



## HIRING MANAGER RESOURCE: DISCERNING SUPREMACY CULTURE IN THE HIRING PROCESS

### Why This Resource?

Employee retention has been a core concern of Higher Education and Student Affairs (HESA), particularly the retention of entry-level professionals. To create a future of sustainable employment, we must enact change in our hiring practices and work cultures to ensure a strong future. ACPA's Report On 21st Century Employment In Higher Education Offered "A Call To Action Meant To Serve As A Guiding Framework For A Sustainable Future For The Profession." to do just that. Members of ACPA's Commission for Career Services developed a suite of supplemental resources intended to support HESA practitioners as they, "work, lead, and support their career and the careers of those around them" and examined central themes of supremacy culture from Okun's (2021) scholarship, as it relates to sustainable careers.

### Résumés & Cover Letters

Naming key **résumé** problems through Okun's (2021) seven-domains: perfectionism, and quantity over quality emerge as problems for job-seekers when creating résumés. For too long, résumés have served as a gatekeeping mechanism.

Naming key **cover letter** problems through Okun's (2021) seven-domain: paternalism is deeply embedded in cover letter documents. Paternalism is, "those in power are assumed qualified and entitled to define standards and the one right way, and decision maker for the interests of those without power."

### Antidote Concepts:

- *Remind candidates the résumé isn't the only way to make an impression during the hiring process*
- *Listen for candidate sentiments that align with the seven domains of white supremacist culture*
  - *Seek to understand and validate their concerns*
  - *Challenge the notion that there is only one way to create a successful résumé*
- *Take a holistic look at each candidate*
- *Do not eliminate individuals over minor issues and omissions*

## **Interviews**

Key **interview** problems through Okun's (2021) seven-domains: urgency, or the "disconnection from the need to breath, pause and reflect" and paternalism, or when "those in power are assumed qualified and entitled to define standards and the one right way, and decision maker for the interests of those without power," are the most salient.

### ***Antidote Concepts:***

- *When possible, avoid "superdays" and marathon interviews*
- *Allow candidates to make decisions around interview modality and scheduling*
- *Interview-related expenses should be paid for by hiring organization in advance*
- *Create a culture that inspires thoughtful questioning, keen insights, and innovative problem-solving to foster transparency and healthy management of expectations*

Okun, T. (2021). White Supremacy Culture-- Still Here.

[https://www.dismantlingracism.org/uploads/4/3/5/7/43579015/white\\_supremacy\\_culture\\_-\\_still\\_here.pdf](https://www.dismantlingracism.org/uploads/4/3/5/7/43579015/white_supremacy_culture_-_still_here.pdf)