

Recruitment Guide for Diversity, Equity and Inclusion

Required trainings

The following trainings are required for anyone that will lead a job search. All existing hiring managers are to complete these trainings within three months; any new hiring manager must complete these trainings before they begin the job search and/or while developing the job description. Annual refresher trainings thereafter are required.

Training will be tracked [via Box](#).

- [Toolkit for Best Practices in Diversity Recruitment](#) via LinkedIn Learning (requires individual login)
- [Managing Implicit Bias in the Hiring Process](#) (23 mins)
- [Managing Implicit Bias in the Hiring Process: Quick Reference Guide](#) (10 mins)
- [Unconscious Bias in Diversity Hiring and Recruitment Microlearning Path](#) via LinkedIn Learning (requires individual login; 49 minutes)

Optional trainings

- [Career Development HR presentation](#) (30 mins)
- [Hiring for Success](#) (30 mins)
- [Interviewing and Selection](#) (2.5 hours)
- [Harvard Implicit Association Test](#) (time commitment varies based on number of tests taken, recommend to take at least three tests)

Developing the job description

- The Director of Staffing will ensure that the IGHS anti-racism statement is included on each posting.
- Include lived experiences in the preferred qualifications, when appropriate, i.e., living in a disease endemic geography, etc.
- Use the [gender de-coder](#) to ensure there is no gender bias within the language used in the JD.
- Consider reaching out to the [Advancing Equity in Staff Recruitment](#) program to engage an equity advisor to review the JD or consult on the recruitment process.
- Consider flexibility in required versus preferred qualifications; when all skills/experience are listed as required, the candidate pool is likely to be significantly reduced. Consider what skills/experience are **absolutely necessary** to carry out the work and which skills/experience would be helpful/preferable for candidates.
 - » Additionally consider whether candidates have had comparable opportunities for professional growth and development when reviewing applications, i.e., does the candidate have similar experience/skills in a field outside of global/public health or academia and if so, what are these skills?
- Avoid using industry/project-specific jargon and acronyms.
- Clearly outline educational equivalency requirements, i.e., if the role requires a PhD, ensure listing clearly outlines how many years of relevant experience are required in combination with different degrees to meet the PhD equivalency.

- If seeking to hire and place a UCSF employee in a foreign country for *business-related reasons* associated with the performance of this role, contact the [IRSO Office](#).
- If you are seeking to hire a candidate that will require a visa, please work directly with the IGHS Director of Staffing to determine viability. It is considered an exception to sponsor a staff employee on a visa, but depending on the role and candidate, there is a possibility that IGHS could sponsor a visa.

Posting the job

- Talent Acquisition (TA) uses a standardized recruitment site list which is inclusive of free diversity and equity focused recruitment sites; consider paying for posting the job externally to fee-based diversity recruiting sites for expansion of recruitment and/or specific type of candidate to be included in the recruitment pool, i.e., women.
- Collaborate with colleagues to identify diverse recruitment pathways via their own networks, i.e., alumni affiliations, partners, etc.

Recruitment

- Meet with TA for a kickoff meeting regarding your recruitment to share desired candidate skills and experiences.
- If a posting is required but an internal candidate has already been identified, collaborate with HR/TA to minimize the burden for both applicants and HR/TA, i.e., conducting phone screens, etc.
- When reviewing applications, please keep in mind:
 - » CV styles and inputs vary across the world. We advise that you keep an open mind about CV styles to be most receptive to international candidates.
 - » Candidates may have had varying employment opportunities in their professional lives. If a candidate has experience and skills that align with the needs of the position but were obtained in a field out-

side of global/public health or academia, they should be considered for the position based on their **skills and expertise** regardless of the context in which they have been obtained/developed.

Interviewing

- Partner with TA to conduct initial screening of candidates related to salary expectations; this allows a candidate to invest minimal time in the recruitment/interview process should salary expectations not align with the program budget available for the role.
- When possible, conduct short, initial phone screens prior to inviting candidates for formal, full-length interviews to ensure minimal time burden to candidates that may not be the right fit.
 - » Phone screens should follow the same recommendations as below with respect to standardized questions and objective, standardized scoring.
- Always use a diverse interview panel; do not conduct interviews individually.
 - » Include person in position currently, if applicable.
 - » Consider including someone from another department that interfaces with the role (other stakeholders).
 - » When possible, ensure staff impacted by the hire are a part of the interview panel and have an opportunity to ask the candidates questions, i.e., if the new hire will be a manager, etc.
 - » Include a member of the IGHS DEI committee on the interview panel whenever possible.
 - » Always ensure there is an odd number of panelists.
- Use standardized interview questions for all candidates.
 - » Questions can change based on the role to be filled, but the **same questions** should be asked of **all** applicants.
 - » Use behavior-based interview questions.

