

Tool Kit for Inclusionary Recruiting of Faculty and Staff

Introduction:

The University of Scranton recognizes that its faculty and staff are fundamental to its success, and therefore, it is committed to developing a diverse and inclusive workforce. It embraces an inclusive campus community that values the expression of differences in ways that promote excellence in teaching, learning, personal development and institutional success. The University of Scranton is an EEO Educator and Employer.

Purpose:

The search process requires intentionality. The purpose of this Tool Kit is to assist search committees and hiring managers to expand and diversify the candidate pool in the hiring process. It contains resources to help guide and support recruitment and hiring more diverse employees. This Tool Kit is intended to provide interested search committees and hiring managers with information only. It in no way replaces the Recruitment, Selection and Record Keeping Requirements for Faculty Search Committees, Hiring Managers and Department Chairs document on the Provost's website or the Electronic On-Line process in Human Resources.

Helpful Hints for Drafting Inclusive Job Posting:

The job posting is the opportunity to make a strong first impression. It is key to create a posting that describes the University's commitment to diversity and inclusion. The tone, the language, and the details in a job posting create an image of the University. Search committees and/or hiring managers should consider this information before engaging the Electronic On-Line (EOL) process.

1. Review the job posting to ensure that it accurately reflects the minimum qualifications for the position. Research shows that diverse candidates are excluded from hiring pool when higher than necessary minimum qualifications are set for a position. Focus less on job skills that narrow the candidate pool (e.g. knowledge of specific computer application unless it is minimum requirements).
2. Identify preferred qualifications separately from the minimum qualifications if there are certain qualifications that fit a "wish list".
3. Analyze the posting to determine whether it includes inclusive language as opposed to exclusionary language.
 - a. Focus on skills necessary for the job (e.g. analytical, detail orientation, etc).
 - b. Avoid adjectives associated with masculine or feminine qualities. Research shows that masculine wording, such as "superior", "aggressive", "competitive" and "determined" may deter women from applying for the position. Words such as "sensitive", "caring", and "compassionate" may deter men from applying. Use a mix of both masculine and feminine words to enhance changes for attracting a good mix of male and female candidates, or better yet, keep the wording neutral.

4. Include a sentence that says something authentic about the importance of diversity and inclusion at the University. For example: highlight the University's commitment to have the faculty and staff mirror the University student community and/or the Scranton community; identify how your department values diversity and inclusion; underscore the importance of working with a diverse group of employees.
5. Add inclusionary language. Example: The University is committed to developing a diverse faculty, staff, and student body and to modeling an inclusive campus community which values the expression of differences in ways that promote excellence in teaching, learning, personal and professional development, and institutional success. In keeping with this commitment, the University encourages applications from candidates with diverse backgrounds. We recruit, employ, train and promote regardless of race, gender, sex, religion, gender identity or expression, sexual orientation, color, national origin, disability, age, veterans status and other underrepresented groups.
6. Add the University's Non-Discrimination Statement: The University of Scranton is committed to providing a safe and nondiscriminatory employment and educational environment. The University does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, gender identity or expression, sexual orientation, or other status protected by law. Sexual harassment, including sexual violence, is a form of sex discrimination prohibited by Title IX of the Education Amendments of 1972. The University does not discriminate on the basis of sex in its educational, extracurricular, athletic, or other programs or in the context of employment. The University of Scranton is an Equal Opportunity Employer/Educator. Veterans, minority persons, women, and persons with disabilities are encouraged to apply.
7. Human Resources and the Office of Equity and Diversity are happy to review any job postings prior to advertising for inclusionary language.
8. Human Resources maintains a template for hiring requisitions that can be used to assist in drafting a job post.

Recruiting Best Practices:

These best practices were gathered from a multitude of resources. Some of these may not apply to your department's specific recruitment goals.

Create a Hiring Committee

- Consider a diverse composition when creating your hiring committee.
- Ask faculty/staff member from other Departments to join your committee to include people from overlooked underrepresented groups to increase other types of diversity among the hiring committee members. It is important to remember that diversity is not simply race and ethnicity, but also age, socioeconomic status, geographic region, sexual orientation, gender identity, and other characteristics.

