

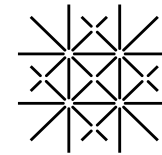
Checklist Recruitment

NCCR MSE
“Gender & Science”
September 2022



NCCR
Molecular Systems
Engineering

zentrum **gender** studies



Universität
Basel

This checklist is intended to help highlight the challenges and summarize the different steps in the recruitment process, including reflective questions and tips. The aim is to standardize the recruitment process in order to select the right candidates as efficiently and fairly as possible.



Overview/Summary

Define job and profile	Write a job ad	Review application documents	Interview	Selection of candidate(s)
<ul style="list-style-type: none">• Strategic consideration of job and job profile• Who do I need? What knowledge, skills, and personality traits could add value to the team?	<ul style="list-style-type: none">• Keep challenge of wording in mind. Is it gender biased?• Give information on the job, the institution, the timing, maybe even the payment• List benefits the candidate can expect (e.g., flexible hours)• Choose the platforms for publishing the job ad	<ul style="list-style-type: none">• Define clear criteria for assessing the documents• Contact references• Get assistance to filter out suitable applications based on clear criteria	<ul style="list-style-type: none">• Structure the interview. Develop assignment(s)• Avoid chit chat• Develop rating scale before the interview• Take notes during the interview• Avoid questions that are not appropriate• Let the candidate ask questions about job/institution/team• Give a timeline	<ul style="list-style-type: none">• Stick to your rating scale and predetermined goals/criteria• Keep biases in mind• Keep the documents (including your notes) of interesting candidates• Get back to the not selected candidates with a notification

Define job and profile

Challenges	Reflective questions to ask yourself	Further Tipps
<ul style="list-style-type: none">• Managing your expectations.• Having a clear definition of the job profile and future requirements of the job.	<ul style="list-style-type: none">• What skills, topics and personalities are currently lacking/required in the team?• What is your vision of your future research work? How will you be able to achieve it?• Are there general terms and conditions of your institution that you must adhere to? (predetermined job profiles, number of team members, budget, etc.)	<ul style="list-style-type: none">• Include your team members and exchange your thoughts with them.• Make the process transparent to team members. Let them know, what your goal is, who is involved in the process and why.

Write a job ad

Challenges	Reflective questions to ask yourself	Further Tipps
<p>While men apply to job ads when they cover at least 50% of the requirements, women apply only from 80%. The problem often lies in the wording, which disregards gender bias and uses mostly masculine biased wording. The ad should address all genders.*</p> <p>*Reminder: <i>Feminine biased words: support, share, responsible, together, understand, committed, feel, collaborate, connect, interpersonal.</i> <i>Masculine biased words: strong, drive, lead, analysis, analytical, driving, individuals, proven, workforce, decisions</i></p>	<ul style="list-style-type: none">• Are requirements for candidates clear?• Is the institution briefly described?• Are advantages of the job clear? What can I/ the institution offer the candidate?• Is the time frame clear? By when does the application have to be submitted? What is the starting date of the employment?• What is the wording of the job ad? Are both feminine and masculine words used, or is there a noticeable disparity?*	<ul style="list-style-type: none">• The goal should be to bring together a heterogeneous team in terms of gender (see wording) but also in terms of other categories and skills. Any new recruitment is an opportunity to pursue this goal.• There are helpful tools (e.g., this one) that check job postings for gender coding.• Before publication, the job advertisement should be counter-read by 1-3 people who are familiar with the challenges of job ads.• Publish the ad on multiple platforms to appeal to a broad audience (website, job platforms, LinkedIn, etc.)• Check-in with Hala Helmy (Equal Opportunity Officer NCCR) for feedback

Review application documents

Challenges	Reflective questions to ask yourself	Further Tips
<p>Selecting the right candidates for an interview.</p> <p>In academia often an extremely large number of applications are received in response to a job offer. Checking them all can be time-consuming.</p>	<ul style="list-style-type: none">• What is important for the job? What is not?• What do I want to pay particular attention to?• Is the applicant specific to the job posting or does it come across as a standardized application?• Is the applicant's motivation clear?• Are references given to whom I can turn?	<ul style="list-style-type: none">• If relevant information is missing on the application, it should be actively obtained.• Especially for blind applications: Establish and communicate clear criteria to an administrative assistant. Only those applications meeting these criteria should be forwarded to you for closer examination. <i>Examples of criteria: Research topics, educational background, desired position.</i>

Interview

Challenges	Reflective questions to ask yourself	Further Tips
<p>Job interviews are often a challenge for all those present. Body language, cultural implications, questions that are not allowed. Often also non-rational biases take over, which can affect the interview and make a fair selection process impossible.</p> <p>For example: Body signals (58%) and voice (34%) have often a bigger impact than the actual content (8%).</p>	<ul style="list-style-type: none">• What is truly important for the job and for the team constellation?• Am I consistent with my questions compared to previous interviews?• Are my questions ok? Remember: Questions regarding family planning, pregnancy, confession, debts, disabilities, criminal records are usually not!• Is my judgment possibly biased (stereotyping, relying on first impressions, contrast effect, similar-to-me effect, central tendency, based on body language rather than content)?• Who from the team will I involve in the interview process? Always the same? On a rotation basis? How do I include them in the decision making process?• What is the pay range for this job?	<ul style="list-style-type: none">• Preliminarily structure the interview: Prepare standardized questions and avoid chit chat. There are a variety of online sources that help you prepare a structured interview (e.g., here).• Develop a rating scale and stick to it. Have biases in mind when rating.• Include time for the candidate to ask questions. This will not only show the candidate's motivation and ways of thinking but will also allow the candidate to get a stronger impression of the job and the institution.• You might want to include a practical assignment in the interview (or maybe in a 2nd round). It will give you an impression of how the candidate uses his/her skills to approach a challenge. The assignment should be job-related and well-structured.• If possible, talk about future development possibilities of the position with the candidate. This allows for a long-term perspective for you and the candidate which might influence the matching/selection.• Give the candidate a timeline. By when will you get back to him?

Selection of candidate(s)

Challenges	Reflective questions to ask yourself	Further Tips
<p>Similar as during the interviews, also in the reviewing of candidates after the interviews, many possible biases play a role.</p> <p>For example:</p> <ul style="list-style-type: none">• Contrast effect: If the first candidate was weak, the second might look stronger than he/she actually is• Similar-to-me: You only feel strongly about a candidate because you have a lot in common.• Central tendency: You're holding out for the perfect candidate. You find fault with everyone.	<ul style="list-style-type: none">• What biases could I be falling into right now?• What criteria for a suitable candidate have I defined in advance? Do I stick to them or are my valuations emotionally driven?	<ul style="list-style-type: none">• Stick to your predetermined goals• Go through the interview notes and standardized evaluation form. Do not make a decision solely based only on memories of the interview. These could be emotional and biased.• In case of uncertainty regarding an important point: You can always revert to the candidate to verify his/her answer.• If you need to reject a suitable candidate: Keep his/her documents or share it with colleagues - maybe this opens up another possibility for the candidate.• Get back to the not selected candidates with a rejection letter. They are waiting to hear back from you and may be also able to learn from the rejection for future applications.