Faculty Recruiting Strategy Guide

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Prior to recruitment	Before beginning your recruitment process, make sure these items have been discussed and completed.	• Discuss Affirmative Action goals. • Search Committee Training. • Develop timeline.

1. Identify search committee.
2. Make sure search committee members have taken appropriate Search Committee training.
3. Make sure the search committee's Diversity Advocate has taken appropriate Diversity Advocate Training (module 5 and 6).
4. Discuss Affirmative Action goal and availability data with your HR practitioner (Divisional Director, HR Generalist, or HR Manager). Be sure that this goal is shared with the Search Committee Chair and Diversity Advocate.
5. Be cognizant of time. Set a timeline for reviewing candidates, certifying pools, additional recruiting efforts, interviews, etc. Set up time on the search committee's calendars ahead of time to keep on track. Be aware of letting candidates wait and stay in communication with them regularly – ideally on a weekly basis – to let them know where they stand in the process. If you need help developing a timeline, please contact the recruiting team to schedule a consultation.

Preparing the job for sourcing	Before sourcing your position, be sure to prepare the job before posting.	• Research Job Titles. • Write clear, gender neutral position descriptions. • Source job so it is posted through Virginia Tech recruiting channels.

1. Research job titles that match the type of candidate you are looking for. Be sure these titles are common across all industries.
2. If you need help writing the position description, the following resources offer helpful tips, information, and sample wording. Carefully crafting the required and preferred qualifications in the job description, and later the job posting, will pay off during the screening process.
   a. Position Description Writing Guide
   b. O*Net provides sample job duties, wording, and typical knowledge/skills/abilities required to perform a specific job.

3. Since job descriptions can sometimes contain unconscious gender bias, consider running the ad through one of these systems:
    a. https://www.totaljobs.com/insidejob/gender-bias-decoder/ (Free service)
    b. http://gender-decoder.katmatfield.com/ (Not free)
    c. Textio.com (Not free)

These programs can help identify all of your gender-coded words as well as let you know if your job description is masculine-coded or feminine-coded in nature.

4. Be sure the role has been posted on sites where Virginia Tech posts jobs. If additional exposure on LinkedIn is needed, contact the Talent Acquisition Recruiting Team.

Consult additional sourcing avenues	When you source for the position, be sure to use these areas in your recruitment efforts.	• Share job on professional network. • Share with specific associations. • Consider diversity sites.

1. Each position targets a specific type of candidate.
    a. Use professional networks of employees with similar background and ask them to share this role. Use verbiage like *"Virginia Tech is currently hiring for an _____ role for _____ program. Experience working in a _____skills are ideal. If you know anyone interested, please have them reach out to me or apply online at: jobs.vt.edu-specific role link."* Or *"My department at Virginia Tech is hiring for _____. Is anyone that is a _____ looking for a new role? I would love to have someone in my network as my new coworker!".*
    b. Look into specific associations that may house candidates with the skills needed for this position. What conferences in this area have been attended lately?
2. Each recruitment can help fill an Affirmative Action goal within the department. Use the resources available through the Office of Equity and Accessibility to decide on other locations to post these positions that will help fulfill the Affirmative Action goal.
    a. As mentioned above, be sure to find out the Affirmative Action Goal for this position from your HR practitioner (Divisional Director, HR Generalist or HR Manager) and share this with your Search Committee Chair and Diversity Advocate.
    b. Review resources from our Diversity Advertising and Recruiting Resources to select three to five additional places that the position should be advertised that target the specific Affirmative Action Goal for this role.

Active Recruiting Examples	Always use some form of active recruiting in your sourcing efforts to engage long term candidate pools and relationships.	• Department members reaching out to other universities or organizations. • Sending job to organizations focusing on under-represented groups. • Engaging local networks. • Surveying other universities for candidates with advanced degrees in that area. • Look internally. • Discussing other strategies with department and search committee.

1. Members of the department are asked to contact colleagues at other universities or organizations to see if they know of qualified candidates, do not forget about members of under-represented groups who may be qualified for and interested in the position.
2. Sending the full position description to professional organizations focusing on members of under-represented groups.
3. Engaging local networks of people in related fields at Virginia Tech, area colleges, corporations, and businesses to see if they know of potential candidates.
4. By surveying departments at other universities to see which have strong records in awarding advanced degrees and PhDs to members of under-represented groups, and then contacting them for names of potential candidates.
5. By contacting relevant professional organizations for any rosters of members of under-represented groups receiving PhDs in the field.
6. Look internally. Are there well-qualified talents already in the department that should consider applying?
7. Having a discussion in a department or Search Committee Meeting to brainstorm other active recruiting strategies.

