Diversity, Inclusion, and Equal Opportunity Procedure:

DIEO Role in Recruitment & Hiring

The University of South Florida is committed to recruiting and hiring outstanding, qualified individuals with diverse experience and backgrounds. In support of this vision, the University has implemented *USF Policy #0-617- Recruitment and Hiring of University Employees* (“USF Policy 0-617”) and the Division of Human Resources Procedure-Recruitment and Hiring (“DHR Procedure”) to provide the framework for the USF recruitment and hiring process. All individuals involved in the recruitment and hiring process should read and be familiar with USF Policy 0-617 and the DHR Procedure. This Diversity, Inclusion, and Equal Opportunity Procedure (“DIEO Procedure”) describes the role of DIEO under USF Policy 0-617 and is designed to assist individuals involved in the recruitment and hiring process in effectively executing their responsibilities under this policy. Please do not hesitate to ask for assistance from DIEO regarding any of the procedures contained in this document.

**DIEO and the Affirmative Action Officer (AAO)**

1. DIEO provides general oversight in the development, implementation, and monitoring of the University’s affirmative action programs. In the overall recruitment and hiring process, DIEO will analyze workforce recruitment activities to determine whether impediments to equal employment opportunity exist and whether there are any significant selection disparities by race/ethnicity or gender. DIEO will help in efforts to identify and eliminate barriers to equal employment opportunity.

2. Consistent with the University’s affirmative action program, DIEO will establish annual percentage placement goals if they are required for minorities or females in identified areas of underutilization.
3. The Affirmative Action Officer (AAO) will monitor all job recruitments falling into job
   groups having either female or minority underutilization, and all faculty and director
   level job recruitments. Monitoring may include, but is not limited to, the following:
   o In the beginning of the recruitment effort, analysis of the demographic makeup of
     the search committee (if one is utilized), and advertising and outreach efforts;
   o Prior to the review of applications, by analysis of the diversity of the applicant
     pool;
   o Prior to interviews, review of the proposed interview questions; and/or
   o At any time of the process, review of the applicant applications.

4. The AAO may also perform monitoring, reviewing, and analyzing functions for any job
   position regardless of whether the recruitment for the position is open or closed and may
   periodically analyze a sampling of positions that do not have underutilization and/or are
   not faculty or director level and above positions.

5. When the AAO is reviewing an open or closed recruitment, if the AAO has questions as
   to what is occurring or has occurred during the recruitment and hiring process, the AAO
   will help to resolve the concern and, if necessary, may take corrective action.

6. The AAO will keep Hiring Authorities informed of developments related to the
   university’s Affirmative Action Plan (AAP) and will review results with all levels of
   management as to the degree to which their affirmative action goals and compliance are
   being attained. The AAO may also help design and help implement corrective actions
   and adjustments to programs, where needed.
Recruitment Key Personnel (see USF Policy 0-067 for definitions)

The Hiring Authority (HA), Hiring Department Representative (HDR), and Equal Opportunity Liaison (EOL) should work together to ensure recruitment and hiring is conducted in support of the university’s AAP goals.

Preparing for your Recruitment and Hire-the AAP

1. Prior to beginning the recruitment process, the HA should ensure that all required training has been completed, and if an EOL has not been identified by the HDR, appoint an EOL for the recruitment and ensure that the AAO in DIEO has been notified of the identity of the EOL.

2. If the EOL does not have a copy of the current Placement Goals Document and Job Grouping Document, the AAO will provide them. These two documents are critical elements of the university’s AAP and all key personnel in the recruitment process should understand and be familiar with them.

   o The Placement Goals Document defines the female and minority external workforce availability (%) for all job groups.

   o The Job Groups Document allows the EOL to determine into which job group their particular recruitment falls. A “job group” is a category under which similar job titles are collected or grouped. For example, Computer Professionals is a job group under which the job titles of Computer Software Programmer, Webmaster, Computer Systems Analyst, etc. might be found.

   o Utilizing these two documents, the EOL can then determine whether the recruitment falls under the “Underutilized” category. “Underutilization” is defined as having fewer females or minorities in a job group than is reasonably
expected based on that group’s availability for hire in the job market. This information is critical in determining important recruitment factors such as planning advertising and diversity of the applicant pool.

3. The HA should also determine whether a search committee will be utilized for the recruitment. If a search committee is to be appointed, the EOL can assist the HA in ensuring that the committee is diverse. At a minimum, the committee should be diverse by race and gender. In addition, the HA should consider including members from other underrepresented groups to increase other types of diversity on the search committee. It is important to remember that diversity is not simply race and gender, but also sexual orientation, gender identity and expression, age, disability, socioeconomic status, geographic region, and other defining characteristics. The EOL should advise the search committee about the importance of equity and diversity in the search process. DIEO is also available to provide such training upon request.

**Beginning Your Recruitment**

1. It is important to note that although all employee hires must be managed through the Careers@USF system and many recruitments must be advertised nationally, in some limited cases certain employee hires may fall into the “Targeted Exempt” and “Targeted Recruitment” categories, which do not require a full advertisement and search. Consult USF Policy 0-617 and the associated DHR Procedure to determine if your recruitment falls into either of these categories.

2. **Advertisement & Outreach** - The purpose of advertising and outreach efforts is to reach the largest audience of persons qualified for and interested in the position, important for obtaining a diverse pool of applicants. Recruitment Key Personnel should develop
strategies for attracting high-quality, diverse applicant pools. Advertising is one mechanism to accomplish this end. Advertisements for a job opening should be placed in sources that most potential applicants would utilize. This may include print media and web-based and electronic communications, depending upon the position being advertised.

