Ad hoc Diversity Recruiting and Hiring Committee

Recommendations to Revise Xavier’s Recruitment and Hiring Process

Revised Draft – January 25, 2019

Co-Chairs, Anna Ghee and Connie Perme
Introduction

The Ad hoc Diversity Recruiting and Hiring Committee (ADHOC DRHC) convened during the Spring Semester of 2018 and reassembled during the Fall Semester to process feedback from initial reviewers. The ADHOC DRHC was a representative group that included faculty and staff across the university, as well as representatives from Human Resources and the Office of Institutional Diversity. It was convened to help to implement Goal 3: Objective 3.1, Strategy 4 of Xavier’s current Diversity and Inclusion Strategic Plan for 2017-2022. The strategy is “Review and strengthen the importance of diversity and inclusion in the job ad and the expression of diversity in the application process (appropriate for the position). Provide search committees with training to manage implicit bias and strategies for recruiting underrepresented candidates.” The main responsibility of the ADHOC DRHC was to review Xavier’s existing recruiting and hiring procedures in order to recommend enhancements to the process with regard to diversity and inclusion revisions.

Conclusions

As a result of the review, the ADHOC DRHC concluded that it was important to provide a combination of required components as well as strongly encouraged additions to the job advertisement along with some examples. Specifically, the ADHOC DRHC concluded that common opening and closing statements should be required in all Xavier job advertisements, and these are included in Appendix A. Furthermore, the ADHOC DRHC concluded that hiring departments are strongly encouraged to provide additional statements in the job advertisement to help communicate the valuing of diversity and inclusion within the particular context of the Department or College. Appendix B includes some examples of the types of statements that might be included for this purpose. These examples were based upon actual statements found in existing job ads from Xavier Departments as well as from external job ads reviewed by the ADHOC DRHC. The Office of Human Resources (HR) will ensure that job listings include this language before posting.
In addition, the Ad hoc DRHC recommended that each job candidate is expected to provide a statement pertaining to diversity and inclusion, whereas the hiring department would determine whether such documentation would be included in the cover letter or in a separate document. HR in collaboration with the Hiring Manager will ensure that all posting will include the diversity and inclusion statement in order for the application to be complete and forwarded to the Search Committee. Please refer to Appendix C for examples and discussion on evaluating the quality of the diversity statements.

The Ad hoc DRHC also reviewed the current hiring process for staff and faculty and recommends that the staff process should mirror the faculty hiring process, consistent with the Hire 1, 2, and 3 meetings to increase diverse candidates in every step of the hiring process. The Ad hoc DRHC recommends that each search committee designates an Equity Advisor to be mindful of issues of diversity and inclusion throughout the process. Additionally, anyone who is involved in the hiring decision, including all members of the search committee will be required to participate in training related to these issues. Appendices D and E detail the recommended actions. Information pertaining to a resource list to place job ads aimed to reach diverse applicants is provided in Appendix F. Because the diversity recruiting and hiring process involves matters that may need legal guidance, Appendix G will provide a set of do’s and don’ts, which is being developed by Xavier’s Legal Counsel’s Office. Finally, the members and consultants of the ADHOC DRHC are listed in Appendix H.

Scope

The scope of this document is limited to the ADHOC DRHC’s recommended revisions to the contents of Xavier’s job advertisements and the recommended new steps in the hiring processes for faculty and staff. The document has been reviewed by the President’s Diversity and Inclusion Action and Advisory Council, Staff Advisory Committee, the diversity and inclusion committees of the three colleges, the President’s Direct Reports, and the Board of Trustees’ Diversity and Inclusion Committee; and it has been reviewed by Xavier’s Faculty Committee in the spirit of shared governance.
Recommendations to Revise Xavier’s Recruitment and Hiring Process

The next steps of this process necessitate that new committees are established to: (1) determine the vendor(s) who will provide the required training for faculty and staff involved in search committees and hiring decisions; and (2) review past and recent retention of diverse and underrepresented faculty and staff to improve/develop effective retention policies and practices at Xavier. The President’s Direct Reports will be responsible for implementation of the recommendations in accordance with University standards and with respect to the integrity of this document.
Appendix A –

Required Information for All Job Advertisements

The following changes are required to support the goal to enhance Diversity and Inclusion within Xavier University’s employee body.

