Increasing Diversity in the Hiring Process

Increasing diversity of the University staff is one of the major objectives of Vision 2020; it should be a significant part of each step of the hiring process. The following outlines methods a department can use to increase diversity in their hiring process. For additional information or questions please contact HR Recruitment & Workforce Planning at jobpath@tamu.edu or (979) 845-5154.

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.”

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

"Assists customers of all genders, race, ethnicity and backgrounds in processing…”

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Step 2 - Posting

Include diversity statements in the posting 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/advertising 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 https://sso.tamus.edu, 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.
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. 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?

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?
Step 6 - Making the Hiring Decision

Hiring managers are encouraged to use the hiring matrix available at [http://employees.tamu.edu/managers/hiring-matrix](http://employees.tamu.edu/managers/hiring-matrix) 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.

Evaluate each applicant’s diversity education and experience

Step 7 - Long Term Plans

A long-term program must be created to retain good employees and to enhance future recruitment. Some long term plans to consider include:

- base yearly evaluations on the Position Description (more at [http://eodinfo.tamu.edu/pathways](http://eodinfo.tamu.edu/pathways))
- include diverse representation on assignments and team projects
- establish career ladders within the department
- provide professional development for all employees
- make accommodations for people with special needs
- handle complaints in a timely manner
- demonstrate sensitivity to differences
- develop mentoring programs within the department

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