

FACULTY RECRUITMENT AND INTERVIEWING BEST PRACTICES

UMB EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

The University of Maryland, Baltimore is committed to ensuring that equal employment opportunity in the workplace is a reality. The University does not discriminate on the basis of race, color, religion, age, ancestry or national origin, sex, pregnancy or related conditions, sexual orientation, gender identity or expression, genetic information, physical or mental disability, marital status, protected veteran's status, or any other legally protected classification.

CONSISTENCY AND FAIRNESS

Ensuring consistency and fairness in the search process is essential for building a diverse and equitable workforce.

1. **Standardized Procedures:** Develop and follow standardized procedures for each stage of the hiring process, from job postings to final interviews. This helps ensure all candidates are evaluated using the same criteria.
2. **Training for Hiring Teams:** Provide training for everyone involved in the hiring process on topics such as unconscious bias, diversity, equity, and inclusion. This helps ensure they understand the importance of fairness and consistency.
3. **Documentation:** Keep detailed records of each stage of the hiring process, including notes from interviews and reasons for decisions. This helps ensure transparency and accountability.

JOB ADVERTISEMENTS

Creating inclusive job ads is essential for attracting a diverse pool of candidates and fostering an equitable workplace. Here are some tips to help you develop inclusive job ads:

1. **Use Gender-Neutral Language:** Avoid gendered terms like "he" or "she" and use neutral terms like "they" or "the candidate."
2. **Mission and Core Values:** Clearly highlight UMB's Mission and Core Values
3. **Focus on Essential Qualifications:** List only the necessary skills and qualifications to avoid deterring potential candidates who may not meet every single requirement but are still highly capable.
4. **Avoid Jargon and Buzzwords:** Use clear and straightforward language. Avoid university specific jargon, acronyms, or buzzwords that might alienate or confuse potential applicants.
5. **Promote Flexibility:** Highlight flexible working arrangements, such as telework options and flexible hours, which can attract a wider range of candidates.

6. **Inclusive Benefits:** Mention UMB's competitive benefits and leave programs that support diverse individual and family needs.
7. **Review and Revise:** Work with your HR representative to regularly review and update your job ads to ensure they remain inclusive and free from bias.

INTERVIEWS

Developing inclusive interviewing practices is crucial for ensuring a fair and equitable hiring process. Here are some strategies to help you create a more inclusive interview process:

1. **Structured Interviews:** Use a structured interview format where all candidates are asked the same set of questions. This helps reduce bias and ensures a consistent evaluation process. Candidates may share information that is unrelated to the job or even completely inappropriate. The responsibility of the interviewer is to keep the discussion on the interview questions without engaging, probing or pursuing any information that is not needed to determine if the person will be hired.
2. **Diverse Interview Panels:** Assemble a diverse interview panel (knowledge, experience, background) to bring different perspectives and reduce the likelihood of unconscious bias.
3. **Inclusive Language:** Use inclusive language in your interview questions and avoid university or department specific jargon or culturally specific references that might not be understood by all candidates.
4. **Clear Criteria:** Define clear, objective criteria for evaluating candidates. Consider using a scoring system or rubric to assess each candidate's qualifications, skills, and experience against these criteria.
5. **Focus on Skills and Competencies:** Evaluate candidates based on their skills, experience, and competencies rather than perceived personal characteristics or background.
6. **Candidate Experience:** Ensure a positive candidate experience by being respectful, transparent, and communicative throughout the process. Provide clear information about the interview process, format and what candidates can expect.
7. **Consistent Communication:** Provide clear information about the timeline, next steps, and what candidates can expect.

Interviewing Do's and Don'ts

The following are examples of interview questions that should generally be avoided unless there is a job-related reason. If you are unsure of whether you can use a particular question, contact your HR Representative.

SUBJECT	DO NOT ASK	YOU MAY ASK
Sex	Are you male or female? What are the names and relationships of persons living with you?	None.
Residence	Do you own or rent? Give the names and relationships of persons residing with you.	None. Refrain from making statements about where the applicant lives (positive or negative)
Age	What is your date of birth? How old are you?	If hired, can you provide proof that you are at least 18 years of age?
National Origin	What is your ancestry, national origin, descent ancestry, parentage, or nationality? What is your native language? What is the nationality of your parents or spouse?	What languages do you speak or write fluently? (Do not ask unless strictly job related.)
Marital Status	What is your marital status? What is your spouse's name? What is your maiden name?	None.
Salary	What is your current salary?	None. All job postings should include the anticipated salary range. Provide the salary range to the applicant upon request.
Family Status	How many children do you have? Are you pregnant? Are you planning to have children? Who will keep your children if we hire you?	None. It is illegal to decline hiring a visibly pregnant woman because she is pregnant or treating a new hire differently, if she discloses she is pregnant.
Arrests and Convictions	Have you ever been arrested? Have you ever been charged with any crime?	You may notify that the job requires successful completion of a background investigation)
Religion	What is your religious affiliation or denomination? What church do you belong to? What is the name of your pastor, minister, or rabbi?	None. (If you wish to know if an applicant is available to work Saturday or Sunday shifts, ask: "Are you available to work on Saturdays or Sundays if

	What religious holidays do you observe?	needed?" Make sure you ask this question of all applicants.)
Disabilities	Are you disabled?	Are you capable of performing the essential functions of this position, with or without reasonable accommodation?
Citizenship	What country are you a citizen? Are you or other members of your family naturalized citizens? If so, when did you or they become a U.S. citizen? Attach a copy of your naturalization papers to your application form.	If hired, are you legally authorized to work in the United States?
Transportation	Do you have a car?	If the job requires the ability to travel to different locations - Are you able to travel to different locations as needed?

CONFIDENTIALITY

Protecting candidate confidentiality is one of the committee's most important responsibilities throughout the search process. The following confidentiality guidelines should be followed:

- Do not disclose the names of the applicants/candidates.
- All discussions among committee members are confidential.
- Do not discuss the interview process, results, or deliberations outside of the committee.
- Committee members are not to contact anyone they may know to get an informal reference about a candidate.
- Confidentiality breaches should be disclosed to the committee chair or HR representative immediately

RECORDS RETENTION

Interview notes, rating guides and any materials from the interviews should be given to your department's Dean/Chair/Director Office for storage with the recruitment materials for a total of three years. Seek guidance from your HR representative with any questions you may have.