Anti-racist/Anti-bias Recruitment and Hiring Practices

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Agenda & Goals

• What do we mean by “antiracist” and “anti-biased”?
• Racism and bias in recruitment practices
• Racism and bias in interviewing & hiring practices
• Wrap-Up
• Questions

- Define antiracism and anti-bias
- Identify potential for racism and bias in recruitment practices
- Identify potential for racism and bias in interviewing & hiring practices
Being Antiracist is About...

...fighting against racism

- **Individual:** Personal “beliefs, attitudes, and actions... that support or perpetuate racism in conscious and unconscious ways”

- **Interpersonal:** Racism that “occurs between individuals” and seen as “public expressions of racism...”

- **Institutional:** Organizational racism that includes “discriminatory treatments, unfair policies, or biased practices based on race that result in inequitable outcomes...and extend considerably beyond prejudice.”

- **Structural:** “…overarching system of racial bias across institutions and society.”

(National Museum of African American History & Culture, n.d.)
Being Anti-Biased is About...

• Making sure everyone is assessed in the same manner and using the same criteria.

• Not allowing personal or stereotypical views dictate how we view or assess someone.

• Reflecting on the biases we may have and how they can impact how we assess and treat others.
  
  – Biases can be both implicit and explicit.

(Turner Consulting Group, n.d.)
Implicit/Explicit Bias

Implicit Bias
• When our views about people are unconsciously impacted by attitudes or stereotypes (Perception Institute, n.d.)
• Even if your intentions are to be fair, implicit bias means you could unintentionally be biased in your actions (Handelsman & Sakraney, 2015).

Explicit Bias
• When we are aware of our attitudes or prejudices about different types of people.
  – What most people think of when they hear the word bias.
  – Can be negative or positive
  • So can implicit bias!
Where Racism & Bias May Appear in the Recruitment & Hiring Process
Indianapolis Museum of Art Apologizes for Insensitive Job Posting

The museum wrote that it was seeking a director who would work to maintain its “core, white art audience,” in addition to attracting a more diverse one.

By Sarah Bahr

Feb. 13, 2021, 5:36 p.m. ET

INDIANAPOLIS — The Indianapolis Museum of Art at Newfields has edited and apologized for an employment listing that said it was seeking a director who would not only work to attract a more diverse audience, but also maintain its “traditional, core, white art audience.”

The museum’s director and chief executive, Charles L. Venable, said in an interview on Saturday that the decision to use “white” was intentional and explained that it had been intended to indicate that the museum would not abandon its existing audience as part of its efforts toward greater diversity, equity and inclusion.

“I deeply regret that the choice of language clearly has not worked out to mirror our overall intention of building our core art audience by welcoming more people in the door,” he said. “We were trying to be transparent about the fact that anybody who is going to apply for this job really needs to be committed to D.E.I. efforts in all parts of the museum.”
Breaking Down the Job Ad

• What are you saying?  
  Explicit

• What are you not saying?  
  Implicit

• What do you not realize you might be saying?  
  Interpretation
The Bare Minimum?

We are committed to Equal Employment Opportunities, and will not discriminate against any candidate because of race, color, religion, national origin, age, genre, disability, veteran status, or sexual orientation. (John Keister & Associates, n.d.)

• Only including the “standard” equal opportunity employment may be indicative of a lack of effort to acknowledge, understand, or combat racism and bias within the organization (Henry, 2015)
Join our team of professional librarians at Liberty University’s Jerry Falwell Library! We have a full-time faculty position available: Research Assistance Librarian. New graduates are welcome to apply for this position and our open staff positions. Our beautiful campus resides in Lynchburg, VA near the famous Blue Ridge Mountains and James River, which offer miles of scenic trails and beautiful parks for outdoor enthusiasts. In downtown Lynchburg, walking tours highlight iconic landmarks and monuments that reveal Central Virginia's rich history. A vibrant arts community and diverse collection of restaurants and markets complement the culture of the historic city.
QUALIFICATIONS:

Required: ALA accredited MLS degree OR an advanced degree in a related field. Minimum 1 years’ experience with Open Educational Resources (coursework may substitute for professional experience). Familiarity with Canvas or other Learning Management Systems. Ability to assess and learn new technologies quickly. Successful project management in a collaborative environment. Ability to set and attain goals effectively. Excellent organizational, planning, interpersonal, communication and written skills. Ability to establish and maintain successful working relationships with staff and the university community. Must be flexible and capable of working successfully individually as well as in teams in a changing library environment. Must demonstrate a commitment to diversity, equity, and inclusion.
A Deeper Look: NC State

About NC State University Libraries

Join the North Carolina State University Libraries and help us create adventurous library spaces and innovative services that delight students, faculty, and researchers. The award-winning James B. Hunt Jr. Library, opened in 2013 on NC State’s Centennial Campus, offers access to advanced technologies that are enabling revolutionary ways to see and use information. Capturing NC State’s spirit of innovation in education and research, the Hunt Library is recognized as one of the world’s most creative and inspirational learning and collaborative spaces and a model for “the library of the future”. The D. H. Hill Library, serving the main campus, combines the best of tradition and innovation, housing special collections and a beautiful gallery alongside vibrant, experiential spaces such as the Learning Commons, Visualization Studio, Virtual Reality Studio, and