At-a-glance: Before the Search

When	Objective	Summary of Activities
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Review Applicant Pool

Review Applicant Pool	When you source for the position, be sure to utilize these areas in your recruitment efforts.	• Discuss Affirmative Action goals. • Search Committee Training. • Look internally. • Develop timeline.

1. A week into the recruitment period, consult the current applicant pool by requesting EEO report from the HR practitioner (Divisional Director, HR Generalist or HR Manager).
   a. Use the Pool Certification Template to assess how the current pool matches the department's Affirmative Action goals.
   b. If it matches, continue with sourcing efforts until the review date. If it is missing candidates matching the goals, refer back to the resource in 2b and select additional places to post.
   c. Consult with Talent Acquisition Recruiting Team on diversity recruiting goals. Enlist their services for active recruiting sourcing by requesting a consultation intake meeting.
2. Repeat process weekly until reaching the review date. Ideally at that point the pool is ready to be certified.
   a. If the pool needs additional time, then reach out to your assigned HR practitioner (Divisional Director, HR Generalist or HR Manager). Consider reviewing this template again for additional sourcing ideas or consult with the Talent Acquisition Recruiting Team for additional ideas or recruitment help.
   b. Be sure to define "good faith effort" when it comes to recruiting for diversity. Some examples of this are below.

Good Faith Efforts

Good Faith Efforts	Good faith efforts are necessary when it comes to diversity recruiting. Be sure to utilize good faith efforts in every sourcing process.	• Discuss Affirmative Action goals. • Search Committee Training. • Look internally. • Develop timeline.

1. The definition of a good faith effort when it comes to recruiting for Affirmative Action goals include:
   a. A comprehensive sourcing plan, like the one that has been created by completing the steps outlined in this guide.
   b. It also includes posting the position on a variety of sources, including sites from the Diversity Advertising and Recruiting Resources that target the Affirmative Action goal for the specific position, if there is one.
   c. In addition, the position must be posted with adequate time for qualified applicants to apply. The general recommendation is 10-30 days at minimum.

Good Faith Effort Examples

Below are a few examples of what would and would not be considered a good faith effort:

Developer Position

1. You are hiring for a Developer position and the Affirmative Action placement goal indicates women are under-represented.
2. You have completed the Recruiting Strategy Guide, and sourced for this role by posting it where jobs are posted when sourced automatically on jobs.vt.edu for 30 days.
3. You chose to post this role on 5 additional websites from the Diversity Advertising and Recruiting Resources that target women in development or STEM and run the ads for 30 days.
4. If at the end of 30 days, you have reached the Affirmative Action Plan availability and/or placement goal, document your Good Faith Efforts in your pool certification.
5. If you have not attained the Affirmative Action Plan availability and/or placement goal, and you still need additional qualified candidates to fill your candidate pool then you may consider a few additional options such as networking by asking other developers to share this role with their network. You could also consider enlisting the help of the Talent Acquisition Recruiting Team for additional proactive sourcing.

Communications Coordinator Position

1. You are hiring for a Communications Coordinator position that has no Affirmative Action Placement Goal assigned to it. You have completed the Recruiting Strategy Guide, and sourced for this role by posting it where jobs are posted for 10 business days.
2. If your applicant pool is diverse (using the Affirmative Action Plan Availability) with enough qualified applicants, then you can move forward with the candidate pool.

Project Manager Position

1. You open a Project Manager job with an Affirmative Action Placement Goal for females and minorities.
2. You source the job for ten days on where jobs are posted when sourced automatically on jobs.vt.edu. At the end of the ten days you only have one female applicant and no racial diversity. This would not be considered a Good Faith Effort, so additional efforts should be taken.
3. Using the Affirmative Action Plan Availability Analysis data, you find your applicant pool does not equal or exceed the available females in the labor market. Given this information you still would like to certify the applicant pool because you are anxious to move forward and have identified a few candidates. While you are able to move forward with speaking to those qualified candidates, **this is not a Good Faith Effort**. You will need to identify other avenues of sourcing or networking this position for an additional 15 to 30 days to attract a more diverse applicant pool.
4. You know it is necessary for the Affirmative Action Plan to contain documented Good Faith Efforts, so you decide to revisit the steps in this guide for additional ideas of how to source for the role.
5. You also identify three additional websites to post on from the Diversity Advertising and Recruiting Resources. These could include a Project Manager specific site, a site oriented toward people of color, individuals with disabilities and veterans, or even an industry specific job board, professional organization, or publication. You decide to extend the post for 15 days while your position runs. At the end of the 15 days, the female applicant pool exceeds the Affirmative Action Plan Availability, and now is considered **Good Faith Effort** to have your pool certified.