Required Opening Statement

Xavier University is part of the 500-year-old Jesuit Catholic tradition of academic excellence in the liberal art and is strongly committed to enhancing equity, inclusion, and diversity. These values are central to our mission (add link here to Xavier’s mission). We strive for a climate of respect and inclusiveness that welcomes and supports members from diverse backgrounds and life experiences, is committed unreservedly to open and free inquiry, and deliberately seeks out multiple perspectives.

Required Closing AA/EEO Statement

Xavier University is an Equal Opportunity/Affirmative Action employer committed to enhancing equity, inclusion, and diversity. All qualified applicants will receive consideration for employment without discrimination on the basis of race, skin color, ethnicity, religion, sex, sexual orientation, gender identity or expression, national origin, age, marital status, veteran status, or disability. Note: If limited by word count or cost, a Department could include a link to Xavier’s EEO policy instead of this AA/EEO Statement.

Use of Inclusive Language

Language used in job ads/job descriptions is expected to be free from gender-bias. Therefore, use of nouns such as “the candidate” and avoiding pronouns such as she, he, him, her, is expected.
Appendix B -

Information Strongly Encouraged in Job Advertisements

Job ad statements specific to the hiring department are strongly encouraged, and statements about candidate’s qualifications in diversity and inclusion are strongly encouraged if relevant. Examples are provided below.

Examples of Job Ad Statements Specific to the Hiring Department

- Xavier is committed to a diverse and inclusive environment. The Department welcomes a broad spectrum of candidates and particularly invites applications from diverse groups (e.g. gender, ethnicity/race, and other individuals who are under-represented in the profession.
- The Department strives to develop a deep understanding of and respect for diversity among students and colleagues. Therefore, we encourage applications from individuals who may help us achieve this goal.
- Faculty will function within the Department in a manner consistent with its emphasis on fostering a learning environment that is supportive and inclusive of diverse individuals at all levels.
- The Department shares a commitment with the College to help its members realize their aspirations for Xavier as a place to hold genuine dialogue across differences; to support all members of the Xavier community as they become their best selves for and with others; to embrace diverse perspectives and experiences in all levels of decision-making; and to be mutually transformed by encounters with each other.
- We welcome candidates who thrive in a workplace where diverse backgrounds and perspectives are encouraged and embraced.
• The Department is dedicated to the goal of building a diverse staff/faculty committed to working in a supportive multicultural environment. Therefore, preference will be given to candidates who can contribute to the diversity and excellence of the Department’s academic community.

Examples of Statements in the Job Ad Concerning Candidate’s Qualifications in Diversity and Inclusion

• The successful candidate will oversee the voice area, teach private voice along with other courses related to the candidate’s interests and expertise (such as Opera Workshop, Lyric Diction, and Class Voice), coordinate student recitals, be comfortable teaching non-Classical repertoire, and be able to engage diverse groups of students in learning opportunities.
• The successful candidate will join Xavier faculty in the 500-year-old Jesuit Catholic tradition of academic excellence in the liberal arts, while serving a diverse population of students.
• The successful candidate will demonstrate a commitment to helping counseling students develop culturally responsive counseling skills that demonstrate awareness and valuing of diversity and social justice issues relevant to professional school counseling.
• Candidates who have experience working with a diverse range of faculty, staff, and students are encouraged to identify these experiences in their application materials.
• The successful candidate will demonstrate the ability to explore issues of diversity within their subject area.
• Preferred qualifications include history of promoting diversity through research, service, teaching and/or work with students from diverse backgrounds.
Appendix C –

Diversity Statement Requested from Job Candidates

- Inform the candidates what you expect them to convey in the cover letter or in the personal statement.
- Take into consideration that in SilkRoad Recruiting candidates can only have five attachments, and therefore determine whether to request that candidates merge the statement into one of their other documents.
- After your Department’s diversity statement (Appendix B), inform the candidate what you expect them to submit regarding their diversity statement as part of their application materials.
- Be mindful of the expected educational level of the position.

