

Summary of Recommended Best Practices in Hiring



**Works Cited and
Additional Resources**

A list of recommended hiring practices, pulled from the community-generated [Annotated Resource List for Recommended Best Practices in Hiring and Workplaces](#) and compiled by the AAS Employment Committee (EC) that is particularly focussed on DEIA&B (diversity, equity, inclusion, accessibility, & belonging). Each recommendation includes numbered citations from the linked resource list (**at the QR code**), indicating the source(s) of the recommendation and where to find more information on each topic. *This is not meant to be an exhaustive list, but rather to be used as a starting point to improve your organization's DEIA&B and hiring practices.* Send additional suggestions, resources, and comments to members the EC: <https://aas.org/comms/committee-employment>

Prepare your search committee

- Compose a *diverse search committee* that includes a wide cross-section of viewpoints, demographics, and career-stages in your organization. [A2, A5, A6, E1]
- Provide *unconscious bias training & interview training* for search committee members. [A2, A3, A5, A6, A7, B3, C1, C3, F4, F5]. Online Resources and Training: [A7, F4, F5]
- Discuss and define *explicit search criteria* prior to starting the search, and commit to using them throughout the hiring process. Decide in advance how these criteria should be weighted and *establish rubrics* for each part of the process. Avoid ambiguous constructed criteria such as “a good fit.” [A1, A2, A4, A5, A6, A7]. Rubric examples included in: [A2, A4, A6]
- When building your search criteria, *consider ALL aspects of the position*, including service, departmental leadership, teaching, and mentorship — not just research. [A4, A6, C3]
- Provide resources and tools to the search committee to help them evaluate candidates and quantify their achievements. References with resources/tools: [A2, A4, A6, C1, D3, F3]
- Ensure that community members who participate in recruitment and hiring are recognized for this additional service burden. [A1, A2, A7, C2]

Actively build a broad and diverse applicant pool

- *Analyze the pool as you go*: consider the demographics of the field as a whole, the specific sub-field, the applications received, and your short lists. Be aware of any discrepancies and gaps that crop up along the way. [A2, A5, A7, C3, E1]
- Consider *cluster hiring*: hiring for multiple positions, rather than individually, across a broad field or a range of related fields. [A2, A5]
- *Actively search out qualified candidates*, then reach out and encourage them to apply. Ask for recommendations from colleagues; look at lists of recent fellowship winners; make contacts at professional conferences. [A2, A4, A6, B1]
- Advertise in a wide variety of places, such as websites, listservs, institutions, and professional societies. Aim advertising at a broad range of groups and demographics: don't neglect intersectionality! [A2, A5, A6, B2, B4, C1]. Hiring Sites and Links: [B5, D4, F2].

- Advertisements should reflect *the job duties* as well as *the search criteria* that were decided upon by the search committee. It should be *clear and transparent*, and *include all aspects of the position*, including service, teaching, and other areas. [A4, A6, C1, C3, E1]
- Advertisements should be as broad as possible while still reflecting the position. Use inclusive language, and ensure that the wording doesn't exclude or discourage applicants from different backgrounds. [A1, A4, A5, A6, B4, C1, E1]. Online tools: [F3]
- Consider adding language for dual-appointment or partner-employment support (and back those up with policy!). Also consider adding salary or hourly wage ranges. [A2, C1, E1]

Hiring & Selection

- Postpone requiring and reading letters of recommendation until after at least the first round of candidate selection. Be aware that such letters can be prone to biases. [A4, A5, A7]
- Provide information on family policies, salary and benefits, negotiation policies, dual-partner support, accessibility assistance, and other types of accommodations *upfront to all applicants* across the board. [A1, A2, A5, C2, E1]
- Involve applicants in the planning of their visit. Verify all spaces used in the visit are accessible, and schedule the visit with the candidate's health in mind (e.g., schedule days of reasonable length with ample time for breaks and rest; check/accommodate dietary restrictions). [A5, A6]
- Develop a *consistent and structured* interview process. Consider letting candidates know interview questions in advance. [A2, A5, A6, B4, C1, C3, F5]
- Ensure all applicants meet a diverse group of people during their visit and invite all members of the department to participate (senior, mid-career, early-career). [A2, B1]
- Ask community members for comments relating to *specific aspects of performance*, rather than requesting general feedback. Provide a *clear evaluation system* for them to submit. [A2, A6, E1]
- When narrowing down the selection, determine which candidates were ranked highly for each of the search criteria separately (research, teaching, mentoring, leadership, etc). "Overall impressions" are more prone to bias or over-weighting of certain criteria. [A2]
- Maintain good communication with applicants and provide transparent and timely updates. Let applicants know if they are no longer being considered for the position. [A4, A5, C1, C3, E1]

Beyond Hiring

- Make a long term commitment to betterment with support from leadership: HR & leadership should regularly self-assess the institution and its processes. [A1, A4, A5, A6, A7, C1, E1]
- *Provide support* to new hires and existing staff: mentoring, networking opportunities, travel support, professional development, and supporting work-life balance. [A1, A7, B1, C1, E1]
- Accessible amenities: ensure gender neutral, ADA-compliant, and family-friendly facilities are available and clearly marked. Support remote work and remote participation for meetings and conferences. [C2, C4, E1]
- Commit to DEIA&B when inviting speakers, organizing conferences, participating in career fairs, and when working with or reaching out to other groups. Build relationships with minority organizations and associations. [A6, B1, B3, B4, C4]
- Track who is leaving and why — don't ignore the leaky pipeline problem! [A5, A7, B3, C1]
- HR and leadership should monitor the workplace for pay disparities and inequity. [A7, C1, E1]
- Ensure that people are recognized and rewarded for ALL of their work — including service, teaching, and mentorship — and count it towards their advancement. [A1, A7, C2]