

The background is a vibrant, abstract painting with thick, expressive brushstrokes in a variety of colors including red, yellow, blue, purple, and white. The composition is dynamic and textured. A white rectangular box with a thin black border is centered on the page, containing the title text.

*Office of Vice Chancellor
Human Resources
Hiring Guide*

OVC Hiring Process

Our goal is to attract, develop and retain a diverse workforce and to foster a culture that is inclusive, respectful, and collaborative and which encourages, supports and values each individual as they strive to achieve their full potential. In order for us to achieve this goal, we need processes and systems that enable us to attract a highly skilled workforce and to create a welcoming and inclusive work environment.

OVC is an equal opportunity employer and will not tolerate any form of discrimination, including harassment, in accordance with the [Institute's EEO policy](#). In addition to our commitment to equal opportunity, OVC also has a commitment to [Affirmative Action](#). When openings occur, OVC offices are expected to do a serious search and to make every effort to provide equality of opportunity to applicants from a variety of backgrounds.

OVC's Director of Human Resources, Sharon Bridburg, is designated as OVC's Equal Employment Opportunity Officer. Employees and prospective employees with inquiries and concerns regarding MIT policies (such as the [Institute's Nondiscrimination policy](#)) and compliance with laws, statutes and regulations (such as Title VI, Title IX, and section 504), may contact bridburg@mit.edu.

This hiring guide provides a recommended process as well as tools and resources in keeping with OVC's values of diversity, equity, inclusion and belonging.

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Hiring Checklist

Hiring at MIT is a complex, multi-step process. Even seasoned veterans miss steps or need support. To help make sure things run smoothly, we have created this checklist to use as you work through this process. Our OVC HR team is also available to offer support at any point along the way.

- **Prior to starting recruitment**

- Review relevant survey data (such as the [Quality of Life](#)) or exit interview data to identify areas for improvement to Culture/climate that may have an impact on retention
- Reflect on the position and your vision for the role
- Create or update the job and posting description
 - What competencies are included and why are they important?

- **Search Plan Development**

- Check the posting language to make sure it is widely accessible and free from unconscious bias
 - Is the position description clear and sufficiently broad to attract a robust pool of candidates?
 - Descriptive and precise language is more helpful than vague or superlative language both for an applicant and those who review applications (e.g., “lead communications initiatives with multiple stakeholders” vs. “excellent organizational and communication skills”)
 - Run your description through a gender decoder ([Appendix 1: Recommended Gender-Decoding Sites](#))
 - Review [ADA Compliant Words for Job Descriptions](#) to ensure your posting is inclusive of individuals with disabilities
- Complete your [Search Plan](#) and submit with updated job description to [Sharon Bridburg](#), OVC Director of Human Resources
 - Once approved, HR will post the position on the MIT Careers site, which will automatically post to CareerOneStop, Direct Jobs, DiverseJobs, Glassdoor, HigherEdJobs, Indeed, JuJu, LinkUp, Massachusetts JobQuest, NEHERC, Our Ability, US Jobs, and US Military PipelinePost
 - OVC is committed to pay equity and will include a hiring salary range with all (administrative and support staff) postings
 - Hiring managers and search committee members will be given access to the applicant pool via **PeopleFluent** (For more information, please visit [ATS: Inbox to Interview](#))

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- Create a hiring rubric ([Addendum 1: Hiring Rubric](#)) for interviewers to record their impressions of each candidate
 - Think through your evaluation criteria
 - Consider how the position relates to other positions within your office and determine the specific skillsets needed
- Establish milestones and timelines for search process
- **Search Committee / Interview Team**
 - Identify a search committee that is representative of different lived experiences and relevant skillsets and request their participation
 - Are members of the search committee able to offer diverse outlooks and are they able to be respectful of different perspectives?
 - Provide a review of the overall recruitment process and job description to committee
 - Encourage first-time managers or search committee members to visit courses or attend workshops offered through the [MIT Learning Center](#) (Course Catalog > search for: “hiring”)
- **Proactively Recruit for Diversity**
 - Review MIT HR’s [Diversity Posting Guide](#) for recommended job sites in addition to the automatically posted job sites listed above
 - Outreach to professional associations/networks including those that target historically underrepresented groups (e.g., National Association of Black Accountants)
 - Ask the [co-leads of the MIT Employee Resource Groups \(ERGs\)](#) to send out the job notice to their listservs and reach hundreds of current MIT employees
 - Post your opening to the **Staff Career Connections Slack** channel: mit-career-connect.slack.com
 - Promote your opening at conferences, seminars, job fairs, and networking events
 - Use professional social networking sites such as [LinkedIn](#) to search and post to relevant professional groups
- **Candidate Selection**
 - Assess applications using minimum qualifications as initial screening tool
 - What are the stated minimum qualifications?
 - What are the additional preferred qualifications?
 - Use your hiring rubric to develop phone screening questions based on your must-haves

