“As we become aware of our hypotheses, we replace our belief in a just world with a view of the world in which bias is a state of affairs we wish were otherwise, we prefer not to acknowledge it. But we can learn.”

(Valian, 1999)

For More Reading:
Tips for Reviewing Dossiers

Self-Growth and Education
- Recognize personal biases and prejudices that might influence hiring and promotion decisions.
- Be familiar with research on biases and assumptions.
- Acknowledge the impact of cumulative disadvantage.

Create Consistent Hiring Practices
- Use clear job descriptions.
- Create transparent policies and procedures.
- Develop criteria for evaluating candidates and apply them consistently.
- Include individuals with different perspectives on hiring and personnel committees.
- Educate committees on bias and assumptions.
- Make sure policies are modeled and reinforced by leadership.

Put Education and Policies into Action
- Review dossiers carefully: Consider the entire package; do not weigh one element too heavily.
- Be aware of how the style or origin of a reference might bias against females or ethnic minorities.
- When hiring, review the final pool of applicants for diversity.
- Do not use informal methods of hiring or promotion exclusively.

Evaluate
- Consistently assess hiring and promotion practices.
- Be able to defend every decision to reject or retain a candidate.
- Periodically evaluate your decisions and consider whether qualified women and underrepresented minorities are included.

Advance VT
For more information see: www.advance.vt.edu

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