

STRATEGIES FOR DIVERSIFYING HIRING

THE POSITION DESCRIPTION AND RECRUITMENT

1. Re-think your required and preferred qualifications:

When preparing job descriptions for posting, departments often copy and paste the required and preferred qualifications from the previous time they posted the position. It is important to take time to review them and determine whether they are still applicable to the position, especially when it comes to preferred qualifications.

Limiting the preferred qualifications can help broaden your pool of candidates, including potential under-represented candidates.

2. Posting Ad Minimum Requirements

A clear and inclusive posting ad should have the following:

1. Job title
2. Job summary – a concise overview of the role and how the candidate will make an impact
3. Job duties and responsibilities – a list of all activities the person will perform
4. Qualifications – a description of any experience, training, or education that is necessary to perform the job
5. Working Conditions – the physical attributes an employee must have to perform the job duties
6. Compensation and benefits – a salary range and a link to the details on the total benefits package
7. Work Schedule & Location – list work hours and work location
8. Department/college description – Draft a short description to help advertise the job position
9. Indicate how to request accommodations
10. Contact information if needed

3. Widen your candidate search:

- a. Reach out personally to minority co-workers and friends
- b. Utilize minority professional organizations
- c. Reach out to minority advocacy groups in your community
- d. Check minority centered job boards

- e. Attend conferences that center around minority professionals

PRE-EVALUATIONS AND INITIAL INTERVIEWS

1. **Pre-Evaluation:** Before evaluating the candidates, the search committee members should develop a rubric based on the expectations laid out in the position description, including any required and preferred qualifications. Based on the metrics provided in the rubric, the committee should also create a list of interview questions. It is advised that search committees wait until all candidates have been initially interviewed to evaluate them collectively to determine who advances to the final interviews.
2. **Educate the Search Committee:** The University of Tennessee Health Science Center must adhere to several requirements in the hiring process to ensure compliance with federal and state laws. The Department of Labor requires that all applicants at the university be provided equal opportunities for consideration during the application process. The Search Committee must be educated on these applicable laws and regulations.
3. **Initial Interview (Skype, Zoom, Conference Call):** Determine which method of interviewing the committee would like to offer the candidates. All candidates should be offered the same methods; however, it is okay if some candidates prefer one method over another. All candidates who meet the required qualifications should be considered in initial interviews (unless the candidate pool is unusually large, and it would be burdensome to do so). All candidates should have the opportunity to answer the same set of questions. Follow-up questions regarding experience and education that are specific to an individual candidate are permitted. Try to ensure that follow-up questions remain relevant to the position description.
4. **What can we ask/not ask:** Search committees should refrain from asking certain questions related to protected classes that could be perceived by the candidate or other recruiters as potentially discriminatory.

Do not ask about:

- Age: Only permissible to confirm a candidate is old enough to work
- Address: only mailing and willingness to relocate (do not ask if they rent or own)
- Family or Marital status: only can you meet the needs of the work schedule
- Health/Disability: Any relevant disability or accommodation needs should only be discussed once a candidate is an official employee
- Race, Color, National Origin: do not ask 'what's your background' or 'where are you from'
- Sexual Orientation
- Pregnancy

What if the candidate brings it up? It is okay if the candidate voluntarily brings up these topics, but the search committee should redirect any responses back to the prepared interview questions and position description. In addition, during the post-interview evaluations of the candidate, the volunteered information should not be discussed or considered.

You can ask:

- Basic information, aka – ice breaker questions
- Behavioral questions
- Knowledge questions
- Scenario questions
- Learning outcomes question (faculty positions)
- Include at least one question regarding diversity. Diversity questions should relate directly to the position whenever possible.

POTENTIAL RECRUITING SOURCES

The Office of Access and Compliance maintains a list of potential recruiting resources, for recruiting:

- In Higher Education
- Racially Diverse Groups
- Women Jobseekers
- Individuals with Disabilities
- LGBTQ+ Jobseekers

Additional recruiting sources include:

1. Placement of position announcements in professional journals, websites, or magazines.
2. Contact with Departments at other colleges and universities offering relevant degrees, in an effort to solicit applications or nominations of qualified individuals.
3. Promotion of the position through professional associations and local/regional organizations.
4. Contact with prospective applicants identified through referrals or as a result of recruitment efforts, including other UT departments and campuses and current UT employees.
5. Promotion of the position by contact with local community- based agencies, campus-based groups, and offices such as the Office of International Affairs if appropriate.

RECRUITING RESOURCES

Respecting our individual and organizational uniqueness makes us stronger and, as an institution, we strive to add diversity to our teams of dedicated professionals across the state.

Below is a list of websites that offer resources on recruiting diverse employees to help attract well-qualified, diverse pools of candidates.

