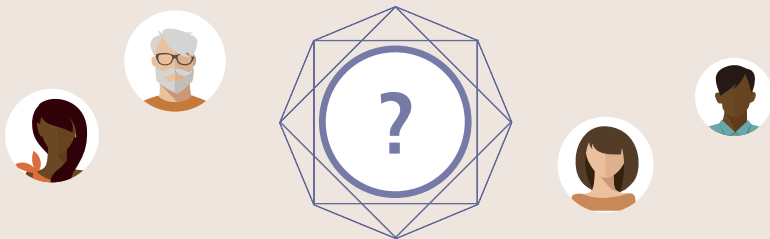


# RECRUITING without discrimination

## Three key principles

### Define and challenge the assessment criteria

- Make sure you ask the same questions about each application.
- Also, check that none of the pre-established criteria is prejudicial to a particular group of people.
- Ensure you avoid relying on informal criteria to the advantage/disadvantage of a particular application.



### Monitor the discussion

Make your colleagues aware if you think there could be bias in the assessment of applications or there is a reliance on stereotypes, which could unjustifiably put a particular application at a disadvantage.



### Take time to make the decision

- Take the time to examine the applications carefully.
- Make sure you pay equal attention and spend the same amount of time on applications from both women and men.
- Take a step back: slowing down the process allows you to move from unconscious stereotypes to rational reflection.



# Check-list

- ✓ Understand and communicate UNIL's and your faculty's objectives with regard to promoting women into academic posts.
- ✓ Make sure you include as many women as possible (particularly female professors) on the selection committee.
- ✓ Encourage applications from women by working your professional networks and inviting promising researchers to apply.
- ✓ Define all the criteria the applicants will be assessed against and formalise them in an assessment matrix that is shared with the whole committee.
- ✓ Approach the assessment of the applications systematically, starting with the applications from women.
- ✓ Clarify possible conflicts of interest between members of the committee and the candidates.
- ✓ Assess each criterion based on concrete facts.
- ✓ Take care to avoid gender stereotypes and double standards when assessing quality.
- ✓ Take account of previous employment conditions and career breaks when assessing the scientific productivity of female candidates and avoid focusing on the number of publications.
- ✓ Select as many female candidates as possible whose application meets the job requirements for a trial lesson and interview. The proportion of women invited should be at least the same as the proportion of female candidates.
- ✓ Use the same protocol and allow the same amount of time for all the candidates for trial lessons and interviews with the committee.
- ✓ Avoid being influenced by considerations such as the candidates' physical appearance, dress, voice or way of speaking.
- ✓ Two applications may look equivalent based on the overall criteria. In this case, prioritise the applications from women.

## Want to find out more?

Find statistics about equality, guidelines and the Equal Opportunities Action Plan at UNIL at [www.unil.ch/egalite](http://www.unil.ch/egalite)