Diversifying Applicant Pools

Seeking Diversity among Applicants

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 toward 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. Below are some guidelines designed to help the process of establishing diverse applicant pools.

DOs

- Develop a Recruitment Plan Checklist (please see the checklist provided in this section)
- 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
  - Job fairs at women or HBCUs colleges
  - Develop list of community resources and contacts
  - Seek assistance from OIE and HR

- Utilize recruiting resources that are available at Duke (see list below).
- 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.
- 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.

- Document all recruitment sources and develop a database for future recruitment activities.
- 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.
- Post open positions internally to ensure that your current staff, if qualified for the position, has an opportunity to apply.
- Offer mentoring and professional development opportunities for current staff to enhance their experience and qualifications.
- Take responsibility for creating diverse applicant pools.
- Hold hiring managers accountable for taking affirmative steps and making good faith efforts towards diversifying applicant pools.
- Promote Duke’s message of “Building an Inclusive Work Culture” both internally and externally.

DON’Ts

- 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.

Questions & Answers

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 are 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.
Sample Recruitment Plan Checklist

Preparation

- Establish and maintain a recruitment file for each applicant pool
- Evaluate job description (ensuring details of the position, job duties, competencies and required minimum qualifications are listed)
- Incorporate entity/department specific diversity and hiring goals into the recruitment plan (resources, timeline, budget, recruitment sources, etc.)
- Establish diverse search committees/interview panels
- Provide search committee/interview panel with an understanding of your:
  - Hiring goals and organizational values for the recruitment, as well as the
  - Education, experience and competencies, strengths and the desired professional traits of the ideal candidate
- Provide training and guidance on the details of the interview process

Committee/Panel Process

- Develop interview questions
  - General - [www.hr.duke.edu/utilities/managers/recruit_questions.html](http://www.hr.duke.edu/utilities/managers/recruit_questions.html)
  - Behavioral - [www.hr.duke.edu/utilities/managers/samples/behavioral_interview_questions.doc](http://www.hr.duke.edu/utilities/managers/samples/behavioral_interview_questions.doc)
- Review applications and select interview candidates
- Coordinate interview schedule
- Prepare for interviews
Review (job description, applications (with list of references) and interview questions)

Organize interview area

Prepare for note taking

Forward all phone calls

Selection and Conclusion

— Conduct interviews
— Conduct reference checks
— Prepare specific questions

Sample - [www.hr.duke.edu/forms/pdf/Telephone-Reference.pdf](http://www.hr.duke.edu/forms/pdf/Telephone-Reference.pdf)

— Contact references to schedule mutually convenient time for discussion
— Clarify the reference’s working relationship with the candidate and his/her role in the organization
— Look for a balanced assessment (positives and negatives) of the candidate
— Listen carefully
— Take clear and subjective notes

Evaluate & Rank Candidates

[www.hr.duke.edu/utilities/managers/samples/ranking_feedback_forms.doc](http://www.hr.duke.edu/utilities/managers/samples/ranking_feedback_forms.doc)

— Submit finalist for hire processing
— Submit the completed recruitment forms to Human Resources

As a minimum, the recruitment file shall contain a copy of the:

- Job announcement
- Applicant interview schedule
- Applicant Pool List and disposition
- Evaluation criteria/ranking and feedback form on each applicant
- Notes on other records, telephone checks or interviews on each applicant, as appropriate