



Diversity & Inclusion Hiring Best Practices

JOB DESCRIPTION

INTRODUCTION

At UCI, completed job descriptions are utilized for the corresponding recruitment's job posting. They are created in partnership between the hiring manager and DFA HR by updating and customizing the applicable job description template for each position. When approved for a job posting, several sections from the template will populate the job posting.

Job postings often create the first impression of an organization's culture for potential applicants. Research shows subtle word choices can marginalize and/or alienate potential applicants, working against the goal of attracting a diverse talent pool.

Hiring managers must be conscious to utilize inclusive language, eliminate bias, and promote our commitment to diversity as they customize job descriptions.

BEST PRACTICES

- **Avoid jargon, buzzwords, and cliches** as they may alienate potential applicants. Example:
 - A job posting which says "We are looking for results-driven professionals who can conceptualize and implement performance-based marketing campaigns" may confuse, irritate, or prevent potential qualified candidates from reading further.
- **Eliminate bias of race, religion, and national origin** which may discourage diverse candidates from applying. Examples:
 - Using phrases such as "native English speaker" or "proper English" may turn away qualified candidates who speak English perfectly, but who are not native or do not consider themselves as "proper" or formal English speakers. A more inclusive way to communicate a language requirement is "proficient in English."
 - Including a "clean-shaven" requirement excludes candidates whose faith requires them to maintain facial hair and it also indicates the position is for men only. Use appropriate wording such as "professional attire, grooming, and appearance."
- **Remove gender-specific pronouns (he/she)** to reflect an inclusive opportunity open to all potential applicants. Example:
 - Use "they" and "you" when referring to the candidate: "As product manager for XYZ, you are responsible for setting the product vision and strategy."
- **Carefully consider and state qualifications** with the goal of widening the applicant pool. Examples:
 - Eliminate any requirements that are not essential to the job function.
 - Clearly outline which qualifications are required (must haves) and preferred (nice to haves).
 - Do not make experience with a specific job task a must have if the hire can easily be trained.
 - Reconsider educational background requirements. Listing a specific major as a requirement can limit the number of applicants. It is recommended to add "or equivalent combination of education, training, and experience."
- **Appeal to applicants from all age groups:**
 - Create diverse recruitment materials (print, video, visual media, etc.) through visual representation and asking if the photo represents a majority or a stereotypical environment.
 - Avoid words that imply a particular age is preferred. Examples of phrases to avoid:
 - "Young and energetic" or "Go getter" as they are often used to describe younger workers.
 - "No more than X years of experience" could discriminate against older, more experienced workers.
 - "Junior," "Senior" or "Mature" can indicate bias for younger or older applicants (except where "senior" may be relevant in a job title such as Sr. Project Manager).
- **Using accessible language to be inclusive of workers with disabilities.** Include information about accommodations, flexible hours, or telework policies. Examples:

- Consider whether driving is required to perform the job duties as requiring a valid driver's license could be a deterrent to persons who do not drive.
- Consider including specifics about flexible hours or hybrid work schedules as they appeal to a broader audience, including those with disabilities who are highly skilled but often overlooked and simply needing greater flexibility.

Additionally, all job postings utilize standardized language **highlighting UCI's commitment to diversity and inclusion** to attract diverse job seekers and those whose values align with institutional values.

Closing Statement

The University of California, Irvine is an Equal Opportunity/Affirmative Action Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories covered by the [UC nondiscrimination policy](#).

We are committed to attracting and retaining a diverse workforce along with honoring unique experiences, perspectives, and identities. Together, our community strives to create and maintain working and learning environments that are inclusive, equitable, and welcoming.

UCI provides reasonable accommodations for applicants with disabilities upon request. For more information, please contact Human Resources at 949-824-0500 or eec@uci.edu.

The DFA HR team reviews the job postings to ensure diverse and inclusive language is used; however, submitting draft reviews aligned with expectations helps expedite the process.

ADDITIONAL RESOURCES

- Gender Decoder – Finding Subtle Bias in Job Ads: <http://gender-decoder.katmatfield.com/>
- 6 Tips for Inclusive Recruitment Writing: <https://hiring.monster.com/help-center/traditional-products/job-ads/6-tips-inclusive-recruitment-writing/>
- UC Berkeley DEI Checklist: https://haas.berkeley.edu/wp-content/uploads/EGAL_DEIChecklist.pdf