Target Underrepresented Populations along with your Current Recruitment Activities

- Review your department demographics and your diversity goals.
- Collaborate with Human Resources and/or Office of Equity and Diversity to discuss hiring goals and to determine resources available to assist in reaching the Department's goals. HR and OED can help identify appropriate diversity focused job board and posting sites. HR and OED may also have relevant data on your department and/or the campus.
- When attending conferences, particularly ones that attract a diverse group of attendees, combine your visit with recruitment effort for present or future positions.
- Maintain contact with diverse candidates that your department unsuccessfully attempted to recruit.
- Research and communicate with a diverse group of individuals throughout the University campus and other University campuses and/or organizations.
- Reach out to other faculty, administrator and staff members within the University and ask them to share the job posting with their networks.
- Send job postings to historically diverse colleges and universities. (See below)
- Write to historically diverse colleges, university or other applicable institutions for a list of individuals graduated in relevant disciplines.
- Partner with minority-serving institutions in the area to develop recruitment plans.
- Attend job fairs in the broader community that serve primarily underrepresented populations
- Personalize recruitment; call applicants and follow up.
- Reach out and find candidates.
- Use the internet and social media tools like LinkedIn to find competitive candidates.
- Recruit continuously—not only when there are openings.
- Maintain professional networks and determine if your networks have potential candidates from underrepresented groups.
- Maintain a file of resumes and contact information for potential candidates from underrepresented groups.
- Follow-up on contacts at professional meetings with recruitment letters that describe the department and demonstrate an individual's candidacy for a position. One and done does not work. Follow-up with a telephone call or email.
- Treat your hiring like a head hunter, always be scouting for future talent.

Advertising

- Advertise with professional organizations. (See below)
- Ask professional organizations for names of potential candidates.
- Include EOE statement in advertisements and websites. (See below)

- If appropriate, identify on the job mentorships and career advancement opportunities.
- Write position postings to ensure that they attract the widest possible range of candidates. (See above)

Educating the Hiring Committee

Educating the hiring committee on the importance of diversity is critical to increasing diversity within the workforce. Some suggestions include:

- Schedule a training with Human Resources for Human Resources Search Committee training on the EOL system and process.
- Schedule training with the Office of Equity and Diversity.
- Remind members of implicit bias and implications of making judgments on a person’s character, experience and background based on details unrelated to job performance, skills and work ethic.
- Consider asking committee members to take the Implicit Association Test to raise the committee’s awareness of their on implicit biases. One such test can be found at <http://implicit.harvard.edu/implicit/>.
- Additional information on implicit bias is set forth below.

Advertising List of Electronic Job Postings Sites:

All job openings are listed on the University’s website and automatically picked up by some job posting sites, such as Indeed.com.

On January 2, 2019, the University purchased trial subscription with Academic Network, Inc., which “is recognized as one of the top academic diversity recruitment firms in the country. Our primary mission is to assist colleges and universities in locating, recruiting and retaining minority faculty, staff, administrators and students, as well as providing diversity awareness training.” Below is a non-exhaustive list of other diversity related job posting sites. They are in no particular order. This is by no means an exhaustive list. Any recommended additions are welcome. If any Department or hiring manager is interested in posting on one of these site, please contact HR or OED.

Publication	Description	About (Quoted directly for the websites)
Academic Diversity Search	http://www.academicdiversitysearch.com/Aboutus.aspx	Academic Diversity Search, Inc. (ADS) is a nationwide employment resource specializing in connecting women and minorities with academic institutions that truly value diversity. Our expertise is in identifying highly skilled professionals who possess the experience, academic credentials and commitment necessary for enhancing faculty, administrative, executive, scientific and technical staffs...