Examples

- Faculty Position Requesting a Separate Statement: The Department believes that understanding and embracing diversity is a fundamental part of our students’ education; therefore we request that you include a statement on how you plan to incorporate diversity factors into your performance in this position as _____.

- Staff Position Requesting a Statement within Letter of Interest: In your letter of interest, please include a brief statement on how you might support/contribute to Xavier’s commitment to diversity and inclusion.

- Evaluation of the candidate’s diversity statement will reflect on the diversity-related requisites that were stated in the job ad. Moreover, the fundamental expectation is that the candidate has communicated without reservation, their personal valuing of diversity and inclusion (e.g., respect, appreciation and openness to work collaboratively within a diverse population). The effectiveness of their experiences with diversity and inclusion should also be considered (e.g., ethical service and engagement with diverse communities).
Appendix D – 

Diversity and Inclusion Touchpoints in the Staff Hiring Process

Diversity-Recruitment-and-Selection Training

- Before participating in any part of the recruitment and selection process, anyone involved in the hiring process, including all search committee members must have completed the Diversity-Recruitment-and-Selection Training that is offered at Xavier.
- Xavier’s Diversity-Recruitment-and-Selection Training will be provided by vendor(s) with expertise in diversity specific to hiring and retention.
- The following areas may be included in the training:
  - Legal do’s and don’ts; affirmative action; procedures/set criteria for selecting candidates (stick to it); implications of terms such as “fit” and “comfortable” (in group/out group)
  - Benefits of diversity
  - Systemic injustice; privilege (readings specifically addressing university environments)
  - Implicit/unconscious bias
  - Stereotype “threat”
  - Construction of race; color blindness & color consciousness
  - “isms” (e.g., age, race/ethnicity, social class, gender, etc.)

Prior to a Requisition Being Entered into SilkRoad, the Hiring Manager Meets with the HRBP

- The job advertisement is reviewed to ensure diversity-and-inclusion elements have been incorporated.
- Strategize about the diversity represented on the search committee.
- Discuss a recruitment plan to reach diverse candidates, ideally this should include at least one diversity-focused advertisement.
In the Requisition

- Include names of search committee members and date they completed Xavier’s Diversity-Recruitment-and Selection Training.
- Prior to this meeting, the search committee will have designated the Equity Advisor who will consult with Xavier’s Office of Institutional Diversity and Inclusion. The Equity Advisor will guide the discussion of (1) the aforementioned recruitment plan, (2) potential barriers that would prevent diverse candidates from being hired for the position and a plan to remove unnecessary and irrelevant barriers.

Requisition Approval Process

- Area leader is responsible for ensuring all diversity-and-inclusion components of the job advertisement are present.

Prior to Review of Resumes

- Search committee holds discussion about their ideal candidate, including the candidate’s ability to enhance the University’s and Department’s diversity and inclusion goals.
- Search Committee Chair should review with the Search Committee how to properly utilize the qualifications section in SilkRoad Recruiting and decide where the diversity offerings of the candidates should be noted.
- Search Committee will develop list of interview questions, including diversity and inclusion focused questions.

Release of Resumes

- Resumes will only be released to search committee members who have completed Xavier’s Diversity-Recruitment-and-Selection Training (as indicated by the requisition creator.)
- EEO data is shared with the search committee.
Prior to Hire Decision

- Before a final candidate is selected, the decision maker(s) will answer the following questions. (How does the candidate meet the qualifications for the position? How does the candidate enhance the team, including their qualities specific to diversity and inclusion? In what way will the candidate embrace Xavier’s mission?)
Appendix E –

Diversity and Inclusion Touchpoints in the Faculty Hiring Process

Diversity-Recruitment-and-Selection Training

- Before participating in any part of the recruitment and selection process, anyone involved in the hiring process, including all search committee members must have completed the Diversity-Recruitment-and-Selection Training that is offered at Xavier.