DIVERSITY RECRUITING RESOURCES FOR HIGHER EDUCATION

Academic Diversity Search (ADS) <https://www.academicdiversitysearch.com/>
Academic Diversity Search, Inc. (ADS) is a nationwide employment resource specializing in connecting women and minorities with academic institutions that truly value diversity.

Academic Keys <https://executivesearch.academickeys.com/>
AcademicKeys.com is a faculty, senior administrative and staff recruitment website with a one million opt-in candidate database.

The Chronicle of Higher Education <https://www.chronicle.com/>
For more than 50 years, The Chronicle has been the No.1 source of news, information and jobs for faculty and administrative professionals in higher ed. In 2013, in order to better serve the higher ed community, The Chronicle created Vitae (chroniclevitae.com), an online community that brings together higher ed professionals to network and exchange ideas with peers across institutions, showcase their work, and access free career resources.

Diverse Issues in Higher Education <http://www.diverseeducation.com/>
Diverse Issues in Higher Education stands alone as the only source of critical news, information, and insightful commentary on the full range of issues concerning diversity and inclusion in higher education.

Higher Education Recruitment Consortium (HERC) <https://www.hercjobs.org/>
HERC is the only non-profit organization devoted to connecting exceptional professionals with careers at higher education and affiliated employers that have a shared mission to promote equity and inclusion, support dual-career couples and create a future shaped by diversity of thought and perspectives

HigherEdJobs <http://www.higheredjobs.com/>
HigherEdJobs is one of the leading sources for jobs and career information in academia. All jobs for UTHSC are posted in HigherEdJobs. Additional diversity postings may be paid for the department.

Inside Higher Ed <https://www.insidehighered.com/>
Inside Higher Ed is the free daily news website for people who work in higher education. More than 14,000 faculty and administrative job postings draw 1.3 million readers a month.

GENERAL DIVERSITY RECRUITING RESOURCES

Diverse Jobs <https://www.diversityjobs.com/>
Engage targeted, diverse candidates through DiversityJobs.com's network of niche sites for Black Americans, Latinx, Asians, Native Americans, Women, Veterans, People with Disabilities, and Members of the LGBTQIA+ Community

Employ Diversity <http://www.employdiversity.com/>
A cost-effective online solution for recruiting multicultural and foreign national job seekers.

IM Diversity <https://jobs.imdiversity.com/>
The goal of IMDiversity.com is to provide job seekers with access to the largest database of equal opportunity employers committed to workplace diversity.

Nemnet Minority Recruitment <https://www.nemnet.com/index.aspx>
A national resource organization committed to assisting schools and organizations in the identification and recruitment of minority students and professionals.

Professional Diversity <https://www.prodivnet.com/>
Professional Diversity's mission is to provide diverse communities with a trusted professional network, which pairs members with employers who are serious about building a diverse workforce to meet the needs of an increasingly diverse customer base.

Workplace Diversity <http://workplacediversity.com/>
WorkplaceDiversity.com and its family of sites were developed to connect employers to diverse candidates nationwide.

RESOURCES FOR RECRUITING AFRICAN AMERICAN/BLACK JOBSEEKERS

American Association of Blacks in Higher Education (AABHE) <http://www.blacksinhighered.org/>
The American Association of Blacks in Higher Education (AABHE) is an outgrowth of the Black Caucus, which was a component of the former American Association of Higher Education (AAHE). As such, AABHE has rich history of representing blacks in higher education on a national level.

Historically Black Colleges and Universities Connect (HBCU Connect) <https://hbcuconnect.com/>
HBCU Connect provides a platform for networking, professional opportunities, and educational opportunities.

Journal of Blacks in Higher Education (JBHE) <https://jbhe.com/>
The Journal of Blacks in Higher Education offers multiple online advertising options for academic institutions and affiliated agencies.

National Urban League <https://nul.org/program/jobs-network>
The National Urban League is a historic civil rights and urban advocacy organization with 90 affiliates serving 300 communities, providing direct services that impact and improve the lives of more than two million people nationwide.

RESOURCES FOR RECRUITING ASIAN/PACIFIC ISLANDER JOBSEEKERS

National Association of Asian American Professionals (NAAP) <https://www.naaap.org/>

The National Association of Asian American Professionals is a non-profit organization that cultivates and empowers Asian & Pacific Islander leaders through leadership development, professional networking, and community service.

Asians in Higher Education <https://www.asiansinhighered.com/>

Asians in Higher Education, part of The Diversity Trio including BlacksInHigherEd.com and HispanicsInHigherEd.com, is a modern online job board committed to increasing the pool of qualified, minority candidates for staff, faculty, and management employment opportunities at colleges & universities.

