#### **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>

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

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

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