

## Purpose

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The Office of Administration and Planning strives to keep diversity and inclusion at the forefront of our leadership agenda and works to develop programs, policies, and initiatives that reflect our commitment to building a diverse workforce and creating an inclusive work environment. One of the most important ways we can advance this mission is by adopting best practices hiring guidelines for the recruitment and selection process. These guidelines have been established to support hiring managers and interview panels in sourcing, attracting, and selecting highly qualified pools of diverse applicants.

## Definitions

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<b>Term</b>	<b>Definition</b>
Affirmative Action	Affirmative action is required under Executive Order 11246. It is designed to promote equal employment opportunity for protected class members in all policies and decisions affecting recruitment, selection, assignment, promotion, training, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and all other terms and conditions of employment.
Applicant	An individual who has applied for a specific position at Ohio State, meets the basic qualifications for the position, is considered by the university for the position, and does not voluntarily remove herself/himself from the position.
Discrimination	Discrimination (disparate treatment and disparate impact) occurs when an adverse employment action is taken and is based upon a protected class. Disparate treatment occurs when an employee suffers less favorable treatment than others because of the protected class. Disparate impact occurs when an employment policy, although neutral on its face, adversely impacts people in a protected class.
Equal Employment Opportunity	All people regardless of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, protected veteran status, or any other bases under the law shall have equal opportunity for employment.
Protected Class	Protected class is defined by federal law/executive order or Ohio State policy.
Harassment*	(1) Unwelcome, protected class-based verbal or physical conduct that (2) is sufficiently severe, persistent or pervasive that (3) it unreasonably interferes with, denies, or limits an individual's ability to participate in or benefit from the university's education and employment programs and activities, and (4) is based on power differentials (quid pro quo) or the creation of a hostile environment. * This definition does not include sexual harassment. See Sexual Misconduct, Sexual Harassment, and Relationship Violence policy 1.15, for the definition of sexual harassment.
Underrepresented Groups	Members of protected classes who have been shown to be underrepresented in the workforce.



## Procedural Guidelines

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- I. Guiding Principles
  - a. Recruitment processes should be designed and conducted so as to result in the most diverse and qualified applicant pool possible.
  - b. Selection practices should emphasize hiring the best-qualified individuals.
  - c. Training and development opportunities should be made available to employees and should provide equal access and opportunities for individuals from underrepresented groups.
  - d. Promotion practices should be inclusive and provide equal opportunity for individuals from underrepresented groups.
  
- II. Before Posting
  - a. Collaborate with Hiring Manager and Appoint Interview Panel
    - i. To the extent possible the interview panel should include a diverse mix of individuals. For positions that have specific diversity enhancement goals include members of underrepresented groups.
    - ii. All members of the interview panel must be present for all interviews.
  - b. Designate a Diversity Advocate
    - i. All members of an interview panel should be advocates for diversity and inclusion. In addition, each panel should designate a member to act in the role of Diversity Advocate.
    - ii. It is highly recommended that the Diversity Advocate be an individual with extensive experience on interview panels and one who has shown commitment to diversity and inclusion.
    - iii. The HR Generalist could assume this role.
  - c. Assess Awareness
    - i. Help the hiring manager and members of the interview panel to increase their awareness of their own implicit biases regarding members of underrepresented groups
  - d. Review Hiring Goals, including diversity enhancement goals
  - e. Remove Barriers
  - f. Identify Strategies to Expand the Applicant Pool
  
- III. Before Interviewing
  - a. Review Applicant Pool
    - i. Run an "Applicant Flow Report," to review the composition of the applicant pool (race, gender, disability, veteran status).
  - b. Select Interviewees
    - i. Critically review the selected group of interviewees to ensure a diverse pool of candidates, i.e., consider candidates with non-traditional training and experience.
    - ii. If there is not a sufficient pool of underrepresented candidates, consider other methods to identify additional qualified candidates or re-open the process.
  - c. Plan for the Interview
    - i. Review interview process
    - ii. Ensure that the interview formalities are not biased
    - iii. Assign responsibility for interview facilitation
    - iv. Assign responsibility to emphasize positive aspects of The Ohio State University
    - v. Decide on Interview format and schedule
    - vi. Develop questions
    - vii. Develop Rating sheets and timeline



viii. Consider having each candidate perform relevant job skills during the interview (such as make a presentation).

IV. Before Selecting

- a. Evaluate Candidates
  - i. At the conclusion of each interview, have each member of the interview panel contribute to rating the candidate.
- b. Check References
  - i. Include diversity questions for references
- c. Determine Compensation and Make Conditional Offer
  - i. Consider internal and external equity

**Responsibilities**

Position or Office	Responsibilities
HR Generalist	<ol style="list-style-type: none"> <li>1. Ensure best practices hiring guidelines are followed.</li> <li>2. With the Diversity Advocate (or as the Diversity Advocate) ensure that a diverse pool is created for each search, especially for those positions with specific diversity enhancement goals.</li> <li>3. Ensure that management practices prevent discrimination and support Equal Employment Opportunity (EEO).</li> <li>4. Provide information and resources to supervisors, managers, and employees in support of Affirmative Action, EEO, and non-discrimination.</li> <li>5. Display required EEO materials.</li> <li>6. Enter employee Affirmative Action employment data in the Human Resource Information System (HRIS).</li> <li>7. Ensure confidentiality of individuals with HIV/AIDS infection, genetic information, or other issues governed by this policy.</li> <li>8. Maintain the interview notes and forms in compliance with the General Records Retention Schedule.</li> <li>9. Review applicant pool demographics and provide summary data to the interview panel.</li> </ol>
Diversity Advocate	<ol style="list-style-type: none"> <li>1. Lead discussions with the interview panel in developing a diverse pool.</li> <li>2. Provide interview panel with the department profile and hiring goals.</li> <li>3. Bring process gaps to the attention of the interview panel for immediate action. Process gaps may include the following:           <ol style="list-style-type: none"> <li>a. Bias, prejudice, or stereotyping in verbal or written communications, such as meetings, written correspondence, and interview questions.</li> <li>b. Inadequate representation of underrepresented groups in pool of candidates.</li> <li>c. Bias, prejudice, or stereotyping of candidates during evaluation period.</li> </ol> </li> <li>4. Review all interview panel activities to ensure that differences are cultivated and respected and that fairness is the norm. These activities include:           <ol style="list-style-type: none"> <li>a. Developing job descriptions and minimum qualifications to cast the widest possible net.</li> <li>b. Utilizing multiple and creative recruitment methods.</li> <li>c. Using criteria for evaluation that do not preclude people with nontraditional career patterns or equivalent education and experience.</li> </ol> </li> </ol>