- Xavier’s Diversity-Recruitment-and-Selection Training will be provided by vendor(s) with expertise in diversity specific to hiring and retention.

- The following areas may be included in the training:

  o Legal do’s and don’ts; affirmative action; procedures/set criteria for selecting candidates (stick to it); implications of terms such as “fit” and “comfortable” (in group/out group)
  o Benefits of diversity
  o Systemic injustice; privilege (readings specifically addressing university environments)
  o Implicit/unconscious bias
  o Stereotype “threat”
  o Construction of race; color blindness & color consciousness
  o “isms” (e.g., age, race/ethnicity, social class, gender, etc.)

- Faculty who have completed the Diversity and Inclusion Teaching Academy will only need to complete a subset of the Diversity-Recruitment-and-Selection Training that is specific to diversity hiring (e.g., legal matters, affirmative action, etc.).
Recommendations to Revise Xavier’s Recruitment and Hiring Process

**Hire One Meeting**

- The job advertisement is reviewed to ensure that diversity and inclusion elements have been incorporated.
- Discuss the diversity represented on the search committee.
- Discuss a recruitment plan to reach diverse candidates, ideally this should include at least one diversity-focused advertisement. Funding for this initiative can be requested through the Dean’s Offices.
- Prior to this meeting, the search committee will have designated the Equity Advisor (typically a member of the college’s diversity committee who will consult with Xavier’s Office of Institutional Diversity and Inclusion). The Equity Advisor will guide the discussion of (1) the aforementioned recruitment plan, (2) potential barriers that would prevent diverse candidates from being hired for the position and a plan to remove unnecessary and irrelevant barriers.

**In the Requisition**

- In the notes section, list the names of all principle faculty in the department and the date they completed Xavier’s Diversity-Recruitment-and-Selection Training.

**Requisition Approval Process**

- Deans are responsible for ensuring all diversity-and-inclusion components of the job advertisement are present.

**Prior to Review of Resumes**

- Deans or designees are responsible for ensuring all who will be participating in the recruitment and selection process have completed Xavier’s Diversity-Recruitment-and-Selection Training.
- Search committee holds discussion about their ideal candidate, including the candidate’s ability to enhance the University’s and Department’s diversity and inclusion goals.
Recommendations to Revise Xavier’s Recruitment and Hiring Process

- Review how to utilize the qualifications section in SilkRoad Recruiting and where the diversity offerings of the candidates should be noted.
- Develop list of interview questions, including diversity-and-inclusion focused questions.

Release of Resumes

- EEO data is shared with the search committee.
- Resumes are released to all principle faculty in the department provided they have completed Xavier’s Diversity-Recruitment-and–Selection Training...

Prior to Hire Decision

- Before a final candidate is selected, the decision maker(s) will answer the following questions. (How does the candidate meet the qualifications for the position? How does the candidate enhance the team, including their qualities specific to diversity and inclusion? In what way will the candidate embrace Xavier’s mission?)
Recommendations to Revise Xavier’s Recruitment and Hiring Process

Appendix F –

Resource List to Place Job Ads

The following resource list will be maintained and updated by Xavier University Human Resources Office.

Diversity Job Boards (General)

- Career development and job boards for diversity candidates – https://jobs.imdiversity.com
- Employ Diversity – https://www.employdiversity.com/
- Diversity Jobs – https://www.diversity.com/
- Minority Jobs – https://www.minorityjobs.net/
- Workplace Diversity – https://workplacediversity.com/
- Diversity Jobs and Career Resources – https://diversityjobs.com/resources
- SHRM
- The Chronicle of Higher Education
- HigherEd Jobs
Recommendations to Revise Xavier’s Recruitment and Hiring Process

