



Tips for Recruiting a Diverse Staff

1. Before recruiting for your position, discuss your Affirmative Action hiring goals with your Human Resource representative. Strategize the most appropriate recruiting methods for obtaining a diverse applicant pool.
2. Write position descriptions to be inclusive, to ensure they attract candidates from a variety of backgrounds and experiences. Try not to focus too narrowly on where your candidates come from.
3. Distribute the job posting widely to increase your chances of attracting a diverse pool of applicants. Work with your HR representative to make sure the job is being advertised and networked to diversity and affinity organizations.
4. Consider attending professional networking events geared toward women and minorities. There you can share your current job openings and build a “pipeline” of candidates for future vacancies.
5. Select a diverse group of people to serve on your search committee, who reflect the campus and Bay Area community at large.
6. When screening your applications, resist comparing candidates to one another and holding to a prescribed notion of the career paths your candidates should have. For instance, individuals who received their college degrees later in life, or who took time off to raise a family, or who spent time volunteering in a different industry, may offer a richness of experience to your position.
7. Don't make assumptions about the motivations a candidate may have for applying to your job. You may ask questions regarding their interest and motivation for the position during a telephone screening interview.
8. Be aware of your personal biases and stereotypes. Don't lose out on an excellent candidate because they fail to meet your expectations regarding body language (handshake, direct eye contact) or personal appearance (i.e. height, weight). These are cultural norms that you might be taking for granted.
9. Remember to treat all of your candidates with respect. Offering flexibility and showing genuine interest will be appreciated by all.
10. Be welcoming during the entire recruitment process and remember to follow up with candidates in a timely fashion.

This list was inspired by the following sources:

- *Achieving Faculty Diversity: A Sourcebook of Ideas and Success Stories*, University of Wisconsin, 1998
- *The University of California in the Twenty-First Century: Successful Approaches to Faculty Diversity*, University of California, 1987
- *Examining Old Patterns and Practices in Screening and Hiring* (Trainer's Manual, University of Wisconsin Centers, 1989