

Managing Diversity At Duke: A Toolkit For Managers

Toolkit 6: Diversifying Applicant Pools

Purpose of Diversifying Applicant Pool

Diversity can be defined as taking full advantage of the rich backgrounds and abilities of all by recognizing and valuing differences, seeking inclusiveness, and considering and honoring differing points of view. Duke is committed to recognizing and appreciating the value of diversity and cross-cultural understanding.

These recruitment tools are designed to assist recruiters and hiring managers in taking affirmative actions towards enhancing diversity and equity in hiring by diversifying their applicant pools and conducting the recruitment process in a consistent and equitable manner. Expanding outreach and recruitment efforts will assist Duke in making good faith efforts to recruit, employ, and promote qualified minorities, women, individuals with disabilities, and veterans as stated in our Equal Opportunity Policy and Affirmative Action Plan.

Diversifying Applicant Pool Do's and Don'ts

DO's

Do develop a Recruitment Plan Checklist http://www.duke.edu/web/equity/recruitment_plan_checklist.pdf

Do advertise the positions widely to attract a diversified candidate pool. The following is a list of selected resources:

- Professional organizations
- Publications
- Historically Black Colleges & Universities
- Radio stations
- Electronic newsletters & news groups
- Attend job fairs at women or HBCUs colleges
- Develop list of community resources and contacts
- Seek assistance from OIE and HR

Do utilize recruiting resources that are available at Duke (see list below).

Do develop a familiarity with Duke's Professional Development Institute to offer/advertise opportunities to graduates of the "Office Staff Development" and the "First Time Supervisor" program, for selected positions.

Do meet with hiring managers, recruiters, and human resource representatives to discuss the entities current demographic representation and placement goals (identified in the Affirmative Action Plan - AAP), current labor market availability (Contact OIE or refer to the AAP) review any potential obstacles, and brainstorm diverse recruitment sources and strategies.

Do document all recruitment sources and develop a database for future recruitment activities.

Do monitor the diversity of your applicant pool and expand your advertising efforts if you find that you have not **been able to reach a diverse** applicant pool.

Do post open positions internally to ensure that your current staff, has an opportunity to apply, if qualified for the position.

Do offer mentoring and professional development opportunities for current staff to enhance their experience and qualifications.

Do take responsibility for creating diverse applicant pools.

Do hold hiring managers accountable for taking affirmative steps and making good faith efforts towards diversifying applicant pools.

Do promote Duke's message of "Helping to Build an Inclusive Work Culture" both internally and externally.

DONT'S:

Don't assume that qualified minority, female, disabled, or veteran candidates are not present in the labor market (internally or externally).

Don't continue to advertise through the same general recruitment resources and expect to increase the diversity of your applicant pool.

Don't overlook internal candidates by assuming all positions should be filled externally.

Don't assume your internal staff are not interested in or capable of advancing into higher level positions.

Don't feel compelled to hire a member of the underrepresented group, if they are not qualified for the position.

Q & A's

None of the applicants for my open position were women or minorities. Doesn't this mean that there are no minority or females qualified for this position?

No. This simply means that you have not reached a diversified applicant pool and that you need to employ additional recruitment strategies to increase the representation of women and minorities in your applicant pool.

We never had to look at diversity before, but now we were told that our group has a placement goal for hiring women. Does that mean we have to hire a woman in this position?

No. The designation of placement goals for a particular position or a group of positions indicates that the positions are underrepresented for women and that you must make good faith efforts to address this underutilization. You can achieve this by taking steps to attract more qualified women and minorities to apply for that position therefore increasing the opportunity to hire women and minorities.

What does underutilization mean?

Underutilization means that there are fewer women and minorities employed in a particular job group than would reasonably be expected given their labor market availability both internally and externally.

Where does the labor market availability come from?

The labor market availability is estimated from a combination of internal and external sources. Internal

sources include current employees who can be promoted or transferred into the identified positions. The external labor market data are obtained from the United States Census Bureau, and other nationally recognized data collection agencies and reports.

We always advertise in the News & Observer and never find any qualified women, minority, or disabled candidates. Is there anything else we can do?

You should expand current recruitment efforts to include advertising in minority, women, disabled and veteran professional organizations, publications, and websites.

Links and Other Resources:

Suggested Diversity Websites

The following list of Diversity Websites is provided as a supplemental resource that can be utilized in expanding recruitment sources. The suggested resources are not intended to be exclusionary and does not represent all of the available resources used at Duke.

***Diversity Websites
Under Construction***

Additional Duke Recruitment Resources

Recruiting Process

www.hr.duke.edu/utilities/managers/recruit.html

Recruitment Process and EEO

www.hr.duke.edu/utilities/managers/recruit_eeo.html

Recruitment Samples and Templates

www.hr.duke.edu/utilities/managers/samples.html

Duke Advertising

www.hr.duke.edu/policies/hiring/recruitment_hiring/policy_details/ads.html

New Tools for Hiring at Duke University

www.finsvc.duke.edu/iforms/Training/Hiring/

Dukes Guiding Principles

www.hr.duke.edu/guidingprinciples/definitions.html

Professional Development Institute

www.hr.duke.edu/pdi/

www.hr.duke.edu/news/pdi_hiring_managers.html

Nursing Opportunities at Duke

www.dukenursing.org/

Office for Institutional Equity (OIE)

www.duke.edu/web/equity