- To ensure equity in accessibility, consider sending the interview questions to all candidates 24 hours in advance of the interview. If you prefer not to send the questions in advance, consider adding the questions to the Zoom chat or print them if meeting in person.
- Create and use a standardized rubric for evaluating candidates ([sample here](#)).
- If holding a Zoom interview, the host should enable Closed Captioning upon starting the interview.
- When possible, create opportunities for final candidates to meet privately with others in the organization, as well as the outgoing individual (when possible) to learn more about departmental culture, etc.
- **Clearly outline** contract length, possibility of extension and potential growth pathways during the interview.
- Ask finalists to submit DEI statements or ask at least one DEI focused question in the panel interview. *(Note: All candidates for M2 roles and above are required to submit a diversity statement).*
 - » According to the *University of California Diversity Statement*, diversity refers to “the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status and geographic region, and more.” ([UCSF Office of Diversity and Outreach](#))
 - » Require a DEI-statement for leadership roles:
 - As a leader, describe how you have aided your current or previous employer in expanding its outreach to underrepresented groups. This includes efforts to advance equitable access and diversity in education and/or initiatives to reach out to specific communities for employment (i.e. veterans or those with disabilities). The form of the outreach can vary but can also include involvement with organizations that represent under-served community members.
- » [Use suggested DEI-focused interview question\(s\)](#) for all roles.
- If hiring non-U.S. based staff, work with the IGHS Director of Staffing to explore alternative options. A matrix of approaches to hire non-U.S. based staff can be found [in Box](#) or on the [IRSO website](#). We suggest conducting a kickoff meeting with Gladys Villacorta (IRSO) to review the scope of work and identify the appropriate hiring mechanism *prior* to posting the JD to ensure the employment parameters align with international labor laws.
 - » **PEO** (Professional Employment Organization)
 - Note that PEO set up can be administratively burdensome and complex, but allows for IGHS to hire staff that are based outside of the U.S. and further our departmental goals to actively implement approaches to decolonize and promote equity within our global health work.
 - » **Consultants/Independent contractors** (via Supply Chain Management)
 - Note that hiring managers should work with IRSO to determine whether hiring an independent consultant is appropriate for the scope of work proposed, or if a formal employment relationship should be explored.
 - » **Global Programs** (via IRSO/Global Programs)
 - Hiring through local Global Programs offices allows for uniformity within the majority of UCSF systems while simultaneously opening the candidate pool beyond U.S.-based hires only.
 - Note there is an additional administrative charge to hire under Global Programs.
 - » **UC Affiliate Offices** (via IRSO)
 - Hiring through an affiliate office may allow for comparable benefits to those employed directly via IGHS.

- As of August 2023, affiliate offices exist in Singapore and via the UC Trust UK. Contact IRSO for updated information when initiating a new hire posting.
- » **Subcontract** (via the Office of Sponsored Research)
 - Hiring an individual through a partner organization, allowing for an administrative mechanism for hiring and employment while hiring institution/project retains oversight of the employee.

6. Describe how your career has been enhanced by exposure to diverse people, places, or experiences. Please provide a specific example.
7. Please describe the ways you have promoted a diversity, equity, and inclusion in your current or previous position(s).
8. Tell us about a time when you changed your style to work more effectively with a person from a different background.
9. How would your vision for this position be aligned with this university's commitment to equity and diversity?
10. Tell us about a time when you created an environment of honesty, inclusion and respect for others. Describe the situation, the actions you took, and the outcome.
11. The University has a diverse workforce (in terms of ethnicity, class, culture, language, sexual orientation, and disabilities). Can you tell us about your experience working with and serving such a diverse population.
12. How will you contribute to the University's efforts to enhance diversity, equity and inclusion in a meaningful way? How have you approached this on your current (or last) job?
13. Can you tell me of a time when you changed a process or procedure to make your department or organization more inclusive?
14. Please share an example that demonstrates your respect for people and their differences; how have you worked to understand the perspectives of others?
15. Tell me what diversity, equity, inclusion and accessibility mean to you and how would you demonstrate your beliefs in this position.
16. How would you use your experience or background to galvanize your team to contribute to UCSF's commitment to increasing diversity and promoting a culture of equal opportunity?

Suggested DEI-focused interview questions

1. Working with people from different backgrounds or cultures can present unique opportunities for collaboration and creativity. Describe a time where a project or decision you made was enhanced by including diverse perspectives.
2. Tell us about a time when you have taken steps to ensure that everyone (in your class, on your team, in your organization) felt included. Describe the situation, the actions you took, and the outcome.
3. If you were the successful candidate for this position, how would you help develop a sense of belonging for (students/patient/your stakeholders) from diverse communities to this university? What do you expect the challenges would be? What do you expect the benefits would be?
4. What diversity, inclusion and or cultural competence training have you received and how have you applied what you learned on the job?
5. Provide an example of a time when you identified a diversity-related issue in your organization. How did you address it?