

STAFF DIVERSITY HIRING TOOLKIT

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HUMAN RESOURCES

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OVERVIEW

As a manager or search committee chair, hiring a new employee is one of the most important decisions you will make. Hiring managers and search committees have a very important responsibility when screening, evaluating, interviewing and hiring a new employee.

The people you select will have a direct impact on the quality of our diverse workforce. This toolkit will provide information and tips on creating a more inclusive search process and guide you through the decisions, actions, and processes that go into developing a top-tier, diverse team. The toolkit will briefly cover the recruitment and hiring process and provide links to various resources.

The university consists of a wide range of staff employees who help make up the diverse community within the university divisions. Their goal is to assist and support the faculty and students to become competitive and successful in reaching the university goals.

The Office of Human Resources, through its Talent Acquisition section, and the Department of Equity and Inclusion, strive to ensure Texas State University recruits and retains, the best qualified diverse staff. This can only be achieved by creating multiple resources and guidelines to help make the selection successful.

RECRUITING FOR DIVERSITY IN 3 STEPS



1

Determine the Details of the Position

If you are filling a position that has become vacant, simply review the job description to ensure its accuracy. If you are recruiting for a new position or there is a substantial change to the existing position, consult with the Talent Acquisition team to ensure the job description contains important, detailed information for a successful search.

The job description should outline the position taking into consideration the department's needs. An effective job description is appealing to the largest possible candidate pool. Ensure required qualifications and language used throughout the posting, do not limit the pool of applicants. Identify ways to create job descriptions that are gender neutral to avoid missing top talent.

Some job descriptions could unintentionally exclude traditionally underrepresented women and/or minority candidates. [Gender Decoder for Job Ads](#) is a resource to check whether a job posting has gender-coding linguistic that may have a discouraging effect.

2

Create the Posting Requisition in PeopleAdmin

Visit the [Staff Job Posting Users Guide](#) provided in the Manager's Toolkit to assist throughout the PeopleAdmin recruitment process for posting jobs and completing the appropriate applicant processes.

3 Proactively Recruit for Diversity

Networking is a continuous activity that can take place anywhere and anytime. To make connections to diverse communities, look to connect with different resources:

- Professional organizations representing diverse groups
- Diverse affinity groups within the University
- Conferences, seminars, job fairs, and networking events
- Professional social networking such as [LinkedIn](#). Join groups and connect with professionals in your field to increase your networking activities.

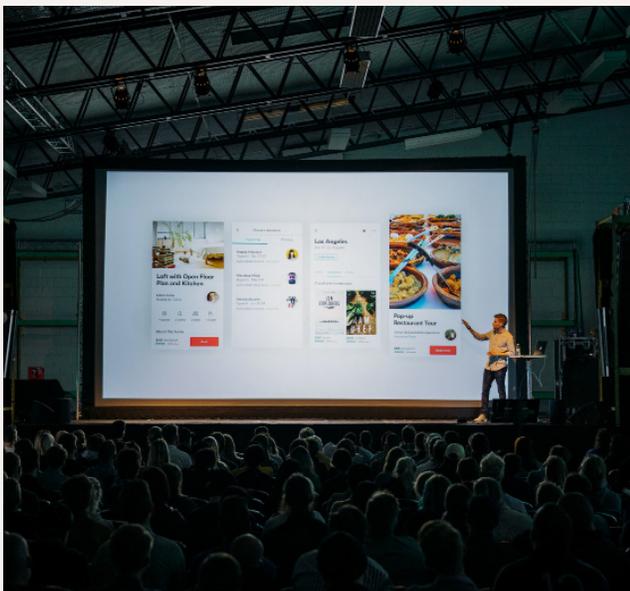
There is a vast amount of job boards that can be utilized to recruit a diverse applicant pool. List of [diversity recruitment resources](#) is included on the Staff Diversity Toolkit webpage.



Make connections in diverse communities.

“When we listen and celebrate what is both common and different, we become a wiser, more inclusive, and better organization.”

— Pat Wadors, Head of HR at LinkedIn



SCREENING & HIRING FOR DIVERSITY



Select a Diverse & Inclusive Search Committee

A search committee is a very important part of an effective staff search process. The committee is made up of two or more individuals who know and understand the job requirements and preferred qualifications of a position. Committee members must be willing to ensure the selected applicant has the qualifications to promote the mission, vision and goals of the University and department.

In selecting a search committee, consider including people who will bring diverse outlooks, and who are respectful and welcoming of different cultures and characteristics. Recognize the potential to bring unintended biases to the process, and address this by having a clear and open discussion among team members before beginning the interview process. By hiring a diverse staff, we will have access to different perspectives that can optimize the University's capacity.

