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

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<th>Academic Careers</th>
<th>Diversity Web</th>
<th>National Conference on Race &amp; Ethnicity in American Higher Education</th>
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<td>Diversity Inc.</td>
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¹ The listings on pages 8 and 9 are a sampling of resources and do not represent all possible resources.
| American Association of University Professors (AAUP) | Faculty for the Future | National Minority Faculty ID Program |
| College and University Professional Association (CUPA) | IM Diversity | Diversity Search |
| INSIGHT Into Diversity | | |

### Recruiting Websites – Specialized

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

### Local Recruiting Publications and Organizations – Specialized

| The Skanner | The Asian Reporter | Partners in Diversity |