**Completing the Criteria Matrix**

Current research on cognitive bias identifies a need to invest time in the early stages of a hiring process (before applicants are reviewed). The goal is to reach agreement about what is needed to meet each qualification, and how/when we will evaluate candidates on those requirements. Developing the matrix helps reduce structural bias, and using it helps mitigate cognitive bias when we hold ourselves accountable to the criteria we've established.

**Required or Preferred Qualifications** *(do* ***not*** *skip this step!)-* All required qualifications **must** be met for a candidate to be hired. Preferred qualifications are the additional characteristics we believe the best candidate would bring to the position that would predict even better performance on the job. Copy and paste one qualification into each cell (using bullets as needed to ensure clarity).

**Screening Criteria** *(offset structural bias/enhance inclusion)* - what is the range of different experiences, accomplishments, or learning that we believe will meet this qualification. And what else? (NOT "what will we do to assess it?" which comes later in the process). When the initial range of criteria is captured, consider who we might miss if we limit ourselves to interpreting it only this way. Based on how it is used on the job, are there other ways to meet it we may have overlooked or not considered? How can this be expanded to be more inclusive?

**When to Assess** *(ensure equity/offset cognitive bias at screening stage)* - at what stage will we assess this qualification? If more than one stage, what are we looking for at each stage? (Application, phone/skype interview, airport interview, campus visit, reference check, etc.) When will we eliminate candidates for not meeting it? Capital letter means this is an elimination stage; lower case means we're just looking for some evidence to add to our understanding

**Priority** *(ensure equity/offset cognitive bias at screening stage)* - Will someone who is stronger in this area be a better performer? How important is this compared to other qualifications? If required how important is it to have extra strength in this area (as compared to other required qualifications)? Going beyond just "meeting" the requirements to bring additional strength in one area may be more valuable than bringing additional strength in another area. Which preferred qualifications are most and least likely to predict success/enhanced performance? This column should be completed after all other information has been completed for all qualifications. Typically this field contains - ✓+

**CRITERIA MATRIX**

| Qualification | Required or Preferred | Screening criteria | When to  Assess (A,I,R) | Priority: + ✓- |
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