Use the screening process in a way that you are including applicants and not excluding them. Review the qualifications not only to ensure minimum requirements are met but to see how each applicant may enhance the diversity in the department and university. Avoid labeling any applicant as most promising prior to reviewing all applications.



Interviewing for Diversity

Typically, interviewees are nervous to begin with during the interview process. Make sure that the candidate feels welcomed and that the interview is free of noise and interruptions. Introduce yourself and the committee members if there is one and go over what they can expect of the interview process: position overview, number of questions, note-taking, and approximate time of interview. Be ready to answer questions that may be asked by diverse applicants.

By this time, the hiring supervisor and/or interview committee, should be prepared with pre-determined interview questions. Interview questions should be developed based on the requirements and capabilities required for the position. Interview questions must be legally permissible questions and should include competency questions, behavioral questions and should also address areas relating to the needs of the hiring department: fast paced, cyclical, collaboration with other team members or departments. Questions regarding cultural awareness and aligned with the university's mission, values, and goals should also be included during the interview.

- Please describe how you would work to create a campus environment that is welcoming, inclusive and increasingly diverse.
- What have you learned from working with diverse populations?
- How would you work with people under your supervision to foster a climate receptive to diversity in the department, staff meetings, printed materials, initiatives, etc?

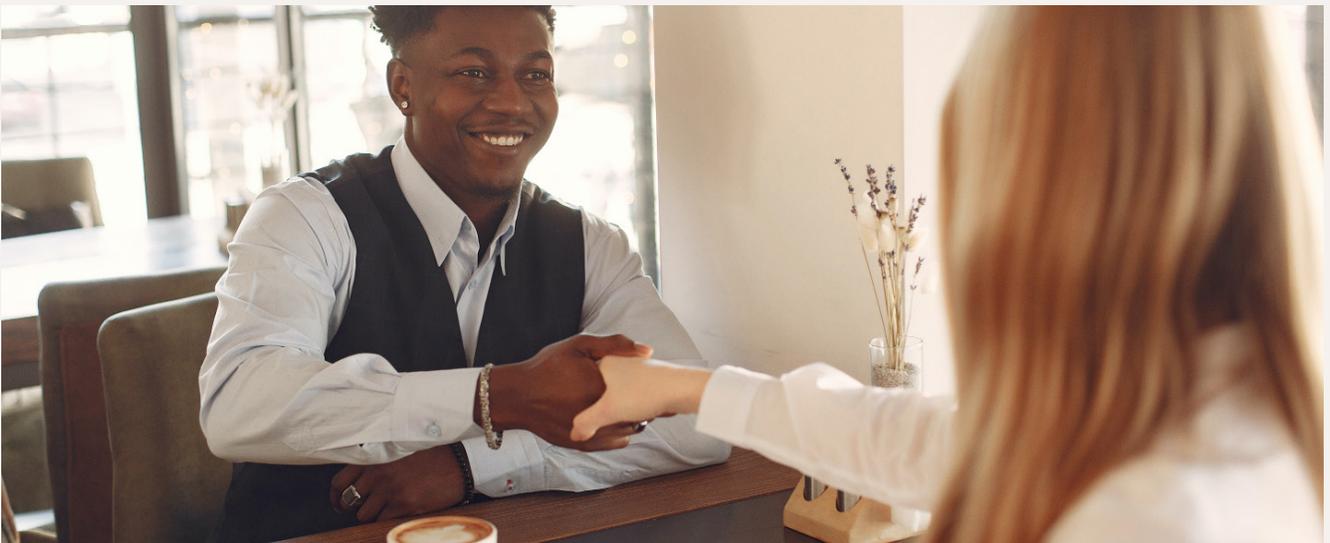
Thank candidate for attending the interview. Explain the process after the interview and try to give a timeframe of when the hiring decision will be made.





“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.”