Employ Diversity	www.employdiversity.com	For employers, our mission is to provide an efficient and cost effective online solution for recruiting multicultural and foreign national job seekers. Companies that embrace diversity and inclusion as a part of their corporate policy, understand the competitive advantage to attracting a diverse and inclusive workforce and the effect that it can have on their bottom line. Employers can post jobs as a nonmember or sign up for one of our membership plans.
Diverse Jobs	https://diversityjobs.com/c/ads-home/	In 2006, LatPro launched DiversityJobs.com, its first job search engine for a wider audience of minority groups. Then in 2009, along with JustJobs.com, additional job sites were added to help employers connect with African Americans, Asian Americans, Hispanics, veterans, the disabled, women, and members of the LGBT community.
Hire Diversity	https://hire-diversity.com/	Hire Diversity is designed to help you attract a diverse workforce for your business.
IMDiversity	https://jobs.imdiversity.com/main/clients/products	This one-stop career and self-development site/job board aimed to serve the cultural and career-related needs of underrepresented minority groups, specifically African Americans, Asian Americans and Pacific Islanders, Latino/Hispanic Americans, Native Americans and women. The goal of IMDiversity.com was to provide job seekers with access to the largest database of equal opportunity employers committed to workplace diversity.
Professional Diversity	https://www.prodivnet.com/recruiters/products	Our 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. ProDivNet makes your job search as productive as possible, because the employers who post on our site are specifically seeking to hire aspiring diverse employees. ...As one of seven culturally distinct websites in The Professional Diversity Network provides a professional network for diverse talent that is far more engaging and welcoming than a typical job board...
Workplace Diversity	Workplacediversity.com	WorkplaceDiversity.com, the source for diversity talent™, is an experienced job-board for corporate recruiters who are seeking experienced diverse candidates. Our main focus is to help connect organizations that support and value diversity and inclusion within the workplace. We present organizations with a central location to accommodate any of their online recruiting needs. Research shows that the hiring of diversity, also referred to as EEO-1, is a main focus in the workplace nationwide. Other diversity boards tend to focus primarily on one specific group whereas WorkplaceDiversity.com is the first career site that reaches a broad audience. ...
Inside Higher Education	https://careers.insidehighered.com/	Inside Higher Ed is the leading digital media company serving the higher education space. Since our founding in 2004, we have become the go-to online source for higher education news, thought leadership, careers and resources. Our mission is to serve all of higher education - individuals, institutions, corporations and non-profits - so they can do their jobs better, transforming their lives and those of the students they serve. We are proud to have earned the trust and loyalty of our 2 million monthly readers by speaking as a fiercely independent voice, providing thoughtful, substantive analysis on the pressing issues facing higher education today.

