CHECKLIST | RUNNING AN OPEN CALL

All standard templates referenced below can be found under “Review-Based Guidelines for the Equitable Appointment of Leadership Roles” [here](https://www.bumc.bu.edu/bumg/evi/evi-tools/).

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|  | ACTION | WHO | CHECK ONCE COMPLETE |
| 1 | Notify SLSC of upcoming open call, including proposed timeline, with supervisor on copy | Department Chair/Section Chief |  |
| 2 | Determine if entire SLSC will participate in search, or if only selected members will participate based on the role, scheduling, etc. | Department Chair/Section Chief and/or supervisor\* |  |
| 3 | Any SLSC member who is considering apply for the leadership role should recuse themselves at this time | SLSC members |  |
| 4 | Send job description, with specific evaluation criteria called out, to Chair/Section Chief and SLSC | Supervisor\* |  |
| 5 | Meet to:   1. designate “search Chair” for this open call 2. finalize outreach plan 3. review evaluation criteria 4. finalize interview questions, informed by the evaluation criteria 5. finalize candidate evaluation form 6. decide on whether to use candidate skills survey for this search 7. answer any questions the SLSC has for the role’s supervisor\* | SLSC  Consider inviting Chair/Section Chief and/or supervisor\* if desired and feasible from a scheduling perspective |  |
| 6 | Send outreach plan, final interview questions, and candidate evaluation form to all interviewers | Search Chair |  |
| 7 | Launch open call communication plan | Department Chair/Section Chief |  |
| 8 | Once application period closes, schedule interviews with candidates. Candidates should meet with Chair/Section Chief and the role’s supervisor\* 1:1, ideally before their interview with the SLSC | Designated department scheduler |  |
| 9 | Once application period closes, SLSC members who have an established personal or professional relationship with any applicant should recuse themselves from the interview process | SLSC members |  |
| 10 | Provide the following information to all candidates before the interview:   * explanation of interview process (see suggested language below) * interview questions or general categories of interview questions (optional) | Search Chair |  |
| 11 | At the interview:   * explain use of RBG framework and how the interview process will look and feel (see suggested language below) * the same person should ask the same question for each interview * each interviewer should complete the candidate evaluation form immediately after the interview. Side conversations about the candidate should be avoided as much as possible to mitigate unintended biases | SLSC  The Department Chair/Section Chief, supervisor\*, and AD should also adhere to this approach for their 1:1 interviews |  |
| 12 | After all interviews are concluded, meet to:   * create a search summary document, inclusive of an average score for each candidate and application/interview comments (suggested format below) * draft a hiring recommendation to Chair/supervisor (suggested language below) * do not discuss hiring recommendation, or candidates not selected, outside of the final SLSC meeting | SLSC |  |
| 13 | Determine a plan and timeline for following up with selected candidate and with candidates not selected. Thank candidates not selected in writing, and give specific feedback on why they were not selected. Include suggestions for training or experiential opportunities to better position them for future opportunities | Department Chair/Section Chief or supervisor\* |  |
| 14 | Annually, conduct a SLSC debrief using the Post-Search Equity Assessment Form including discussion of what went well and what else might have been done to make it more successful, update list of leadership roles in department and circulate to all faculty and trainees (see draft language and template in toolkit), and review current department data using the Equitable Advancement Process Metrics Tracker | SLSC and Department Chair/Section Chief |  |

To the extent possible, the interview questions should be asked in the same way, by the same interviewer, for all candidates. Department Chair/Section Chief, supervisor\*, and SLSC should avoid side/personal conversations with a candidate during the interview to reduce bias. In addition to framing the interview process, interviewers may use cues to indicate that a candidate has answered the question using phrases such as:

* “That’s a great insight, thanks”
* “Thanks for that answer”
* “Very helpful to know, thank you”, etc.

*SUGGESTED LANGUAGE FOR EXPLAINING THE RBG INTERVIEW PROCESS*

Dear [NAME],

Thank you for your interest in [role]. In order to promote a transparent, equitable leadership appointment process, we have recently adopted the Review-Based Guidelines for the Equitable Appointment of Leadership Roles (**RBG**) framework, and would like to share a little about how this interview process may look and feel different from other interviews you have had.

You’ll have [two/three] 1:1 interviews with [Department Chair/Section Chief name], [supervisor\* name], and [AD name], and one panel-style interview with our Standing Leadership Search Committee (SLSC). The SLSC will not be able to answer specific questions about role (e.g. salary, hours, etc.), so please make a note to discuss those questions in your 1:1 interviews.

The interview questions have been informed by the evaluation criteria for the role, and have been pre-selected by the SLSC. Research shows that extemporaneous conversations during the interview process can introduce implicit biases that may influence decision makers, even though that is not their intention. In order to mitigate this effect, interviewers will only ask the pre-selected interview questions and, once you have answered, will move on to the next interview question. We are telling you this because this approach can feel a bit stiff, and deviates from the “conversational” interview style you may be used to. This stiffness is not a reflection of how well the interview is going, and is not a reflection of you as a candidate.

Please don’t hesitate to reach out with any questions. We look forward to meeting with you.

BOSTON UNIVERSITY MEDICAL GROUP

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