— Sundar Pichai, CEO of Google



Post-Interview & Onboarding Process

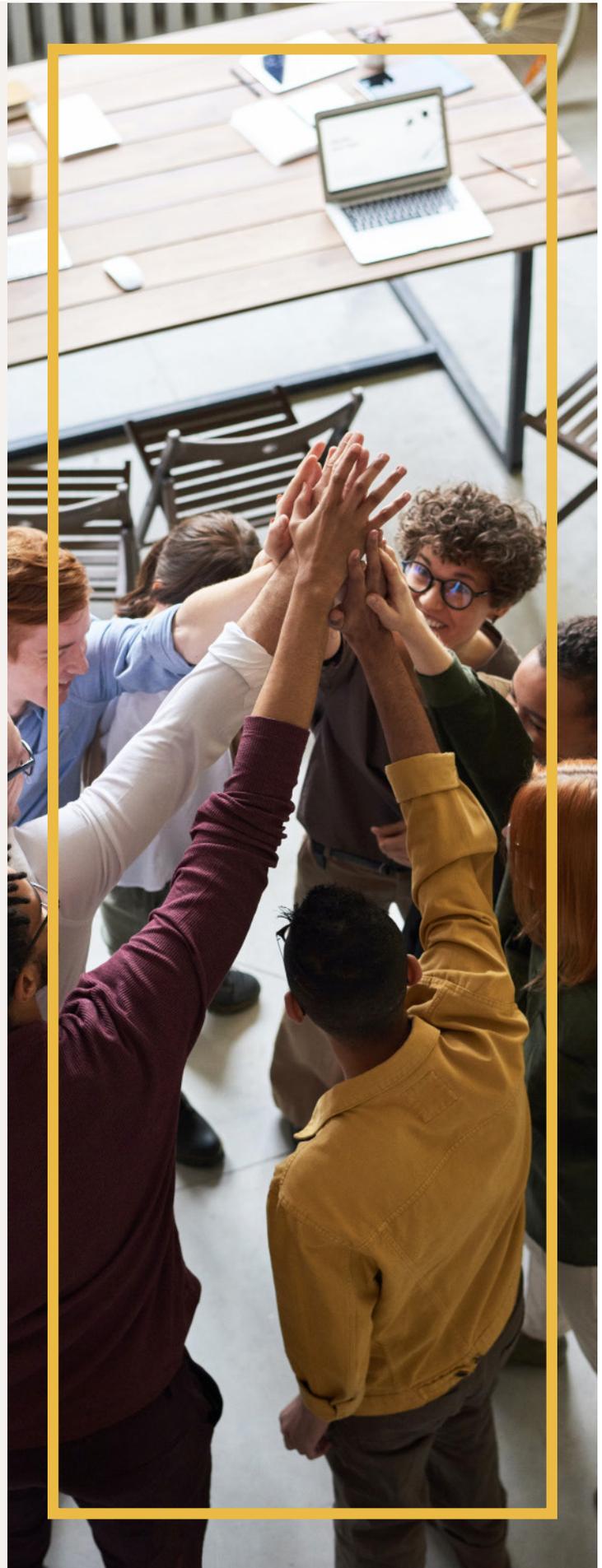
Complete your notes immediately after the interview while details are still fresh in your mind. Consider the feedback provided by the interview team, if applicable.

Once the hiring manager has made a hiring decision, meet with the rest of the team to discuss their thoughts and recommendations. The discussion should focus only on each candidate's experience, knowledge and abilities to meet the requirements of the position.

Communicate with the selected applicant to make an offer of employment only after Equity and Inclusion, and Human Resources have approved the Rec for Hire.

Prepare to welcome your new employee by completing the Onboarding Checklist and registering your New Hire for New Employee Welcome.

Ensure applicant meets position requirements.



KEY TAKEAWAYS

EQUITY IS DETERMINED BY TWO FACTORS:

The consistency between the job description and the actual assessment criteria applied; and the consistency with which all applicants received the same treatment.

THE DEGREE TO WHICH THE SELECTION PROCESS HAS BEEN INCLUSIVE DEPENDS ON:

Hearing and leveraging diverse perspectives during the assessment process; a broad distribution of the position announcement; the diversity of the applicant pool; the willingness to expand the range of experiences accepted as evidence of future success; a conscious commitment to focus the assessment of each candidate against only the established criteria thereby minimizing the occasion to make/add assumptions.

DISCUSS QUALIFICATIONS AND ARRIVE AT CONSENSUS.

What knowledge, skills, and abilities must the successful applicant possess to begin the position? How does the committee define the terms used in the qualifications? What are we willing to accept as proof of qualifications? How and where are we likely to find information that will allow for consistent and equitable assessment of all candidates?

ACTIVELY RECRUIT FOR INCLUSION.

Target recruiting approach to reach a large, diverse, qualified pool of applicants.
Apply appropriate recruiting efforts to offset challenges presented by position.
Align search process with targeted recruitment plan and intended outcomes.

DEVELOP AN ASSESSMENT CHECKLIST OR MATRIX USING THE PUBLISHED QUALIFICATIONS FOR THIS POSITION.

Incorporate the background set of experiences the committee agreed to accept as proof of qualifications. Complete this prior to review of applications.

ENSURE EQUITABLE TREATMENT OF ALL APPLICANTS.

Assess all applicants against the same standard. Extend the same opportunities to all applicants.



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For assistance, please contact the Office of Human Resources
at 512.245.2557 or email hr@txstate.edu