National Association of Asian American Professionals	http://www.naaap.org/careercenter/	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. As the largest and fastest growing API professionals association, NAAAP continues to provide its members with the tools and resources to further career advancement and to empower Asians and Pacific Islanders to become great leaders as well as valuable employees.
Asian MBA	https://jobs.asianlife.com/	Asian MBA is a social community for Asian American and international Asian students/professionals who want to advance their careers.
Black in Higher Ed	https://www.blacksinhighered.com/	Blacks in Higher Education 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.
Historically Black Colleges and Universities Connect	http://hbcuconnect.com/cgi-bin/jobs/index.cgi	We focus on serving the needs of our audience by providing a platform for networking, professional opportunities, educational opportunities and connections with the savvy organizations that are looking to hire from or brand themselves with this tight knit community. We are the best at what we do for several reasons but mostly because we really CARE about those we serve and the future of the Historically Black Colleges and Universities.
Journal of Blacks in Higher Education	https://www.jbhe.com/jobs/	
Women in Higher Education	https://www.wihe.com/jobs/	To provide women on campus with practical ideas and insights to be more effective in their careers and lives. We want women in higher education to gain the power they need to win respect, influence others, sell ideas and take their rightful place in leading society. Our goal is to enlighten, encourage, empower and enrage women on campus as well as to win the acceptance of women in higher education and our larger culture.
Association of Women in Science	https://awis.associationcareernetwork.com/employer/pricing/	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.
Consortium of Higher Education Lesbian Gay Bisexual Transgender Resource Professionals	https://www.lgbtcampus.org/post-a-job-find-a-job	"We envision higher education environments where LGBTQ people, inclusive of all of our intersecting identities, are fully liberated. Our Mission is that we are a "a member-based organization working towards the liberation of LGBTQ people in higher education. We support individuals who work on campuses to educate and support people of diverse sexual orientations and gender identities, as well as advocate for more inclusive policies and practices through an intersectional and racial justice framework."
LGBT In Higher Ed	https://www.lgbtinhighered.com/search-jobs/	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. LGBTinHigherEd.com is here to help you find the employers who are seeking diverse and qualified candidates including gay, lesbian, bisexual and transgender and queer/questioning. We recognize the importance to many for diversity in the workplace and we seek to link jobseekers with those employers.
Hispanics in Higher Education	https://www.hispanicsinhighered.com/search-jobs/	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.
Latinos in Higher Education	www.latinosinhighered.com	LatinosinHigherEd.com was founded in 2006. LatinosinHigherEd.com is the first Latino professional employment web site designed specifically for the higher education community. It was launched in response to a growing concern about the need to promote career opportunities in higher education for the growing Latino population. We are the leading Latino/a professional employment website where we connect colleges and universities with the largest pool of Latino/a professionals in higher education in the United States, Puerto Rico and internationally by disseminating employment opportunities to registered candidates and a national network of Latino-serving organization. Over 100,000 visitors a month visit LatinosinHigherEd.com to find new jobs and obtain career advice. Over 10,000 e-mail notifications sent to active and passive job candidates weekly.
Hispanic Latino Professional Association	https://www.hlpa.com/employer/	Since 1997, the HLPAA 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. The HLPAA continually publishes and updates career information and opportunities from quality socially conscious organizations who support the Hispanic / Latino Community.
Hispanic Jobs	http://www.hispanic-jobs.com/getstarted_employers.php	Hispanic-Jobs.com was founded by a Human Resources professional in 2004 and is the career site for employers who want to reach bilingual/Spanish-speaking professionals nationwide. Hispanic-Jobs.com provides you with one central place to do all of your online recruiting to find bilingual/Spanish-speaking individuals from all over the world. Employers/Recruiters can post jobs and randomly become a featured employer (no additional cost). Each job that is posted with us becomes a featured job on the home page until the next job is posted. This gives each company the maximum exposure to reach a large talent pool.
Military.com	https://www.military.com/veteran-jobs	We started Military.com in 1999 to revolutionize the way the 30 million Americans with military affinity stay connected and informed. Today, we're the largest online military and veteran membership organization — 10 million members strong.
Vet Jobs	https://vetjobs.com/emp-landing/	VetJobs is the premier transitioning military and veteran job board on the Internet. VetJobs is 17+ years old, receives 600,000 to 900,000 visitors a month, has received many awards, offers flat rate pricing and offers EEOC, VEVRAA / JVA and OFCCP compliance support. The targeted human capital services solution that is offered by VetJobs gives you the largest reach into the transitioning military, veteran and National Guard and Reserve candidate market place, including their family members. VetJobs is a full service, flat rate site. This

		means our prices are fixed and members are not subject to up charges. They have predictable expenses. Should the employer make a hire for a posted job from any source, they may replace the job posting with another job posting to run out the 60 day period. ...
The Sierra Group Recruit Disability	http://jobs.recruitdisability.org/jobs/search	The first step for any job seeker with a disability.
Native American and Indigenous Studies Association	https://www.naisa.org/postings/job-postings/	<p>The Native American and Indigenous Studies Association (NAISA) is an interdisciplinary, international membership-based organization, comprised of scholars working in the fields of Native American and Indigenous Studies, broadly defined.</p> <p>NAISA began through exploratory meetings hosted by the University of Oklahoma in 2007 and by the University of Georgia in 2008, incorporated in 2009, and has since become the premiere international and interdisciplinary professional organization for scholars, graduate students, independent researchers, and community members interested in all aspects of Indigenous Studies.</p>
Minority Nurse	https://minoritynurse.com/search-jobs/	MinorityNurse.com is the leading career resource for nurses and the largest dedicated diversity nursing jobs board. We advertise nursing jobs across our social media channels as well as centrally at minoritynurse.com. We also provide a wide range of free career articles, advice and information for nurses and run a CV database for jobseekers.
National Association of Hispanic Nurses	http://careers.nahnnet.org/	Since 1975, the National Association of Hispanic Nurses (NAHN) is the nation's leading professional society for Latino nurses. With a growing membership in 46 local chapters, NAHN, a 501(c) (3) non-profit, represents the voices of Latino nurses in our country.
Workforce 50	https://www.workforce50.com/content/jobsbystate/pennsylvania-jobs.html?search=%20&location=Pennsylvania	The workforce is aging. Many of the 78.3 million baby boomers will choose not to retire as previous generations have done. They want or need to stay engaged, some pushing forward and some scaling back, and some seeking more meaningful career paths. Workforce50.com arms the older workforce with job and career information to help them to reach their goals....The Workforce50.com mission-- to find and promote quality employment opportunities for America's older workers-- remains the same but is even more compelling today than at the launch.

