

Recommendations to minimize the unconscious bias in hiring processes

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These are recommendations for all hiring processes in the context of PUNCH4NFDI, agreed upon by the Executive Board of the PUNCH4NFDI consortium, in order to increase the number of female employees in the consortium.

1. Job advertisement

- Only include necessary qualifications in the formulation of the advertisement, as – statistically – men apply for a job when meeting four out of ten qualifications and women only when meeting seven out of ten qualifications.
- Formulate the advertisement gender-fair, i.e. using an equal number of agentic (perceived as male) and communal (perceived as female) attributes or a neutral formulation. Examples of agentic and communal attributes can be found in Tables A and B, respectively, in [Hentschel et al. 2019](#) and on the website of the project [FührMINT](#) (mostly in German) including examples of a neutral, communal and agentic formulation of an advertisement.

2. Selection criteria

- Before looking at the applications, set up a catalogue of quantitative and qualitative selection criteria in order to objectively evaluate the careers and skills of the applicants. This will also lead to a transparent and comprehensible selection procedure.
- Consider the “academic age” of applicants as is for example also done by the [DFG](#) for early career researchers. In case that personal conditions are made visible in the CV, e.g. times of pregnancy, (child-) care, or diseases, these should also be taken into account.

3. Members of the selection committee

The selection committee should be staffed with an equal number of women and men and the members should be sensitised to the forms and effects of unconscious bias.

4. Job interviews

- Invite at least two women to the interviews, as research has shown that single candidates which stand out by a (perceived) attribute – such as gender – are less likely to be selected. If the number of eligible applications by women is sufficiently high, the number of invited female applicants should be at least as high as invited male applicants.
- Prepare a catalogue with questions in advance to the interviews and stick to these questions and their sequence in order to objectively judge the answers.

Furthermore, every hiring process is subject to the individual regulations of the advertising PUNCH4NFDI partner institution.