



Intentional and Inclusive Faculty Recruitment Process

Goal: *To attract people of talent, passion, and commitment who advance health and relieve suffering ... aiming for a world where people live well as long as possible.*

Values: Diversity and inclusion are essential to achieve excellence in education, clinical care, and research

Approach: Based on a review of best practices from the literature¹⁻⁴ and communications with other leaders at AAMC schools, the following strategies should be used to reduce/eliminate bias in faculty recruitment.

- Faculty position descriptions should clearly articulate the job duties/responsibilities and related competencies (i.e., job-related skills and communal behaviors).
- The criteria for evaluating candidates based on the above competencies and associated structured interview questions should be developed prior to review of candidates.
- A search or interview committee made up of persons from diverse backgrounds (including one or more persons outside of the Division) is required for all permanent, full-time faculty positions.
- The search or interview committee must receive training in unconscious bias in faculty searches prior to the review of candidates.
- The Division or Department should ensure a broad pool of qualified applicants aimed at having at least half of the “short list” made up of diverse candidates (e.g., women, URiM). This will involve advertising widely in accessible media with greater likelihood of reaching diverse potential candidates. A resource list has been developed to assist with this process.
- Division Directors/Administrators should include a brief paragraph describing how the selected candidate supports the DOM recruitment goals to “attract people of talent, passion, and commitment who advance health and relieve suffering” and support our values of diversity and inclusion.
- Deviations from the above should be justified in a written document to the Chairman’s Office and reviewed by the Chair, VC for Culture and Diversity, Exec Administrator, and Personnel Generalist.

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1. Corrales C, Herzig M, Lloyd C, Meixner B, Steiner M. *Libra recruitment handbook: Inclusive, transparent and unbiased recruitment processes*. 2nd Edition ed. http://www.eu-libra.eu/sites/default/files/article-files/libra_recruitment_guidelines_second_edition_0.pdf2017.
 2. Isaac C, Lee B, Molly C. Interventions that affect gender bias in hiring: a systematic review. *Academic Medicine*. 2009;84(10):1440-1446.
 3. Gvozdanovic J, Maes K. *Implicit bias in academia: A challenge to the meritocratic principle and to women's careers - And what to do about it*. <https://www.leru.org/files/implicit-bias-in-academia-full-paper.pdf2018>.
 4. Knight R. 7 practical ways to reduce bias in your hiring process. *Harvard Business Review*. <https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process2017>.