RESOURCES FOR RECRUITING HISPANIC/LATINX JOBSEEKERS

Hispanic Association of Colleges and Universities (HACU) <http://www.hacu.net/>

The Hispanic Association of Colleges and Universities (HACU) is a membership organization that represents more than 450 colleges and universities in the U.S., Puerto Rico, Latin America and Spain.

Hispanics in Higher Education <https://www.hispanicsinhighered.com/>

Hispanics in Higher Education Network is the #1 place to find jobs and careers at colleges and universities. For employers we are the affordable, highly-effective recruitment solution that helps colleges and universities find and recruit top professors, administrators, chancellors, presidents, adjunct instructors, financial aid officers, and other academic professionals to work at their institutions.

Hispanic Outlook <https://hispanicoutlookjobs.com/>

The Hispanic Outlook (HO) in Higher Education is the only magazine with a 25-year track record of providing enlightening and inspirational information and resources that focus on Hispanics in higher education.

Latinos in Higher Education <http://www.latinosinhighered.com/>

LatinosInHigherEd.com is the first Latino professional employment web site designed specifically for the higher education community, with over 100,000 site visits each month.

Hispanic Latino Professional Association <https://hlpa.com/>

Since 1997, the HLPAs has been providing America's Best companies & organizations with diversity based recruiting resources, as well as job and career information for individuals and job seekers.

RESOURCES FOR RECRUITING INDIVIDUALS WITH DISABILITIES

ABILITYJobs.com <http://www.abilityjobs.com/>

ABILITY Magazine/ABILITY Jobs (ABILITY) expedite the employment of jobs seekers with disabilities through Affirmative Disability Action™ (A-D-A). A-D-A includes career site, resume bank, branding,

recognition and awareness building. ABILITY Magazine is an award-winning publication, educating the public about health, disability and, most of all, human potential.

American Association of People with Disabilities <http://www.aapd.com/>
AAPD is the largest nonprofit, nonpartisan, cross-disability organization in the United States.

RESOURCES FOR RECRUITING LGBTQ+ JOBSEEKERS

Consortium of Higher Education Lesbian Gay Bisexual Transgender Resource Professionals
<https://www.lgbtcampus.org/post-a-job-find-a-job>

The Consortium maintains a job board as a service for our members; anyone can post a job to the job board, so it is a robust and dynamic listing of active postings! Viewing jobs on the job board is free and accessible to all.

LGBT in Higher Ed <https://www.lgbtinhighered.com/>
LGBTinHigherEd.com is a Web 2.0 based job board committed to increasing the pool of qualified candidates for staff, faculty and management employment opportunities at colleges & universities.

RESOURCES FOR RECRUITING NATIVE AMERICAN/ALASKAN NATIVE JOBSEEKERS

Native American Jobs <https://nativeamericanjobs.com/>
NativeAmericanJobs.com is a site dedicated to being your link to diversity and indigenous employment, career-minded individuals looking for employment and careers in all communities, locally and nationwide, including Tribal and Non-Tribal companies across the nation.

Native Peoples Recruit.com <https://www.nativepeoplesrecruit.com/>
Native Peoples Recruit.com provides an online directory of resources and information for Native Americans, Alaska Natives, Native Hawaiians, and other indigenous groups of people living under the U.S. jurisdiction. Native People's Recruit area of focus is on employment, connecting viable candidates from urban, rural, universities, colleges, trade and vocational schools, military and veteran communities with outstanding employers.

RESOURCES FOR RECRUITING VETERAN JOBSEEKERS

Military.com <https://www.military.com/>
Military.com is the largest online military and veteran membership organization — 10 million members strong.

Rally Point <http://solutions.rallypoint.com/>
RallyPoint has over 800,000 military members representing 12,000+ military units and 9,700+ locations with active duty military members and veterans.

VeteransConnect.com <http://veteransconnect.com/>
A web-based community that includes resources and tools to help them connect with employers across multiple career fields.

Vet Jobs

<https://vetjobs.org/>

VetJobs assists transitioning military and veteran jobseekers and receives 600,000 to 900,000 visitors a month.

We Hire Heroes

<https://wehireheroes.com/>

National job board for military veterans reaching millions of qualified job seekers.

RESOURCES FOR RECRUITING WOMEN

Professional Women of Color Network (PWOCN)

<https://careers.pwocn.org/>

The Professional Women of Color Network (PWOCN) empowers women of color through networking.

Women in Higher Education

<https://www.wihe.com/>

Women in Higher Education reaches as extended audience across 1000s of articles in Wiley's Gender Studies portfolio

Association of Women in Science

<https://awis.org/>

AWIS is a global network that inspires bold leadership, research, and solutions that advance women in STEM, spark innovation, promote organizational success, and drive systemic change.

Women for Hire

<http://womenforhire.com/>

Women For Hire has formed strategic partnerships with hundreds of professional and diversity associations to deliver a highly skilled and experienced pool of qualified candidates.