

## Case Personnel Selection

A university department has in the latest rounds of hirings employed one woman and more than 10 men for permanent positions at the level of professor and associate professor. There is no particular shortage of women in the labour market of the department's discipline.

The selection procedure for permanent positions at universities consists, for example, of the following steps:

- In the first step, applicants are screened whether they fulfil the basic requirements (e.g., PhD title).
- Applicants who fulfil the requirements are assessed in more detail by a committee of usually three members, consisting of professors within the university and of professors from other universities (or countries). Applicants are evaluated based on a detailed CV, a list of publications and 5-10 publications of each applicant that were submitted with the application.
- The applicants ranked highest are invited to present themselves to an internal committee consisting of several professors of the department. During this step, applicants deliver a scientific presentation related to their work and they are interviewed by the committee.
- The internal committee decides who should be hired, but can be overruled by the head of department.

The main criteria used for the assessment throughout the procedure are the number and quality of scientific publications and teaching experience, although no agreed upon standards exist for these criteria.

Your task is to:

1. evaluate the selection procedure,
2. identify reasons for the obvious gender bias, and
3. make suggestions for how the situation could be improved for further hirings.