and minorities for job categories in which they are underrepresented.

### **4.1 Evaluate Candidate**

The evaluation of applicants should be objective and equitable and based solely on the qualifications in the job description, advertisement, and quality of the application materials. Research in this area has demonstrated that every person brings a lifetime of experience that shapes their perspectives related to candidate selection. Good practices to counterbalance the effects of unconscious bias include:

1. Omit candidate name, home address, and schools from screening materials.
2. Avoid prematurely ranking or prioritizing candidates until all qualified candidates have been considered.
  - Take necessary time to fully evaluate all applications.
  - Beware of the mentality of 'who has more vs. who has enough'.
  - Make sure all applications are reviewed by at least 2 reviewers.
3. Include a commitment to diversity in objective evaluation criteria.
5. Evaluate based on the entire application and avoid focusing on one element.
6. Keep reliable notes and be able to support the decision for accepting/rejecting a candidate based on evidence related to documentation, qualifications, and pre-determined evaluation criteria.

### **4.2 Selection Methodology: Panel Interviews**

Formulate specific interview questions and use them with all candidates:

- Utilize behavior-based questions.
- Use a uniform assessment tool.
- The questions should be oriented to the specific required skills for success in the job.

Sample DEI related questions <https://ucsf.box.com/s/x2ssrfwtb0tjverbw9vskfdpvnv8hij>

Sample behavioral questions <https://ucsf.box.com/s/8j7r5sc9mtcpb3kkszy2z7vg0kxt3r1u>

### **4.3 Candidate Experience**

Openness and aligned messaging are key. Sharing culture, history, and employer brand is especially important when trying to attract diverse candidates.

1. Be transparent in the selection process steps.
2. Address candidate expectations around timeline, references, etc.

### **4.4 Final Interview**

Included are final interview keys to success:

- Be on time.
- Welcome the candidate.
- Put away electronic devices.

- Promote your department, UCSF's PRIDE values, and Principles of Community. You are being evaluated as much as the candidate.
- Actively listen and build rapport.
- Respond to candidate questions honestly and follow up as needed.

After final interviews, finalists may be invited for an in-person meeting to learn more about the UCSF work environment, culture, and mission. Search Committees should consider including the following for the meeting:

- Meet with employees and groups from diverse backgrounds at UCSF.
- Provide an overview of benefits such as family-friendly policies/practices.
- Discuss and supplement with information on UCSF history and commitment to DEI.



## Post Selection and Retention

## Section 5 - Post Selection and Retention

### **5.1 Onboarding**

Think about all the constituencies with whom candidates should meet. This is a chance to demonstrate which groups are important for the success of the position. Consider accommodations for accessibility when conducting virtual onboarding activities.

1. Ensure that every new employee, especially every new senior leader, has a mentor in addition to the direct supervisor. Good mentorship can make a significant difference in job success.
2. Support the people who report to you in forming and participating in campus- or system-wide interest groups.
3. Ensure that all team members have opportunities for career development. Use recurrent events to think about how each team member is growing, and what areas need to develop further.

Consider utilizing the following resources during the onboarding process:

<https://learning.ucsf.edu/abcs-leading-ucsf>

<https://learning.ucsf.edu/events-mc/new-leader-onboarding-successful-transitions>

<https://learning.ucsf.edu/mentorship-programs>

<https://devlearning.ucsf.edu/strengths>



## Section 6 – Resources

Unconscious Bias training [LINK HERE](#) (UCSF MyAccess sign-in is required)

Unconscious Bias in Diversity Hiring and Recruitment LinkedIn Learning path. [LINK HERE](#) (UCSF LinkedIn Learning sign-in is required)

### CORO report

<https://ucsf.box.com/s/7o9ubw8mvqp17hbm3b2bkbnti500trto>

<https://ucsf.box.com/s/fl9lecf4y5zaa9qh7o85j8d7lgynvtp1>

## Section 7 – Credits and Acknowledgements

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