

AFFIRMATIVE ACTION PLANNING RESOURCES and STRATEGIES

Potential Strategies for Recruiting a Diverse Workforce

- Ensure clear direction from leadership on the importance of diversity in the organization. Ideally, diversity-related goals should be tied to other organizational or business goals and the group's Diversity Strategy Plan.
- Make hiring managers, recruiters, and search committees aware of relevant placement goals.
- Increase diversity in your applicant pool by recruiting in professional publications or journals that focus on women or minorities, veterans, and persons with disabilities.
- Reach out to internal or external networks and organizations representing diverse communities.
- Participate or sponsor diversity job fairs or host meetings of diversity groups.
- Develop and maintain affiliations with community and neighborhood groups.
- Include diverse individuals when setting up interview panels or search (and/or admission) committees. Invite people from outside OHSU or outside of your administrative unit to join your search (or admission) committees in an effort to increase the diversity of the committee.
- Review the diversity of the applicant pool before ending recruitment. If there are no diverse candidates, consider extending the recruitment deadline until there is diversity in the applicant pool.
- Consider a broad base of skills in the ultimate hiring decision.
- Consider using a formal offer approval process so that someone in a leadership position reviews the hiring process and the preliminary hiring decision to ensure an equitable process was used.
- Use internships, mentorships, or job shadowing programs.
- Remember, placement goals are not quotas; hire the most qualified candidate.
- Remember, retention is as important as recruitment. Create a welcoming atmosphere, give employees interesting and challenging jobs, create promotional/growth opportunities, and publicize success stories.
- Connect diverse employees to relevant communities or interest groups.

Potential Leadership Activities

- Conduct **outreach** with community groups and internal resources to build relationships and increase the diversity in OHSU's talent pipeline.
- **Train** managers (or anyone in the hiring or promotion decision making process, such as recruiters or search committees) on affirmative action and the group's affirmative action plan and diversity efforts.

- Ensure managers receive and understand the placement goals (**data**) for their work group. Act as **role models** and set the tone for the organization in the areas of valuing diversity, creating an inclusive climate, as well as compliance.
- Include diversity as a component of all performance evaluations in your group and tie diversity efforts to merit increases and bonuses.
- Encourage employees in supervisory or leadership roles in your mission to volunteer for organizations and increase their multicultural exposure (such as being on a Board of Directors, attending diverse community events, completing cultural competency training, completing diversity training, learning another language, etc.) to understand and engage with disadvantaged and/or diverse communities.

Retention Strategies / Programs

- Mentoring, internship, or shadowing programs
- Career counseling
- Tuition reimbursement or scholarships
- Continuing professional training
- Educational career growth
- English as a Second Language (ESL) support classes
- Tutoring
- Culturally appropriate counseling
- Global humanitarian outreach opportunities
- Equal annual compensation
- Community involvement opportunities
- Cultural competency training
- Discrimination training

Recruiting Websites – General¹

<u>Academic Careers</u>	<u>Diversity Web</u>	<u>National Conference on Race & Ethnicity in American Higher Education</u>
<u>Academic Diversity Search</u>	<u>Diversity Inc.</u>	<u>The Chronicle of Higher Education</u>
<u>Academic Keys</u>	<u>Equal Opportunity Employment Journal</u>	<u>American College Personnel Association</u>

¹ The listings on pages 8 and 9 are a sampling of resources and do not represent all possible resources.

<u>American Association for Affirmative Action</u>	<u>Equal Opportunity Publications, Inc.</u>	<u>Hire Diversity.com</u>
<u>American Association of University Professors (AAUP)</u>	<u>Faculty for the Future</u>	<u>National Minority Faculty ID Program</u>
<u>College and University Professional Association (CUPA)</u>	<u>IM Diversity</u>	<u>Diversity Search</u>
<u>INSIGHT Into Diversity</u>		

Recruiting Websites – Specialized

<u>Association of Latino Professionals</u>	<u>National Black MBA Association</u>	<u>Tribal College Journal of American Indian Higher Education</u>
<u>Hispanic Association of Colleges & Universities</u>	<u>National Society of Hispanic MBAs</u>	<u>American Indian Science and Engineering Society</u>
<u>Latinos in Higher Ed</u>	<u>American Association of University Women</u>	<u>The Tribal Employment Newsletter</u>
<u>Hispanic Outlook in Higher Education</u>	<u>Women in Higher Education</u>	<u>American Association of People With Disabilities</u>
<u>The Journal of Blacks in Higher Education</u>	<u>Advancing Women</u>	<u>National Association for Equal Opportunity in Higher Education</u>
<u>Black Collegian Online</u>	<u>Association for Women in Science</u>	<u>National Association of Asian American Professionals</u>

Local Recruiting Publications and Organizations – Specialized

<u>The Skanner</u>	<u>The Asian Reporter</u>	<u>Partners in Diversity</u>
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