

## 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 – General<sup>1</sup>

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

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

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

**Recruiting Websites – Specialized**

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

**Local Recruiting Publications and Organizations – Specialized**

<a href="#"><u>The Skanner</u></a>	<a href="#"><u>The Asian Reporter</u></a>	<a href="#"><u>Partners in Diversity</u></a>
------------------------------------	---	--