Hiring managers and selection committees must:
1. Overcome objections to setting diversity as a goal.
2. Employ processes to proactively address traditional biases that have historically limited opportunities for female and other minority candidates.

**Best Practices for Hiring a Diverse Workforce**

1. Set improving diversity as a key priority in all hiring and selection.
2. Educate all hiring managers and selection committees on recruitment processes and the impact of unconscious bias.
3. Engage hiring managers/committees in conversations regarding diversity and unconscious bias. Identify strategies for addressing both.
4. Ensure that the composition of selection committees is diverse (experience, discipline, gender, ethnicity, etc.).
5. Know the internal and/or external workforce demographics for the position being sought.
6. Establish specifically job-related criteria at the outset of the selection process but ensure it is broadly worded enough to attracted a diverse applicant pool.
7. Expand the recruitment effort beyond traditional sources to generate diverse applicant pools. Invite candidates from a variety of diversity partners. Encourage all participants in the recruitment process to proactively network for referrals of diverse candidates.
8. Control unconscious bias when evaluating candidates at all stages of selection by consistently applying the pre-established criteria.
9. Validate that short lists reflect the diversity of the applicant pool and/or the available workforce. Consider adding additional candidates to improve the diversity of the pool.
10. Manage the interview process for consistency to ensure an optimal climate for the candidate.
11. Gather evaluations from all hiring managers/committee members and review for appropriateness. If any apparent impacts of bias are identified then discuss and resolve.
12. Evaluate the recruitment process overall at the end and adjust future efforts accordingly.

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**AURA’s Statement of Commitment**

As a leader in the astronomical community, AURA is deeply committed to the human resources that support our mission to advance astronomy and related sciences and is deeply invested in continually developing and improving its policies and practices for the purpose of providing a welcoming and fruitful work environment for all employees.

AURA believes that a diverse workforce, particularly one that includes women and individuals from underrepresented minority and the disabled groups, contributes best to the achievement of excellence in both our organization and the scientific community as a whole.

All AURA staff bear responsibility for developing and fostering a diverse and inclusive work place. AURA’s recruiting and hiring practices are designed to attract a broadly diverse pool of candidates including underrepresented applicants. When a vacancy occurs, AURA will hire the most qualified person from among the fully qualified applicants meeting AURA goals and clearly defined program needs while endeavoring to develop and maintain a diverse work force where women, underrepresented minority and disabled staff are proportionately represented.

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"Even the most well-intentioned person unwittingly allows unconscious thoughts and feelings to influence apparently objective decisions."

—Mahzarin R. Banaji

“To evaluate other people more accurately we need to challenge our implicit hypotheses... we need to become explicitly aware of them.”

—Virginia Valian

www.aura-astronomy.org/about/diversity.asp
In a national study, 238 academic psychologists (118 male, 120 female) evaluated a résumé randomly assigned a male or a female name. Both male and female participants gave the male applicant better evaluations for teaching, research, and service and were more likely to hire the male than the female applicant (Steinpreis et al. 1999). 3 Another study showed that the preference for males was greater when women represented a small proportion of the pool of candidates, as is typical in many academic fields (Heilman 1980). 4

A study of postdoctoral fellowships awarded by the Medical Research Council in Sweden found that women candidates needed substantially more publications to achieve the same rating as men, unless they personally knew someone on the panel (Wenneras and Wold 1997). 5

In a study of scientists in R&D labs, White, U.S.-born men received more favorable task assignments and evaluations whereas most others fell into an average zone on these aspects of their work. Only U.S.-born Black women were actually less favorably evaluated and had less access to the work experiences that are related to performance. “…findings suggest that in science and engineering, the relative structural position of U.S.-born White men provides them with greater access to favorable work experiences…as well as giving them the benefit of the doubt in the evaluation of their work (DiTomaso et al, 2007). 6

References