The NC State University Libraries has a longstanding commitment to diversity and to the creation of a welcoming and inclusive service ethic and environment. Recent efforts include securing grant funding for outreach to diverse populations through programming and workshops. The Libraries collections also reflect this commitment, from focused collection efforts to locating, capturing, and preserving voices of underrepresented communities through archival research and practice. The Libraries has taken affirmative steps aimed at increasing diversity in the profession through the NCSU Libraries Fellows program; participation in ARL’s diversity initiatives, including hosting five cohorts of Career Enhancement Fellows; and membership in the ACRL Diversity Alliance. The Libraries Diversity Committee is an active group that sponsors programs and fosters dialogue to promote understanding across racial and cultural lines in an atmosphere where all students, staff, and faculty are welcomed, valued, and respected.
Where/How You Recruit

• Where are your job ads posted?
  – Open Job Lists
  – Chronicle of Higher Ed
  – Listservs?

• Where you should also post
  – Ethnic caucuses of ALA
  – State organizations’ special interest groups
  – Program alumni listservs
  – Spectrum

(ALA Spectrum Scholarship Program, n.d.)

(Hire Spectrum Scholars)

If your organization is committed to fostering a diverse workforce and supporting new and established leaders, the Spectrum Scholarship Program provides a unique opportunity to connect with an ever-growing pool of exceptionally trained and professionally networked individuals from a wide range of diverse backgrounds and library interests.

To reach the Scholars, please submit a copy of your announcement, invitation or request to the Office for Diversity, Literacy and Outreach Services by sending an email to spectrum@ala.org. Please note that contact with the scholars will be via an electronic listserv message posted on your behalf by the Office. ALA will not release individual contact information for the scholars and does not sell its lists.

Consider connecting with Spectrum Scholars in any of the following ways:

• Advertise your job openings to the Spectrum Scholars and support ALA’s and your own recruitment for diversity efforts.
• Consider Spectrum Scholars as speakers and panelists for conferences – Scholars are located throughout North America and can speak to a number of issues related to their unique and individual backgrounds, advocacy and professional interests, and library specialties. Scholars are also wonderful representatives for the profession can share information on the ALA Spectrum Scholarship Program and careers in librarianship.
• Develop internships, residencies, conference scholarships, travel grants, and general membership opportunities for Spectrum Scholars – it’s a wonderful way to provide opportunities to this group of library leaders while strengthening your own organization.

(ACRL Screening and Appointment of Academic Librarians Task Force, 2017; Fine & Handelsman, 2012)
What Does Your Online Presence Say About You?

• More than Holidays and Heroes?

• Mission, Vision, Values, Goals, & Strategic Directions?

• Official statements in light of current events?
Evaluating Your Hiring Practices

WHEN THE APPLICATIONS & CANDIDATES COME IN
Unconscious Bias Manifested

Affinity ("like me") bias: responding more positively to those similar to us.

Confirmation bias: tendency to notice evidence that supports our beliefs and ignore evidence that is contradictory.

“The problem is that if we only hire, promote, train, mentor, or value those who are “like us,” we become organizations made up of clones rather than organizations made up of employees with innovative ideas, a cutting-edge approach to problem solving, and with the gift of resourcefulness.” (Perez, 2019, p. 47)
Racism and Bias in Application Review

- Applicants’ names
- Professional affiliations
- Presentation/publication topics
- Language skills
- Degree-granting institutions
- Preferred pronouns
- Graduation dates

(Derous & Ryan, 2019; Maurer, 2018)

Harvard Study Says Minority Job Candidates Are 'Whitening' Their Resumes When Looking for Jobs

Ever changed your name on a resume to get more job interviews? 

(Schwantes, 2019)
Antiracist/Anti-Biased Candidate Evaluation

• What do you mean by “fit”? (Elrick, 2016)
  – All decisions need concrete support
  – No “just because”; Ask for details on decisions.

• Evaluate what they say, not how they say it (Cocchiara et al., 2016).

• Be aware of committee make-up
  – Who is making the decisions?

• Consider using rubrics
Potential Solutions?

• Reduce number of “required” qualifications (Maurer, 2018)

• Designate one committee member to serve as an antiracist and/or antibias reviewer (ACRL Screening and Appointment of Academic Librarians Task Force, 2017)

• Use anonymized screening (Maurer, 2018)

• Appoint an external reviewer of final candidates and overall pool
Anti-Biased Interviews

• Ask all candidates the same set of questions in the same order.
  – “Score” responses right away (Bohnet, 2016)

• Avoid asking “biased” interview questions
  – Some biased questions are also illegal to ask.

• Provide all candidates the opportunity to meet with diverse employees if available (Fine & Handelsman, 2012).

• Beware of dining faux pas (Fine & Handelsman, 2012).
Wrap-Up

• Review job postings and your online presence
  – Hidden messages?
  – More than the bare minimum?

• Expand where you post your jobs and how you recruit

• Review selection and interview practices
  – Implicit bias awareness
    • Project Implicit (https://implicit.harvard.edu/implicit/takeatest.html)
  – Internal checks and balances
QUESTIONS?
References


References


References


References


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