



## Recruiting Tips for Developing a Diverse Applicant Pool

### Why Diversity Matters

Washington University's goal is to attract and retain the best talent to further its noble mission by ensuring an environment in which all people feel welcome and free to come and achieve their potential.

### Recruitment Planning

Effective planning is key to a successful recruitment; diversify recruitment practices to attract the strongest candidates.

#### Begin With the End in Mind

Review and update the job description and the Talent Acquisition Manager (TAM) online application system posting to accurately reflect the needs of the position. Are the responsibilities and candidate requirements current and accurate?

#### Create a Timeline

Set a target date for when the new hire would ideally begin and work backward from that date.

#### Create a Budget

Include in the budget resources for outreach and/or advertising with publications or organizations that attract diverse candidates.

### Unconscious Bias

A common definition of unconscious bias is bias that we are unaware of and happens outside of our control. It is a bias that happens automatically and triggers our brain to make quick judgments and assessments of people. It is important to identify and mitigate unconscious bias to avoid adversely impacting your interviewing and hiring selections.

### Candidate Sourcing

Recruit in a multi-faceted manner to reach a diverse audience to enrich the talent pool. After posting the position in TAM, consider outreach strategies such as:

**Social and Professional Networks:** Leverage yours and others' networks and network within diverse communities (listservs, Facebook and LinkedIn groups).

**Job Boards and Advertising:** Utilize job boards and professional associations that target diverse professionals. Your Recruitment Consultant can assist with specific ideas and strategies. Positions posted in TAM are automatically uploaded to the following job boards:

**Higher Education Recruitment Consortium (HERC):** HERC is a non-profit consortium of colleges, universities, hospitals, and related institutions who share a commitment to hiring diverse and talented faculty, staff, and executives.

**Indeed (Indeed.com):** The largest national employment-related search engine for job listings.

## **Candidate Review and Selection**

Select a diverse interview panel to ensure that multiple perspectives are considered during the evaluation process.

### **Initial Screening and Applicant Review**

Attempting to vastly narrow the applicant pool too early in the screening stage may limit the diversity of the pool. Your Recruitment Consultant can assist with strategies and help ensure that your applicant pool is diverse by providing a de-identified demographic report of the applicants at various stages of the screening process.

### **Interviews**

Phone screens are an efficient way to narrow a large applicant pool. Job-focused, behavior-based interview questions based on job-related competencies should be used during the phone and on-site interviews.

### **Reference Checking**

Check multiple supervisory references prior to extending an offer. SkillSurvey is a web-based automated reference checking tool available to hiring managers at a nominal cost. Consult with your Recruitment Consultant to utilize SkillSurvey.

### **Selecting a Final Candidate**

The final hiring decision is dependent upon carefully reviewing all information gathered during the screening, interviewing, and reference checking process; be sure to solicit feedback from all interviewers.

### **Extending the Offer**

When salary limitations hinder hiring the selected candidate, there are a number of other approaches to take to help “sell” the position to your final candidate by highlighting the many benefits of being a Washington University employee and sharing with them the strengths of a potential career move. Your Recruitment Consultant can assist with ideas and strategies in getting to an accepted offer.

### **Retention**

Equal in importance to recruiting diverse talent, is retaining diverse talent. Employee retention begins on a new hire's first day and sets the tone for the employee's tenure. A foundation to successful retention is to develop an onboarding plan for every new hire. Your department's HR administrator and HR Recruitment can provide specific ideas and strategies for effective onboarding.

*For more resources and support:*

*Refer to the comprehensive Diversity Hiring Manager Toolkit. Consult with your Recruitment Consultant or the Manager of Diversity and Community Outreach for guidance.*