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- Review general interview questions and include at least 1-2 diversity-related questions ([Appendix 2 - Interview Questions](#))
- During your phone screen, ensure candidates have seen and are aware of posted salary range
 - ❑ Per the [Massachusetts Equal Pay Act](#), you may not ask candidates about their current pay or pay history
- ❑ Identify candidates to be interviewed by your search committee
- ❑ Ensure a diverse slate of candidates: Check with OVC HR or your AO to make sure your applicant pool reflects the market, using the *Enriching Diversity* tool

- **Candidate Interview Process**
 - ❑ Provide candidate information and resumes to search committee
 - ❑ Meet with your committee to review the hiring criteria, and to share the interview rubric and other relevant information ([Appendix 3 - Pre-Interview Reads](#))
 - ❑ Review resources found on [Hiring at MIT](#), such as [Tips for Interviewing Candidates with Disabilities](#) and [Accommodations for Individuals with Disabilities](#)
 - Does the committee understand how unconscious biases (positive and negative) impact assumptions individuals make about candidates based on race, gender identity, ethnicity, age, sexual orientation, family/marital status, etc.?
 - What are our conscious biases (positive and negative) about education, experience and “fit” for the office?
 - Review competency-based and behavioral questions ([Addendum 2 – Competencies and Behavioral Questions](#))
 - ❑ Agree on the interview format and questions
 - ❑ Schedule candidate interviews
 - ❑ Before group deliberations, have each interviewer assess candidates individually to avoid “group think”

Avoid unintentional bias that may come from:

 - Inconsistent weighting or failure to agree on importance of criteria
 - Poorly defined or undefined expectations
 - Narrow or rigid view of how qualifications can be met

- **Selecting Candidate for Hire**
 - ❑ Collect and evaluate committee’s interview feedback (schedule a group deliberation as necessary)
 - ❑ Identify primary candidate for the reference checking process and assess your reasons for eliminating other candidates

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- Contact OVC HR to check references on your final candidate using SkillSurvey ([Appendix 4 - References](#))
 - Submit completed [Search Report](#) to [Sharon Bridburg](#), OVC Director of Human Resources
 - OVC HR extends offer of employment
 - OVC is committed to pay equity. The OVC HR team will perform a salary analysis and determine a fair and equitable starting salary
 - Notify candidates who were not selected and disposition your candidates on PeopleFluent
-
- **Review and follow the onboarding tool** ([Addendum 3 – Onboarding Planning Tool](#)) to prepare for your new employee’s arrival!

Appendix 1 – Recommended Gender-Decoding Sites

<p>Gender Decoder for Job Ads (free)</p>	<p>http://gender-decoder.katmatfield.com/</p>
<p>Eploy (free)</p>	<p>https://www.employ.co.uk/resources/toolbox/check-my-job/</p>
<p>Total Jobs (free)</p>	<p>https://www.totaljobs.com/insidejob/gender-bias-decoder/</p>
<p>Applied Text Analysis (basic inclusion and conversion scores free)</p>	<p>https://textanalysis.beapplied.com/</p>

Why is Gender Decoding Your Job Posting Important?

A study called *Evidence that Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality* was conducted by social scientists at the University of Waterloo and Duke University in 2011. The authors proposed that gendered wording in job advertisements attracted fewer female applicants to traditionally male-dominated jobs, resulting in a smaller applicant pool and continued underrepresentation of women in male-dominated fields.

Notable findings from the study:

- Masculine-worded job descriptions significantly deterred women from applying to those jobs regardless of whether the job was stereotypically male, female, or gender neutral.
- Gendered wording only seems to have a negative impact on females; males showed no difference
- There was no significant difference in the presence of feminine wording across male- or female- dominated occupations

To ensure that your job posting attracts **all** applicants who meet the qualifications of the job, please **Check your ad** through the sites above.

