Hiring and/or Admissions Policies for NOAA and NOAA Cooperative Institutes

This is what was found by the PMEL Pod at NOAA, UW, OSU, and UH on Hiring Policies, as well as what the pod would propose to change and improve.

- What EEO (Equal Employment Opportunity) statement is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available?
  - University of Washington EEO statement: The University of Washington is an affirmative action and equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, protected veteran or disabled status, or genetic information. Link to a more extensive EEO statement from UW.
  - CICOES DEI statement: The impact of CICOES’s environmental research is felt by communities all over the world, and a broad variety of perspectives and life experiences is essential to the success of this research. We encourage candidates from groups historically and currently underrepresented in this field to apply. Please read about our commitment to diversity, equity, and inclusion here: https://CICOES.uw.edu/about/diversity/.
  - UW Diversity statement for academic jobs: Commitment to Diversity The University of Washington is committed to building diversity among its faculty, librarian, staff, and student communities, and articulates that commitment in the UW Diversity Blueprint (http://www.washington.edu/diversity/diversity-blueprint/). Additionally, the University’s Faculty Code recognizes faculty efforts in research, teaching and/or service that address diversity and equal opportunity as important contributions to a faculty member’s academic profile and responsibilities (https://www.washington.edu/admin/rules/policies/FCG/FCCH24.html#2432).
  - The University of Washington is beholden to Washington State Initiative 200 (I-200), which reads, “the state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex,
color, ethnicity, or national origin in the operation of public employment, public education, or public contracting."

- **US Government** EEO policy on USAjobs: The United States Government does not discriminate in employment on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor. [Equal Employment Opportunity (EEO) for federal employees & job applicants](https://www.usajobs.gov/important-info/equal-opportunity)

- **Oregon State University:** OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer, and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.
  - EEO Statement - [https://hr.oregonstate.edu/sites/hr.oregonstate.edu/files/jobs/eo-non-discrimination.pdf](https://hr.oregonstate.edu/sites/hr.oregonstate.edu/files/jobs/eo-non-discrimination.pdf)
  - The Office of Equal Opportunity & Access has resources for advertising and [recruitment tips](https://hr.oregonstate.edu/sites/hr.oregonstate.edu/files/job/postings/job-recruitment-tips.pdf), including additional EEO language to use in recruiting/advertising:
    - OSU seeks diversity as a source of enrichment for our university community. We are an Affirmative Action/Equal Opportunity employer, and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.
    - OSU is committed to a culture of civility, respect, and inclusivity. As an Affirmative Action/Equal Opportunity employer, OSU values diversity in our faculty and staff regardless of their self-identity; to that end, we particularly encourage applications from members of historically underrepresented racial/ethnic groups, individuals with disabilities, veterans, women, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.

- **University of Hawai‘i:** The University of Hawai‘i is an Equal Opportunity/Affirmative Action Institution and is committed to a policy of nondiscrimination on the basis of race, sex, gender identity and expression, age, religion, color, national origin, ancestry, citizenship, disability, genetic information, marital status, breastfeeding, income assignment for child support, arrest and court record (except as permissible under State law), sexual orientation, domestic or sexual violence victim status, national guard absence, or status as a covered veteran. For more information or inquiries regarding these policies,
please refer to the following link: [http://www.hawaii.edu/offices/eeo/eeo-coordinators/](http://www.hawaii.edu/offices/eeo/eeo-coordinators/).

- **Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?**
  - Open **CICOES** positions are posted on the UW Hires website and usually picked up by Indeed, LinkedIn, and other job sites. CICOES also posts all open positions to the SACNAS (Society for the Advancement of Chicano/as and Native Americans in Science) listserv and sends open job postings to UW affinity groups. CICOES open positions are reviewed by the CICOES DEI working group.
  - **NOAA** federal jobs are posted on USA Jobs websites and also uploaded on the NOAA LinkedIn page and on Handshake. Within OAR, they are also distributed internally to all employees via email. PMEL has also started developing a job board on where to post open positions on to reach a more diverse network.
    - NOAA, including PMEL, attends various career fairs throughout the year such as the UW College of the Environment Career Fair and Veteran’s Fairs. NOAA also hosts booths at large conferences throughout the year such as AISES, AGU, Ocean Sciences, AMS where students stop by the booth to talk about job opportunities.
  - **OSU**: OSU only posts on the university website. Job adverts can be sent out to universities, colleagues, etc by the hiring person. It can also be posted on other platforms paid by the hiring group.

- **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?**
  - **CICOES** applicants to staff positions are asked to submit a resume and cover letter. References are contacted for the final candidates.
    - CICOES applicants for postdoctoral scholar positions are sometimes asked to provide a research proposal for what they plan to accomplish during their 2-year postdoc.
  - **NOAA**: Federal job postings require applicants to be a U.S. Citizen or Foreign National to apply. Applicants upload a resume with references and answer a knowledge, strength and abilities (KSAs) questionnaire. Cover letters are typically optional. If qualifying for a job based on education, transcripts do need to be submitted. Transcripts can be unofficial until later on in the process. The USAjobs.gov portal must also be used to submit a job application which can be difficult to navigate. Job postings are also normally posted for 7-14 days.
  - **OSU** application materials vary by position and what is written in the job description by whoever is hiring (approved through HR). Typical requirements are a cover letter, a CV and contact information for references.

