WIR SCHAFFEN WISSEN – HEUTE FÜR MORGEN

Melina Spycher :: PSI – Empa – Eawag

Tips for an inclusive recruitment process

- Job description and requirement profile
  - Set the criterias for the best person before advertising position
- Not too many must-haves
- Use gender neutral language (also for adjective and descriptive words)
- Make part time possible: E.g. advertise a position with a workload of 80-100%
- Make job or top sharing possible

Before advertisement:
- Set a date to discuss the candidates, evaluate candidates separately beforehand
- Have at least two women in the committee

After deadline:
- Set Shortlist (avoid solo status)
- Clarify core questions, procedure and schedule for interviews
- Clarify the evaluations criteria

During the discussion within the committee:
- Be aware of unconscious biases
- Discuss controversial candidates together
- The hierarchically highest person speaks last

During:

- Interview individually if possible not in groups
- Ask the same questions in the same order and stick to it
- Be aware of the unconscious biases
- Score answers to each question immediately afterwards

After:

- Compare answers across candidates. One question at a time.
- Don't look at other people's scores before rating a candidate.
- Use pre-assigned weights for each question to calculate total score
- Controversial cases can be discussed within the evaluation committee

- Fix-the-Leaky Pipeline Programme
  - For female PhDs, postdocs and young scientists
  - Offers customized coaching in peer groups, courses on career relevant topics, individual and peer mentoring, inter-institutional cooperation and interdisciplinary networking.
- Extension of PSI Mentoring Programme for Women with Leadership Ambitions
  - 9 out of 17 mentees have since taken on a more challenging position within PSI or externally
- Gender Intelligence Report – promoting women internally:
  - Only 36% of promotions into positions with personnel responsibility go to women (share of women in non-management 50%).
  - Women are leaving management at a higher rate and after a shorter time period, especially in the 'rush hours of life' between 31-40
  - One Reason: Part-time in positions with responsibility is still seen as difficult/impossible
    - Consider and ask everyone if they are interested in a promotion (also pregnant women or women working part time)
    - Rethink part-time and leadership
    - Support women and men with care responsibilities and reconceptualize 'parenthood' and 'career' as mutually reinforcing, to make it possible to have diverse, inclusive leaders in the future.

- What is your standard process in recruiting?

- Where do you see the biggest obstacles for diverse recruitment?

- Which are your prefered networks/platforms to share job advertisements?

- What are your best practices? What do you recommend others to do?

- How can you promote/develop women internally at an earlier stage?

- Bohnet, I. (2016). *What works*. Harvard university press.
- Strauss, G. (1978). " Men and Women of the Corporation". By Rosabeth Moss Kanter (Book Review). *Industrial and Labor Relations Review*, *31*(3), 412.
- MNF UZH Recruiting for Excellence: https://www.mnf.uzh.ch/en/mnf-gleichstellung/counteractingBias.html or https://www.mnf.uzh.ch/dam/jcr:12ac82ac-b2f0-46fd-bac6-5b2b853f9291/recruitingForExcellence.pdf (last retrieved on 15.02.2022)
- Sander, G., Hartmann, I., Keller, N., Gloor, J., Reynolds, M., & Petropaki, A. (2021). Advance & HSG Gender Intelligence Report 2021. Für echten Fortschritt brauchen wir neue Spielregeln.