Appendix 2 - Interview Questions

In a 30-minute interview, you can reasonably be expected to ask a candidate 4 to 5 questions, while also leaving some time at the end for them to ask you questions and to share next steps.

In an hour-long interview, that number may be up to 10 questions. Each candidate should be asked the same questions to minimize bias.

Background/Warm-up

- Please tell what first interested you in the {X} field and provide a brief progression of your career.
- Please share how the principles of diversity, equity and inclusion have played a role in your career.
- What interests you about the {X} position at MIT?

Current role

- Tell me about your current position.
- What do you enjoy most about the job?
- Of all the elements in a {X} role, which do you like the least? What would you be happy if you never had to do?
- When you first began in this position, what worked well and what didn't? What adjustments did you have to make?
- What latitude did you have to make changes? How, and with whom, did you consult and collaborate in implementing changes?
- Please describe one of the accomplishments you are most proud of in your current role related to creating an inclusive climate. What was the impact on the organization?
- Have you had an opportunity to initiate any new programs? [If yes] What steps did you take to accomplish them?
- What are a couple of the most challenging interpersonal aspects of your current position? Please share a specific example of how you have dealt with one particular challenge.

Technical Competency

- Please share a situation that underscores the value of conflict management skills in working with others in a technical domain.
- In which areas of {X} do you feel most competent? What would you like to do more of than you've had an opportunity in the past?
- What do you think are the three most important competencies or characteristics of a successful {X} professional?
- Tell us about a time you needed to help a group reach agreement or find common ground.

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- Please describe experiences you have had leading campus outreach activities for underserved or historically underrepresented student populations (e.g., developing and leading workshops, providing consultation to student service departments).
- Tell me about a time when you built and maintained trust? How do you know? What did you see or hear that makes you know you were successful?
- Have you developed a program from scratch? [if yes] please tell me about it from start to finish. What was the goal? What was the end result? What obstacles did you run into along the way? What lessons did you take away from that experience that you'd use next time?
- How would your direct report(s) or close colleagues describe your communication style?
- Describe a time you have had to deliver difficult news or feedback. What did you do to prepare? Did it go according to plan or did you have to adjust along the way? If so, how?
- Tell me about a time you made a technical mistake. What did you learn as a result? Now please share a situation where you made an interpersonal mistake. How did you know you'd made the mistake? What did you do as a result?
- Provide an example of a time you successfully assembled a diverse group of individuals to accomplish a task.
- What has been your own individual contribution to diversity, equity and belonging in your organization?

Work Style

- What personal work habits, related to organization, attention to detail, tracking paperwork or tasks, have you developed that are effective for you?
- Please share an example that demonstrates your respect for people and their differences in terms of their work styles. How have you worked to understand the perspectives and experiences of others in this regard?
- How would you rate your own writing, proofreading, editing skills? How would a colleague with whom you collaborate closely rate you? How would your supervisor rate you?
- We all have different work styles and type and level of interaction we prefer to have with others. Describe your preferences. [Open door, closed door, more or less scheduled, comfortable with interruptions etc.]
- Describe a time you had a disagreement with another individual about a work issue. In what ways were your cultural backgrounds at play? How did you each deal with it? How did it turn out?
- Can you give me an example of an instance when you were asked to make a change to your work or work environment or to reprioritize in a way that you did not agree with or feel was warranted?

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Culture/Values

- What has been the most significant culture change you've experienced in your career? What strategies did you employ to understand and adapt to the new culture?
- What do you see as the fundamental characteristics of organizations that create an environment where people from different identity groups and cultures can contribute effectively and feel a sense of belonging?
- How would you describe your organizations' culture and how has it fit with your own values?
- Given that OVC/MIT is larger/smaller/different from your present organization, how might these differences affect your approach to the job?
- What shared values do you think are most important in the workplace?
- How have you contributed to supporting a team environment that values, encourages and supports differences?

Management

- What kind of supervision brings out your best performance?
- What is the most useful constructive criticism you've ever received? How did you respond?
- Have you ever differed with a supervisor's position? Did you address it? If so, how? What was the outcome?
- What employee development opportunity or plan would be most beneficial to you at this stage in your career?
- How do you think your current supervisor would describe you?
- Have there been occasions when you helped manage a conflict between two employees? Tell me about that situation, your approach and the steps along the way.

