Hiring and/or Admissions Policies for University/Organization

This is what was found by NRRI at the University of Minnesota Duluth on Hiring, as well as what the pod would propose to change and improve.

Notes for Pod: We targeted this document towards understanding hiring practices at NRRI specifically rather than making this inclusive to UMD or UMN as a whole. We also did not consider undergraduate/graduate student recruitment in this process as that involves more input from the general university admissions system.

Note: We acknowledge this information is not always accessible to students and even staff. If you do not have access to this information, please reflect on your own experience and outline what admissions and/or hiring should be like to foster a diverse and inclusive community.

- **What EEO (Equal Employment Opportunity) statement¹ is included in a standard job or admissions advertisement?** Are there other inclusion statements and resources publicly available²?
  - An EEO is required to be included with every University publication. [Link](#).
  - Disability accommodation statements are also available. They are not required to be included in job postings, but should be included in all other communications to applicants.
  - Diversity and Background Clause from NRRI Offer Letter:
    - Diversity: The University recognizes and values the importance of diversity and inclusion in enriching the employment experience of its employees and in supporting the academic mission. The University is committed to attracting and retaining employees with varying identities and backgrounds. The University of Minnesota provides equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression. To learn more about diversity at the U: [http://diversity.umn.edu](http://diversity.umn.edu).
    - Background Check Statement: Any offer of employment is contingent upon the successful completion of a background check. Our presumption is that prospective employees are eligible to work here. Criminal convictions do not automatically disqualify finalists from employment.

**Smoking and chewing tobacco and the use of electronic cigarettes is...**
prohibited on all UMD property, including indoor facilities, campus grounds and University vehicles. The University of Minnesota is an Equal Opportunity Educator and Employer.

● Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?
  ○ NRRI posts hiring announcements to the university job portal: https://humanresources.umn.edu/content/find-job
  ○ Depending on the hiring manager, NRRI job posting can additionally be listed in targeted advertisements. For example, the Coleraine jobs are also posted in local newspapers.
  ○ A compiled list of places job postings are currently sent or posted is at the end of this document.

● What are the requirements for an applicant, e.g. letters of recommendations, fees/test scores/grades? Is providing any of these a potential barrier that could be further lowered or removed? Are there any problematic questions asked?
  ○ Each posting contains the following statement:
    ■ A complete application will consist of a cover letter, a curriculum vitae, and the contact information of three references.
    ■ What about college transcripts?
  ○ All job postings require “Required Qualifications” that match the posting requirements as defined in the position description.
  ○ Preferred qualifications are indicated, but do not exclude candidates if not achieved.
  ○ Background check for all new hires or potentially for new positions (promotions).
  ○ Drivers license check for any employees/students driving a university vehicle or traveling for work with mileage reimbursement
    ■ This has been somewhat difficult due to position postings that do not indicate that driving is a requirement, but then the employee is checked after hiring and cannot operate NRRI or personal vehicles for work activities.

● How are applicants/applications evaluated? Is that process and/or rubric public? What kind of biases are introduced in this process and what strategies are used to address these, e.g. removing applicant names?
  ○ In UMN policy for conducting a search, they suggest evaluating applications using a comparison/evaluation tool to help rank applicants. The policy does provide a sample template.
  ○ The hiring manager or Search Committee are encouraged to prepare a rubric using the information from the position description with the required and desired skills reflected and used to evaluate candidates in the hiring pool.
  ○ Biases introduced:
■ Potential strategies we should adopt to remove bias: remove names in initial review of applicants, make sure job posting is not written to unintentionally or intentionally exclude certain applicants (i.e. think about what should be in the required qualifications section vs. the desired qualifications section)
■ If applicants have included GPA information exclude before committee reviews candidates
■ Identify places where discretionary decisions are made and rereview those decisions are or form a checklist to make sure bias was not introduced when discretionary decisions are made.

- **Who is on selection committees and who makes the final decisions? Who interacts with the applicants?**
  - UMN has written policy on scope of search, search committees, and consultations and approvals required before making an offer to an applicant. [Link](#)
  - The hiring manager will select the search committee. The search committee will review the applicants and complete the matrix based on required qualifications. This is presented to the Exec Director for review and approval to move forward to the interview process. The search committee will interact with the applicants through the interview process. After the interviews are complete the final matrix is presented to the NRRI Exec Director, who will review the information; if in agreement with the SC the ED will sign off on the document or if more information is needed to make the hiring decision, the ED will go back to the search chair. The search chair will call the candidate to offer the job and the other candidates that were interviewed but not chosen will get a call. (It depends on the hiring manager but I feel all interviewed candidates deserve a call).

- **Has your hiring and/or admissions process been evaluated by outside consultants? What is the process for changing it?**
  - NRRI HR is unaware of an evaluation by outside consultants.
  - The UMN system has written policies for hiring, job searching, and recruiting. Policy is most commonly changed by the policy owner ([link](#) for how to retire or revise a policy). If a staff or student believes there is an issue with a policy, they are encouraged to report concerns to their supervisor, the appropriate University administrator to investigate the matter, or submit a report to UReport.

