



Fall Forum
October 7, 2021

Building Up, Reaching Out: Talent Management in Academic Libraries through Diversity, Equity, Inclusion, and Belonging

How to Hire in an Anti-Racist Way

Best Practices and Strategies for Hiring

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1. Developing the job posting:
 - a. Include a standard qualification related to EDI competencies; {do you have an EDI statement and are you practicing it?}
 - i. If available - consider adding a paragraph to your position template that addresses your organization's commitment to EDI and links to tangible work that has been done or will be done.
 - b. Limit the number of "required" qualifications. The more that are listed in required and preferred, the less diverse your pools will be. This isn't unique to Libraries - you see this in medical, technical, etc fields that women and people of color tend to disqualify themselves if they don't meet/excel at every single requirement. Consider adding a mention that encourages applicants to apply if they don't have all - being explicit in the posting can have a broad impact.
 - c. If able, consider not requiring "professional years of experience" and second advanced degrees. Systemic barriers often result in marginalized groups not having access to the same opportunities - so again this will impact the diversity of the pool.

- d. Provide guidance related to information to exclude (such as photos, personal information), to support candidates who may be unfamiliar with the North American approach to applications.
 - e. Run your posting through tools like [gender decoder](#). Remove gendered pronouns from your postings.
2. Reviewing candidates' CVs and cover letters
- a. Forming the hiring committee
 - i. Ensure safety for those who are members
 - ii. Avoid overburdening colleagues who are of colour
 - iii. Include all staffing groups, as much as possible
 - iv. Offer unconscious bias/microaggression training on an ongoing basis
 - b. Use rubrics to standardize evaluation - the rubric should be directly tied to the qualifications specified in the posting
 - c. Use an equity officer/diversity advocate on hiring committees
 - d. Consider the lived experience of those who serve in these roles or other EDI positions - it is emotional labour
 - v. If appointing an HR affiliated equity officer consider only allowing discussion of candidates when they are present. Empower & equip them to challenge the groups in interrogating things like "fit".
3. Interviewing applicants: Before, During, & After
- a. Train all staff in hiring practices - all have a role
 - b. Include standard question(s) related to EDI competencies and values
 - vi. Address how to evaluate the responses
 - c. Use same questions for all candidates and share them in advance
 - d. General recommendation on how far in advance to share the questions: if possible give candidates at minimum a weekend to consider/review the questions and prepare answers.
 - e. Offer pre-interview orientation calls with all candidates (external and internal) to go over the interview schedule and discuss things like general format of the sessions, information about what each session entails, who will be in them, etc.
 - f. Debriefing the interviews: Recommend Search Chair speak last to avoid unduly influencing the committee. Chair to ensure all voices are heard; starting the discussion of each candidate with a different committee member, for example and/or inviting those who have not contributed to the discussion to offer their feedback.

Additional Readings/Resources

Advancing Strategy through Staffing-Diversity, Equity, and Inclusion Library Leadership Roles
<https://sr.ithaka.org/blog/advancing-strategy-through-staffing/>

Anti-racism & Anti Oppression <https://libguides.uvic.ca/antiracism>

Anti-Racism Toolkit for Organizations (Coalition for Diversity and Inclusion in Scholarly Communications)
<https://c4disc.pubpub.org/antiracism-toolkit-for-organizations>

Applebaum, B. (2020). The call for intellectual diversity on campuses and the problem of willful ignorance. *Educational Theory*, 7(4).

Binghamton Anti-Racism Research & Resource Guide <https://libraryguides.binghamton.edu/antiracism>

CARL Strategies and Practices for hiring and retaining diverse talent <https://www.carl-abrc.ca/wp-content/uploads/2020/12/CARL-Strategies-and-Practices-for-Hiring-and-Retaining-Diverse-Talent-1.pdf>

Challenging the 'Good Fit' Narrative: Creating Inclusive Recruitment Practices in Academic Libraries
<https://scholarship.richmond.edu/university-libraries-publications/42/>

Diversity, Equity, and Inclusion Library Leadership Roles <https://sr.ithaka.org/blog/advancing-strategy-through-staffing/>

Henry, F., Dua E., James, C. Kobayashi, A., Li, P., Ramos, H., & Smith, M. (2017). The equity myth: racialization and Indigeneity at Canadian universities. UBC Press.

Kung, J., Fraser, K-Lee., and Winn, D. (2020). Diversity initiatives to recruit and retain academic librarians: A systematic review. <https://crl.acrl.org/index.php/crl/article/view/17484/32063>

NCWIT Checklist for Reducing Unconscious Bias in Job Descriptions/Advertisements
<https://ncwit.org/resources/ncwit-checklist-for-reducing-unconscious-bias-in-job-descriptions-advertisements/>

Race on Campus (Sarah Brown, Chronicle of Higher Education, August 31, 2021)
https://www.chronicle.com/newsletter/race-on-campus/2021-08-31?utm_source=Iterable&utm_medium=email&utm_campaign=campaign_2807216_nl_Academe-Today_date_20210901&cid=at&source=ams&sourceid=

Sensoy, O., & DiAngelo, R. (2012). Is everyone really equal? An introduction to key concepts in social justice education. Teachers College Press.

Simon Fraser University Library Equity, diversity, and Inclusion (EDI) resource guide:
<https://www.lib.sfu.ca/help/academic-integrity/edi>

Starting with I: Combating Anti-Blackness in Libraries
https://digitalcommons.unmc.edu/cgi/viewcontent.cgi?article=1009&context=mcgoogan_articles

Steps for Writing an Inclusive Job Posting https://hirefortalent.ca/images/pdf/tools/4.3_How-to-Write-an-Inclusive-Job-Posting_EN.pdf

10 Things You Should Know About Systemic Racism <https://indigenousx.com.au/10-things-you-should-know-about-systemic-racism/>

“We Are All for Diversity, but . . .”: How Faculty Hiring Committees Reproduce Whiteness and Practical Suggestions for How They Can Change <https://robindiangelo.com/wp-content/uploads/2018/03/Sensoy-DiAngelo-HER-2017.pdf>