Wrap Up

- What are your questions for me? Explain process/time frame/for decision.

Appendix 3 - Pre-Interview Read: Top Culturally Competent Interview Strategies

Adapted from Diversity Officer Magazine

1. Let the candidate know with ample time before an on-campus visit or Zoom interview about the accommodations you provide (e.g., [all-gender restrooms](#) and accessible parking for in-person, closed captioning for Zoom, etc.) Then check with the candidate on whether there is a need for other specific arrangements (e.g., physical access, interpreters, etc.) for the interview. This gesture will demonstrate inclusion even for those who do not need them.
2. Consider sharing your interview questions in advance with the candidate so they can prepare if they would like to. This will help mitigate the preference for candidates who are external processors and extroverts.
3. Allow applicants to discuss what they can offer the organization. This will keep you from unconsciously trying to confirm your expectations of the candidate or using techniques to require applicants to perform under pressure.
4. Have questions prepared in advance but rely on a relational style to get deeper into important discussions. These types of discussions allow them opportunities to get a sense of what they will experience in the organization.
5. Ensure consistency and fairness in questioning. The focus should be consistently on the real needs of the job – don't make assumptions about a person's ability to do the job based on physical characteristics.
6. Allow the candidate time to make their point. Allow for silence. This benefits all candidates but it is imperative in interviews with diversity candidates. One formula is to allow at least 12 seconds to pass between a candidate making a comment and your response.
7. Do not ask invasive and irrelevant questions even if they are legal.
8. Keep records of questions and answers. You want to learn over time what worked with different groups of applicants and what did not.
9. Do not use stereotype or discriminatory language or discriminatory requirements. Candidates from historically underrepresented groups have a radar for insensitive remarks even if they like the interviewers as a whole. If you find yourself saying "Don't take me wrong, but..." or "I am not the least prejudiced, but..." the harm has already been done and there may be no recovery.

Appendix 3 - Pre-Interview Read: Unconscious Bias

Unconscious bias occurs when individuals make judgments without realizing they have done so. According to the Neuroleadership Institute (NLI), [“if you have a brain, you have bias.”](#) NLI’s research on unconscious bias has condensed 150+ biases into five main categories:

- **S**imilarity bias – we prefer what is like us over what is different
- **E**xpedience bias – we prefer to act quickly rather than take time to understand all the facts
- **E**xperience bias – we take our experience to be the objective truth
- **D**istance bias – we prefer what’s closer than what is further away
- **S**afety bias – we protect against loss than we seek out gain

For further information, read [The 5 Biggest Biases that Affect Decision Making.](#)

To learn more about unconscious bias and how to mitigate the negative effects of bias in your decision making (such as hiring), we encourage you and your search committee members to attend the workshops available in the Atlas Learning Center and review the tools listed on [Hiring at MIT.](#)

- [Hiring at MIT: Conducting interviews](#)
- [Hiring at MIT: Bias-Free Practices](#)
- [Hiring at MIT: Interview Structure](#)
- [Hiring at MIT: Remote Hiring](#)

Appendix 4 - Reference Checking



We encourage checking references using our online reference checking system, SkillSurvey.

Using SkillSurvey improves the efficiency of the reference process (1.2-day turnaround!) and standardizes the process, reducing bias. All references are asked to complete the same job-specific survey designed to rate the candidate on the specific behaviors that are relevant to a job. Feedback remains confidential and will be included in a report that averages all of the references' ratings.

Candidates will receive a unique link to access SkillSurvey to input up to **four references**, including their current manager.

For each reference, they will need to provide:

- Reference name and contact (email address and phone #)
- Reference details and relationship – when they worked together and the reference's job title/company during that time

Once they submit the reference information, each of their references will receive an email request from the candidate with their link to the online survey to complete the reference

A SkillSurvey report can be generated once 2 references have completed SkillSurvey.

To initiate the SkillSurvey reference checking process for your final candidate(s), please contact OVC HR:

Kristin McCoy, Associate Director of Human Resources at kmccoy@mit.edu

Sam DuBrown, HR Business Partner at sdubrown@mit.edu