



Are you  
on a search  
committee or  
hiring?



**Gender bias is widespread and has a major effect on women's careers. *You can combat gender bias with effective hiring practices.***

Leaders at UCSF want to overcome gender biases to ensure women's careers have equal opportunity.

Please do your part to support women as an integral part of hiring.

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Lead.  
*empower.*

## Did you?

### Set objective criteria before reviewing applications

In an experiment pitting qualified candidates with more experience vs. more education, given CVs with male experienced candidates and female educated candidates, experience was rated as more important, but when the male and female names were switched, education was rated as more important. Deciding on criteria before viewing any applications can avoid these post-hoc justifications.

### Remind the committee that letters can be biased

For equally successful individuals, letters for men are more likely to use words like 'brilliant, creative, outstanding' and letters for women 'careful, conscientious, reliable.' Women's letters also more often contain doubt-raisers that may be seen as red flags.

### Specifically solicit qualified female colleagues

Because women may not be as well-integrated into professional networks, asking people to take a moment to specifically think of these candidates can be effective.

### Remind interviewers to avoid asking personal questions

Although many interviewers ask these questions out of concern for considerations around moving to a new location, it might feel intrusive to be asked about a partner or children. Open-ended questions such as 'do you have any concerns around moving to the area that I can address?' can be equally effective.

If you see something, *say something*. Speak up on behalf of women.

You set the tone - *make a difference!*

For more information, visit: <https://diversity.ucsf.edu/>

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