Developing Equitable Selection Processes

Improving Selection Processes through Holistic Review

Here are a few key resources on the topic of holistic review.

- Link to the AAMC webpage on holistic review, which has worksheets that programs can use to determine what criteria are important to them and the best way to measure those criteria in an unbiased way: [https://www.aamc.org/services/member-capacity-building/holistic-review](https://www.aamc.org/services/member-capacity-building/holistic-review)

Recommendations for Improving Selection Processes

The table below summarizes evidence-based recommendations for decreasing bias and increasing diversity in selection processes.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Rationale</th>
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<tbody>
<tr>
<td><strong>Select Metrics</strong></td>
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<tr>
<td>Create a diverse committee</td>
<td>A diverse committee is more likely to identify where bias may exist in the current selection process.</td>
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<tr>
<td>Include broad, relevant criteria</td>
<td>Including a broad range of relevant and important experiences, competencies, attributes, and metrics that match the mission of your program will help ensure that candidate selection matches desired characteristics.</td>
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<tr>
<td>Define criteria &amp; measurements</td>
<td>Clearly defining each criterion and how it will be measured ahead of time limits the ability of bias to influence decisions.</td>
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<td>Only share relevant information</td>
<td>Information that is irrelevant to the decision may bias committee members or interviews. Photos, for example, have been shown to lead to bias. Therefore, carefully consider what information needs to be shared with those participating in decision-making processes.</td>
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<tr>
<td><strong>Manage Interpersonal Interactions</strong></td>
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<tr>
<td>Involve diverse interviewers</td>
<td>Including a diverse group of interviewers helps mitigate the impact of individual bias as everyone will have different biases.</td>
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<td>Standardize interviews</td>
<td>Creating a standardized interview process, including the questions and the rating process, limits the impact of bias.</td>
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<tr>
<td>Increase awareness of bias</td>
<td>Increasing individuals’ awareness of their biases through workshops, the implicit association test, and other discussions allows individuals to consciously overcome their bias.</td>
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<tr>
<td>Assess bias before decisions</td>
<td>Teaching individuals to examine how their bias may be impacting them before they make decisions helps them consciously account for potential bias.</td>
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</table>
Confronting the Myth of Meritocracy
Here are key articles addressing the broad topic of meritocracy within medical education.


Validity & Reliability of Selection Metrics
The references below summarize the best available evidence on the validity and reliable of commonly used selection metrics for medical school, residency, and fellowship selection.


Case Studies
Here is a collection of articles demonstrating how single institutions changed their selection process to increase diversity. I welcome additional suggestions.

Faculty

Fellowship

Residency

Medical School

Awards