

# Leading with Diversity: Strategies for Recruitment and Retention

## Diversity Recruitment

### TAKE ACTIVE STEPS TO ATTRACT A LARGE & DIVERSE POOL OF EXCELLENT CANDIDATES

- Make sure the requirements listed in the official job description and job ad are indeed necessary. For example, do not require a Master's degree if a Bachelor's could suffice.
- Successful collaboration with diverse communities is critical to success in many UC positions. List that as part of the job in the ad.
- Advertise widely, especially including in publications of special interest to underrepresented minority candidates.
- Ask people to apply! If you know of interesting potential candidates, it is legal to encourage them to apply as long as you do not imply that they have a leg up.
- If you are using a search firm, be clear about the kind of pool you expect them to bring to you.

### FORM THE SEARCH COMMITTEE WELL, AND TRAIN THEM WELL

- Appoint a diversity or equity advisor to the search committee, a specific person to ensure that equity, inclusion, and diversity remain a focus throughout the process.
- Research shows that diverse search committees make better decisions. Think at least about the age, gender, racial, and role or career stage composition of your committee.
- Talk at your first meeting about the importance of diversity to the University and the State.
- Talk early on about what specific skills the person in this position needs to demonstrate and how you are going to evaluate those skills.

### DESIGN A STRONG EVALUATION PLAN

- Require a diversity statement to evaluate how the candidate envisions contributing to diversity, equity, and inclusion.

- Formulate specific interview questions, and use them with all candidates. The questions should be oriented to the specific required skills required for success in the job.
- Create a rubric, including diversity, for evaluating candidates to insure that all criteria are appropriately considered and weighted.
- Slow down! Rapid decisions are rarely the best decisions.

### MAKE AN EFFECTIVE RECRUITMENT PLAN

- Remember that the search process is also a recruitment process. All job candidates should feel welcome and valued.
- Think about all the constituencies with whom candidates should meet; this is a chance to demonstrate which groups are important for the success of the position.

## Diversity Retention

### START WITH THE BASICS

- Ensure that your employees are compensated equitably and have equitable working conditions. It is hard to feel valued if you are paid less or are given a worse office than others at your same rank.
- Think about tone, titles, and word choice. For example, if male VCs are called by title and patronymic, do not call female VCs by their first names.
- You are responsible for climate. That means you show people respect, and you hold others in your orbit to the same expectation.

### TAKE ACTIVE STEPS TO SUPPORT ALL THE PEOPLE WHO REPORT TO YOU

- Ensure that every new employee, especially every new senior leader, has a mentor in addition to her/his boss. Good mentorship can make an important difference in job success.
- Support the people who report to you in forming and participating in campus- or system-wide interest groups, if they want.
- Ensure that everyone who reports to you has opportunities for career development. Use some recurrent event to remind yourself to think about how each person who reports to you is growing, and what opportunities she/he needs to develop further.

### CONTINUE LEARNING HOW TO CREATE A MORE INCLUSIVE WORK ENVIRONMENT

- Some trainings are mandatory, and there are also a variety of additional diversity, equity, and inclusion trainings that might be useful to you. None of us are ever done learning.
- If you do not know what kinds of support would be useful to the people you supervise, try asking them!