Diversity Job Boards (Women-General)
- Top Five Career Websites For Women Job Seekers - https://www.forbes.com/sites/ruchikutshalshyan/2016/03/04/top-5-career-websites-for-women-jobseekers/#14d99ecb4975
- CareerContessa – http://www.careercontessa.com
- Levo League – https://www.levo.com
- Women for Hire – http://womenforhire.com/employer_services/diversity_recruiting_for_top_employers/

Diversity Job Boards (Women-STEM)
- Advancing Women – https://advancingwomen.com
- The Job Network – https://jobs.thejobnetwork.com

Diversity Job Boards (African American)
- Black Career Network – https://www.blackcareernetwork.com
- Historical Black Colleges and Universities http://hbcuconnect.com/cgi-bin/jobs/index.cgi

Diversity Job Boards (Hispanic/Latinx)
- iHispano – https://www.ihispano.com
- Cincinnati Hispanic Chamber – www.hispanicchambercincinnati.com/jobs
- Hispanic Alliance for Career Enhancement – https://haceonline.org

Diversity Job Boards (Asian)

Diversity Job Boards (Native American)
Recommendations to Revise Xavier’s Recruitment and Hiring Process

Previous Web Resources Utilized At Xavier

- American Association for Affirmative Action [https://affirmativeaction-jobs.careerwebsite.com/](https://affirmativeaction-jobs.careerwebsite.com/)
- American Association of Hispanics in Higher Ed [https://www.aahhe.org/](https://www.aahhe.org/)
- American Association of University Women [https://www.aauw.org/](https://www.aauw.org/)
- Diverse Issues in Higher Ed [https://diverseeducation.com/](https://diverseeducation.com/)
- Diverse Issues in Higher Education Top 100 Degree Producers [https://diverseeducation.com/top100/pages/index.php](https://diverseeducation.com/top100/pages/index.php)
- Hispanic Outlook in Higher Education [https://www.hispanicoutlook.com/](https://www.hispanicoutlook.com/)
- Women in Higher Education [https://www.wihe.com/](https://www.wihe.com/)

Additional Comment

- In addition to the above resources, your search committee may utilize professional social media resources to share job ads to increase access to diverse candidates.
Appendix G –

Job Posting Do’s and Don’ts

As pertains to the creation and distribution of a job posting, there are several do’s and don’ts recommended by the Equal Employment Opportunity Commission and others. Some of these examples are below. To find further explanation from the EEOC, use this link.

Do:

- Emphasize Xavier’s commitment to diversity and inclusion throughout the search process.
- Allow for a broad expression and interpretation of “diversity” in the prompt for a diversity statement.
- Ensure that your job posting is viewed and received by a diverse range of individuals to help create a pool of diverse and qualified candidates.

Don’t:

- Draft your position description or job posting in a way that discourages particular people from applying. For example, a job posting seeking “recent college graduates” would likely discourage older adults from applying and might be considered age discrimination.
- Limit your search to your own personal network. A focused search can be effective in specific situations, but it is far more likely to create a homogenous candidate pool.
- Rely on stereotypes or assumptions to narrow your candidate pool. Keep an open mind about how a candidate’s diverse background, education, or experiences might match your job requirements.
- Ask applicants for photographs during the application process. After a hiring offer has been made, a photograph may be requested but not prior.
Appendix H -

Ad hoc Diversity Recruiting and Hiring Committee

Members

Christine Anderson, History Department

Chris Barbour, Student Athlete Academic Support

Nike’ Cline-Bailey, Office of Human Resources

Tracey DuEst, Office of Institutional Diversity and Inclusion

Anna Ghee (Co-Chair), School of Psychology and Office of Institutional Diversity and Inclusion

Alan Jin, Management and Entrepreneurship Department

Connie Perme (Co-Chair), Office of Human Resources

Brent Richardson, Counseling Department

April Robles, Career Development Office

Mark Stephens, Athletics

Nor-Rita Winters, Music Department

Advisory Consultants

Becky Cull, General Counsel Office

Linda Schoenstedt, Center for Mission and Identity

Janice Walker, Office of Institutional Diversity and Inclusion