Most Diverse Colleges and Universities:

National Universities: <https://www.usnews.com/best-colleges/rankings/national-universities/campus-ethnic-diversity>

National Liberal Arts Colleges: <https://www.usnews.com/best-colleges/rankings/national-liberal-arts-colleges/campus-ethnic-div>

Regional Universities: <https://www.usnews.com/best-colleges/rankings/regional-universities/campus-ethnic-diversity>

Regional Colleges: <https://www.usnews.com/best-colleges/rankings/regional-colleges/campus-ethnic-diversity>

Historically Black Colleges and Universities: <https://www.usnews.com/best-colleges/rankings/hbcu>

EOE Statement For Job Posting:

Example: The University is committed to developing a diverse faculty, staff, and student body and to modeling an inclusive campus community which values the expression of differences in ways that promote excellence in teaching, learning, personal and professional development, and institutional success. In keeping with this commitment, the University encourages applications from candidates with diverse backgrounds. We recruit, employ, train and promote regardless of race, gender, sex, religion, gender identity or expression, sexual orientation, color, national origin, disability, age, veterans status and other underrepresented groups.

Selection Stage:

The selection stage starts when the hiring committee starts to review resume.

- When reviewing resumes, resist comparing candidates to one another and holding prescribed ideas of the career paths your candidates should have. Examples: Gaps in employment (possibly to raise a family) or previously employed in a different profession.
- Do not try to make assumptions about a candidate's motives for applying for the job. You might be passing up a great candidate just because you don't think they are really interested in the job. Instead, ask them their motives for applying during the initial screening interview.
- Simply looking for people with experience in the job type may exclude diverse candidates.
- Check your own biases and check each other's biases.

Checking Your Biases

Research shows that the hiring process is filled with biases/unfairness. Unconscious racism, ageism, sexism, national origin bias, etc. play a large role in the recruitment and hiring process. Implicit biases cause us to make decisions in favor of one person or a group to the detriment of others.

While most are familiar with the above referenced biases, there are many other that impact our decision making process. Some example:

- Affinity Bias: Unconsciously prefer people who share the same qualities as you or you just like them.
- Beauty Bias: Physical attractiveness. Appearance may be important in a workplace setting, but what judgments are being made.

- Conformity Bias: Opinions change based on your peers.
- Confirmation Bias: Search for information about the candidates that fits the mold you want.
- Gender Bias: Preference for one gender over another.
- Education bias: Preference for Ivy League Schools for example.
- Experience bias: Years of work in an industry or lack thereof.
- Self Image bias: She reminds me of me when I started practicing law.

Implicit Association Test can be used to raise the committee's awareness of their own implicit biases. Once such test can be found at <http://implicit.harvard.edu/implicit/>.

Also, the University of Women in Science & Engineering Leadership Institute at the University of Wisconsin-Madison has a short pamphlet entitled "Reviewing Applicants: Research on Bias and Assumption" which is very informative. It can be found at: https://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf

Questions:

Contact Elizabeth M. Garcia, Executive Director, Office of Equity and Diversity or Patti Tetreault, Vice President of Human Resources.