

Increasing Diversity in the Hiring Process

Increasing diversity of the University staff is one of the major objectives of Vision 2020. Increasing diversity should be a significant part of each step of the hiring process. This discussion outlines methods a department can use to increase diversity in their hiring process.

Step 1 - Position Description

A Position Description is the foundation of the hiring process. It is the document that tells employees what is expected of them and what is important about their positions.

Be sure to articulate diversity expectations as they relate to the job duties on the Position Description.

Examples of wording:

“Actively promotes diversity within the office...”

“Contributes to team by working effectively with individuals of diverse backgrounds.”

“Demonstrates commitment to diversity by participation in...”

“Effectively interacts with a diverse population of students and faculty.”

B. Specific Duties: Please list in order of importance, and in detail, the duties assigned to this position and estimate the percent of time given to each duty over a period of time. Percentages must add to 100% including "other duties as assigned". Essential duties are why the job was created. They are the basic chores or tasks that must be performed by any incumbent, with or without reasonable accommodation. Please attach additional sheets as necessary.

Place Asterisk if Essential Duty	Work Performed	Percent of Total Time
*	Supervise Employment Office support staff: - Supervise the day-to-day operation of the Employment Office support activities - Hire, counsel and evaluate support staff - Assist in establishing customer oriented policies and procedures for the area - Establish and monitor career development for all support staff - Maintain updated Standard Operating Procedures and backup procedures for all support activities - Reassign activities as needed as implementation procedures are initiated - Monitor stress levels of support staff during implementation; initiate discussions, activities, etc. - Cover duties of support staff as needed during peak activity periods	60%
*	Monitor all new Notice of Vacancies: - Approve requirement and general wording for all new Notice of Vacancies (NOV) - Contact departments when NOV is initiated to verify all posting information and timing - Check postings for accuracy and interpretation - Work proactively with the Compensation Office on new wording initiatives as needed - Answer general and specific questions the departments may have about postings - Notify and make suggestions if departments not receiving an adequate pool - Monitor all wording changes for an NOV once it is posted - Once holds are completed by staffing specialist, call the departments and send appropriate reports - Proactively identify problems and assist management in a solution - Foster a professional relationship with departments, contacting them on a regular basis to solicit suggestions and offer services.	30%
	Other duties as assigned.	1%

“Represents the department to internal and external customers by actively supporting diversity.”

“Assists customers of all genders, race, ethnicity and backgrounds in processing...”

Step 2 - Notice of Vacancy

Include diversity statements in the Notice of Vacancy when advertising the position. Including the diversity statements from the Position Description in the description of duties serves to inform candidates of the diversity expectations and sets the tone of the advertisement.

Step 3 - Recruiting

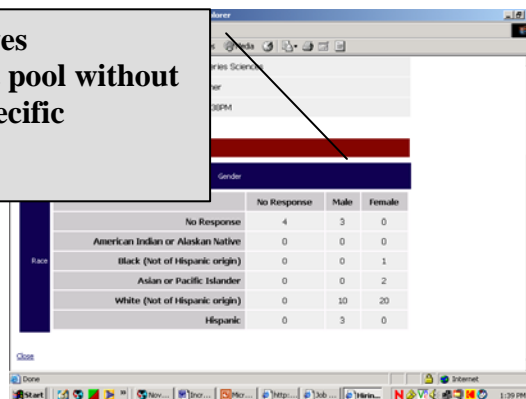
Advertising: The new Online Employment Services provides widespread visibility for positions. Applicants now have the capability of applying 24/7 from any web-based computer in the world. However, there may be occasions when the hiring manager may decide to use additional advertising to:

- reach a specific pool of applicants
- reach passive applicants
- fill a unique title quickly
- increase diversity of the applicant pool

Networking: Internal and external networking remains the most effective way to increase an applicant pool. Access <http://employees.tamu.edu/managers/Hiring/advertisingResources/Default.aspx> for networking information. This web site lists contact information for minority and women's universities and colleges, local diversity professional organizations, and general advertising guidelines. Remember that a departmental web site can be an effective recruiting tool. Make sure to include pictures of people with diverse backgrounds in varying activities, update news on a regular basis and include your mission statement.

Tracking Progress: Hiring Managers have the ability to check the race/gender makeup of the applicant pool to determine the effectiveness of their recruiting efforts. When reviewing positions online at <http://tamujobs.tamu.edu/hr>, hiring managers can click on "Reports", then choose the position. The report is viewable and printable at any time during the hiring process. Sample Report:

Hiring Manager EEO Report gives race/gender makeup of applicant pool without associating the information to specific applicants.



The screenshot shows a web browser window displaying an EEO report. The report is organized into two main sections: 'Race' and 'Gender'. The 'Race' section is a table with columns for 'No Response', 'Male', and 'Female'. The 'Gender' section is a table with columns for 'No Response', 'Male', and 'Female'. A red arrow points from the text box to the 'Gender' section of the report.

	No Response	Male	Female
No Response	4	3	0
American Indian or Alaskan Native	0	0	0
black (not of Hispanic origin)	0	0	1
Asian or Pacific Islander	0	0	2
White (not of Hispanic origin)	0	10	20
Hispanic	0	3	0

Step 4 - Reference Checking

Reference checking is an important way to discover an applicant's experience, education and attitude about diversity at their previous places of employment. Refer to *The Do's and Don'ts of Reference Checking* at <http://hr.tamu.edu/employment/ref-chk.pdf> for tips on effective reference checking. Be sure to include at least one diversity related question.

Examples:

Are you aware of any diversity events or organizations in which this applicant participated?

What kind of leadership efforts did this applicant initiate to encourage a commitment to diversity in his/her previous job?

Tell me about a time when this employee had a problem with a coworker or customer of a different race, gender, etc., and how he/she handled the situation.

Step 5 - Interviewing

When using team interviewing, be sure to include minority representation on the team. Never ask applicants about their marital status, race, gender, sexual orientation, religion, nationality, age, or disability. THESE ARE ILLEGAL QUESTIONS. Instead, concentrate on applicants' diversity experience, education, and attitude.

Example questions:

In this position, how do you think you might be able to support the university's philosophy toward diversity?

How have you integrated multicultural issues as part of your professional development?

How have you participated in diversity events and organizations at other colleges and universities?

Tell me about a time when you had a problem with a coworker or customer of a different gender, race or ethnic background, and what you did.

Step 6 - Making the Hiring Decision

Hiring managers are encouraged to use the hiring matrix available at <http://employees.tamu.edu/managers/Hiring/advertisingResources/Default.aspx> on the Human Resources web site. Because the hiring manager has identified diversity opportunities associated with the job duties, he or she should include factors on diversity experience and/or education as criteria for the hiring decision.