- **Has your university or company implemented or considered strategies like cohort hiring, mentoring, dual career support and partner hires, re-visioning your work culture, or other considerations outlined in “Leveraging Promising Practices”?**
  - There is support for dual careers and partner hires through the U of MN (see links below)
  - To our knowledge cohort hiring, mentoring, and other strategies have not been pursued by NRRI.
  - Ideas: Cohort internship hires
• **Action Items Ideas and Future discussion points**
  ○ Discuss driving record/background check process
    ■ May be missing opportunities with great candidates
  ○ Activate the search committee while drafting job posting and think about creating a diverse search committee. Who should be on the search committee (e.g., early career and senior career members, members from different backgrounds, ethnicities, races etc.)?
    ■ Training or checklist to take for each hiring committee before starting the hiring process to ensure we are following hiring policies, posting to a diverse applicant pool etc. Ideas include working with campus HR to create a recorded training to watch or document to read.
    ■ Have search committee do implicit bias training before starting job search
    ■ Highlight that the search committee should consider their bias and privilege when writing the job description and minimum requirements.
  ○ Active recruiting
    ■ Compile list of sites made available on NRRI Intranet? where NRRI can look to post jobs so they reach a broad applicant pool
  ○ Develop standard rubric questions for hiring and evaluating candidates that highlights NRRI core values and can supplement hiring committees in their development of more specific job description based requirements
  ○ **Think about hiring practices such as not having open searches and providing specific candidates directly to HR.**
  ○ Consider having a diversity statement or the option to provide a diversity statement that can be reviewed with the application.

• **UMN websites and resources for hiring**
  ○ Hiring faculty and Staff policies
    ■ [https://policy.umn.edu/hr/hiring](https://policy.umn.edu/hr/hiring)
  ○ Conducting a search policy
    ■ [https://policy.umn.edu/hr/hiring-proc01](https://policy.umn.edu/hr/hiring-proc01)
  ○ Equal Opportunity and Disability Accommodations
    ■ [https://policy.umn.edu/hr/hiring-appc](https://policy.umn.edu/hr/hiring-appc)
  ○ Recruiting a Diverse, Qualified Applicant Pool
    ■ [https://policy.umn.edu/hr/hiring-appd](https://policy.umn.edu/hr/hiring-appd)
  ○ Consultation, Approval and other Requirements for Recruitment and Selection by Employee Group
    ■ [https://policy.umn.edu/hr/hiring-appb](https://policy.umn.edu/hr/hiring-appb)
  ○ Dual career support resources
    ■ [https://humanresources.umn.edu/relocation-assistance-program/spousepartner-employment](https://humanresources.umn.edu/relocation-assistance-program/spousepartner-employment)
    ■ [https://humanresources.umn.edu/sites/humanresources.umn.edu/files/job016-05_dual_career_services_brochure.pdf](https://humanresources.umn.edu/sites/humanresources.umn.edu/files/job016-05_dual_career_services_brochure.pdf)
• List of places individual groups post jobs (we can turn this into a document to post on NRRI intranet)
  ○ Places individual groups post or forward jobs outside of the HR system: Fond du Lac, 1854 Treaty Authority, Twitter, local University Professors or colleagues, local email lists,
    ■ Listservs: DIATOM-L, ALGAE-L, PALEOLIM-L, EcoLog,
    ■ Websites: Great Lakes Information Network (GLIN), Texas A&M Job board, Association for the Sciences of Limnology and Oceanography (ASLO)

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<th>Pod Members</th>
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FROM CHAT BOX (during Pod discussion):

07:51:35 From Tiffany A Sprague to Everyone: I would challenge us to think even further back in the process...are we checking our bias and privilege when writing the job description and minimum requirements? I equate this to the admissions conversation of removing the GRE requirements. Also, who is recruited to sit on the search committee? What diversity and aspects do they bring to the committee? Ages, experiences, background, etc (thinking beyond racial diversity)? Do we require a written diversity statement? We do at Sea Grant...this gets to Holly's comment on the more holistic look at candidates. Thinking beyond the science and lab skills they bring to the table, and being open to those untraditional paths of how they got to us at applying for a job at NRRI.
07:53:17 From filstrup to Everyone: Good points, Tiffany.
07:54:00 From Tiffany A Sprague to Everyone: To Steve's point, then maybe our starting point is really at the student level, young career level.
07:56:14 From filstrup to Everyone: One of the challenges becomes how these individuals trained from an early career stage move through the system. If you train someone in your lab who is really good, we still need to have an open hire process even if we really want the person that we have spent time / money training.
07:56:52 From filstrup to Everyone: Megan and I were thinking along the same lines
07:57:21 From Holly to Everyone: I agree Tiffany. Good points. That was part of our thinking about making sure the hiring committee was formed before the job posting is developed. But who is on the committee is also very important and needs to be considered.