- **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?**
At CICOES, resumes are first scored on a rubric. Currently, resumes are anonymized. There are often two rounds of interviews, and interviews must be conducted in the same format for all applicants and the same questions must be asked (ie all in person or all virtually). Biases may still be present while reviewing resumes due to information such as schools an applicant has attended, education level, or previous jobs being available. Bias is introduced at the interview stage because names and appearance are revealed. Veterans are given preference if two resumes are scored the same. Interview questions are determined in advance and kept consistent for each interview.

At NOAA, each federal job posting has an evaluation based on Knowledge, Skills and Abilities (KSAs). Someone at the Workforce Management Office will review all the documents on how well the applicant meets the listed qualification in the job description. Each federal job posting has a section on evaluation. Those who qualify, will then be passed on to PMEL hiring manager(s) to review. At the stage that PMEL receives the applicant, more processes can be implemented to remove bias such as anonymizing resumes as best as possible as well as introducing an evaluation rubric for all applicants.

At OSU, candidates are evaluated by the search committee, which is approved beforehand. Search committee had the full application materials and names are not removed. They are advised to give veterans preference over other applicants if they have identical qualifications. They are also advised to act affirmatively to advance women, people of color and veteran applicants at each stage, especially to the interview stage when underrepresentation is present, unless there is no reasonable chance for success.

Who is on selection committees and who makes the final decisions? Who interacts with the applicants?

For CICOES, the selection committee must be at least 50% UW employees, and the hiring manager makes the final decision (UW supervisor). The HR manager may advise the hiring committee on interview questions, salary, and may be present at the interviews. At times the final candidate is brought to the worksite to meet other potential coworkers.

OSU - The search committee is selected by the hiring manager (CIMRS leadership in combination with OSU HR). The search committee makes a suggestion about who they want to hire. It then has to be approved by the hiring manager and HR.

Has your hiring and/or admissions process been evaluated by outside consultants? Does your organization make their hiring/admissions policies public? Are they reviewed? What is the process for changing it?

The CICOES hiring process has not been evaluated by outside consultants. The Employee Engagement DEI sub-committee will be taking a closer look at our hiring practices in the next few months and plans to make updates based on Washington Sea Grant’s DEI-focused hiring process.
At OSU, the search committee has to submit an Applicant Disposition Worksheet to report the applicant status of each applicant (how far they advanced in the search), the specific disposition reason and who made the decision. This is then evaluated and approved/disapproved by HR. HR would intervene if there is a lack of diversity in the finalist pool or if there are any concerns about any screening aspects.

- 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”?°
  - Cohort hiring may make sense for the CICOES postdoc fellowship program.

- What proposed improvements would we like to consider that would increase the diversity of not only your applicant pools but also your new hires/admissions and the retention of these individuals.
  - Education of our existing faculty and staff on our hiring practices and goals
    - Host a workshop about removing bias in the hiring process specifically for hiring managers and those who sit on committees
    - Require that hiring committees go through an anti-bias training before reviewing applications
  - Increase diversity of applicant pool and write strong job descriptions
    - Develop a list of job boards and societies where we can advertise jobs to a more diverse applicant pool. Consider active recruitment instead of only passive recruitment
    - Include examples of our commitment to DEI in job descriptions to attract candidates who value a commitment to DEI. Examples should be tangible and not just “check-the-box” statements.
    - Encourage our scientists to collaborate with scientists from underrepresented groups. This broadens networks and can show that our organization genuinely cares about input from diverse communities
    - Include requirements such as a commitment to DEI in addition to other required skills
    - Consider job description language (see gender bias calculator) and review the language in job descriptions before they are posted
    - Consider cluster hiring where possible
    - Specifically diversify where NOAA Corp career paths are advertised
  - Application review process (as possible for each institution, i.e. must fit with Federal and University hiring regulations)
    - Require a DEI statement as part of the cover letter, and include evaluating that statement as part of the rubric for reviewing applications.
    - Give Interviewees a chance to meet other staff before they accept the job offer.
    - Explore a blind interview process.
- Make sure hiring committees are as diverse in as many ways as possible. Include members from outside the organization.
- Be transparent about salary ranges and opportunities to negotiate.
- Ask all candidates the same list of interview questions, and consider sending the interview questions a few hours in advance.
- Use rubrics at every stage of the hire process (resume review and interview) and create the rubrics at the same time as the job description.
- Recognize and reduce barriers for underrepresented groups throughout the hiring process.

  o **Onboarding process**
  - Set up 1 on 1 welcome meetings for new hires to get to know people they will or may end up working with.
  - Add common acronyms to the PMEL welcome packet. Include an important policies, rules, or information such as PMEL contribution numbers.
  - Help new employees network so they can contribute to the entire lab and not just their group.
  - Assign peer mentor or “onboarding buddy” to all new employees.
  - Consider forming peer mentor groups of people hired every ~6 months.

  o **Enhance transparency of the entire hiring / onboarding process**
  - Be more clear about pathways to NOAA jobs through NRC and CICOES postdoc programs.
  - Enhance transparency for Federal hiring process.
  - Enhance transparency of what it’s like being a foreign national on a federal campus.
  - Include the use of a DEI lens in hiring and an attention to onboarding as part of the performance evaluation process.