- Gear advertising toward reaching a broad audience aimed toward diverse groups.
- Using the information from the Placement Goals Document and Job Groups Documents if there is underutilization by race or gender in the job group under which the posted job title falls under, then place advertisements and engage in outreach efforts directed at the underutilized groups.
- To reach a broader audience, use formal and informal networks for advertising and outreach such as consulting with colleagues, networking with potential applicants at job fairs or conferences, advertising on city or statewide job boards, advertise in specialized magazines or newspapers, and informing relevant professional organizations of the position.
- Document where the position was advertised and what outreach efforts were made to inform diverse individuals about the position. This information must be uploaded into the Careers@USF system by the DHR.

When DIEO becomes aware of a job posting in Careers@USF, the job title of the position will be placed a three publications:

- Diverse: Issues in Higher Education;
- Women in Higher Education; and
• Hispanic Outlook in Higher Education.

DIEO will pay for the cost of placing advertisements in these three publications. Any other advertisements the HA may wish to place in addition to these three publications and Careers@USF will be the responsibility of the hiring unit (both placement and cost).

Managing Your Applicants

The individuals who apply for the advertised position are considered in evaluating the diversity of “the applicant pool.”\(^1\) All recruitment and hires with an applicant pool must be based upon a good faith effort to make the pool diverse. Not all applicants will self-identify by race, gender, veteran’s status or disability; and, if an applicant does so, this information will be utilized in evaluating the diversity of the pool by the EOL. However, the EOL must not disclose any such self-identified information about any individual applicant to the HA, HDR, or search committee members.

1. After an advertised job posting closes but before the applications are reviewed by the hiring department, the EOL must review the applicant pool for the job posting to determine if it is diverse. An EOL may monitor the diversity of the applicant pool while the position is open but the official determination of whether the pool is sufficiently diverse will not be made until after the posting closes. While the position is open, if the pool does not seem sufficiently diverse, the EOL, should make suggestions to the HDR and/or HA on ways to attempt to increase the diversity of the applicant pool. The EOL

\(^1\) For purposes of affirmative action, an individual is part of the applicant pool if the individual meets all of the following four criteria: (i) the individual submits an expression of interest in employment by applying for the position; (ii) the University considers the individual for employment in a particular position; (iii) the individual’s application indicates that the individual possesses the basic qualifications for the position in question; and (iv) the individual at no point in the selection process removes himself or herself from further consideration or otherwise indicates that he or she is no longer interested in the position.
may also consult with the DIEO AAO concerning such methods to increase pool diversity.

2. Whether an applicant pool is considered sufficiently diverse is primarily determined by information contained in the Placement Goals Document and Job Groups Document. Ideally, the percentage of female and minority applicants for a particular position should be consistent with the percentage of females and minorities who are available for hire in the external labor market.

3. It is important to note that Placement Goals are benchmarks only and should provide guidance for the HA to focus outreach efforts where females and minorities are underutilized. Placement Goals are not quotas that must be met, nor are they to be considered a ceiling or a floor for the employment of particular groups. Placement Goals also do not create set-asides for specific groups, nor are they intended to achieve proportional representation. In all employment decisions the University makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual’s employment status on the basis of that individual’s gender, race, color, religion, national origin, age, sexual orientation, gender identity, and/or disability. Placement goals are not used to supersede merit selection principles.

4. If the EOL determines that the applicant pool appears to be sufficiently diverse, then the EOL will approve the applicant pool on the *EEO Summary-Applicant Pool Summary Form* and forward the Form to the HA for final certification. Once the HA signs off, the recruitment process may proceed forward. However, if the EOL determines that the applicant pool is not sufficiently diverse, then the EOL should consult with the DIEO
AAO, as well as the HA and/or HDR to discuss diversity concerns regarding the pool.

The recruitment process should not proceed forward until the issue regarding whether the applicant pool is sufficiently diverse has been resolved.

5. If the applicant pool is not consistent with the percentage of females and minorities who are available for hire in the external labor market, and thus does not appear to be sufficiently diverse, then the next determination that must be made by the EOL is whether the recruitment involved a good faith effort to obtain a diverse pool.

Good Faith Efforts

The term “good faith effort” in the context of University Policy 0-617 means that the recruitment has involved sufficient efforts to increase the pool of qualified minority and female applicants. Good faith effort is required in the university’s AAP and is primarily focused on outreach and recruitment efforts.

1. If the applicant pool is not sufficiently diverse, then the EOL will review what good faith outreach and recruitment efforts were included in the recruitment. Good faith efforts are particularly important when an organization has underutilization of females or minorities in one or more of its job groups.

2. In evaluating good faith efforts, the EOL should look at the efforts to advertise the particular job posting in a way that could increase the number of female and minority applicants. The EOL will evaluate if the job posting was placed in magazines or newspapers that target females or minorities, and whether the position was advertised at a job fair that had high female or minority attendance. The EOL can also investigate whether the job posting was sent to a female or minority-based organization in that
particular job field or was posted on a city or statewide job board. The EOL should also evaluate how long the position was advertised.

3. If the EOL believes the recruitment has included sufficient good faith efforts and the applicant pool does not meet the external workforce availability, the EOL may still approve the pool. However, the EOL must be sure to document what good faith efforts were made regarding that particular job posting. If the EOL has a concern about the good faith efforts the recruitment has utilized, the EOL should contact the DIEO AAO for assistance.

**Making the Hire**

Consult USF Policy 0-067 and the associated DHR Procedure for information regarding procedures for selecting an applicant. Remember that an applicant’s race, color, sex, national origin, religion, age, disability, pregnancy, gender identity and expression, genetic information, sexual orientation, marital status, or veteran status must never be taken into consideration when selecting which applicant to hire for a position.

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