

Equal Employment Opportunity

Recruitment, Selection, and Hiring Guidelines

The information below identifies how to apply affirmative action (“AA”) and Equal Employment Opportunity (“EEO”) requirements in the recruitment, selection, and hiring processes.

As an affirmative action employer, the university has an obligation to:

- Make good faith efforts to expand employment opportunities and remove identified barriers to the recruitment and advancement of under-represented females, racial/ethnic minorities, individuals with a disability, and protected veterans
- Ensure all employment processes are non-discriminatory and provide equal opportunity to all applicants and employees

Before the Position is Posted

Complete AA/EEO Training

- Anyone participating in the interview, selection, and/or hiring processes must complete the *Affirmative Action and EEO Recruitment and Selection Basics* training. To learn how to enroll in this training go to: <https://go.osu.edu/aeeetraining>

Develop Equitable and Inclusive Position Descriptions

- Review duties and minimum qualifications (physical, mental, education, relevant experience, etc.) to ensure ALL are needed to complete essential job functions
- Focus on required qualifications, not nice-to-haves
- Remove age/gender/race-coded language

Recruitment

Affirmative Action Recruitment Goals

- AA recruitment goals exist for job titles where the rate of protected class employment does not match the availability of qualified individuals in the marketplace:
 - We are **required** to make good faith efforts towards these goals
 - These goals are **not** quotas; they inform recruitment efforts, ensure bias-free processes, and provide equal opportunity
 - Demographics **can** be considered in recruiting but **cannot** be considered in any interview, selection, or hiring decision

Make Good Faith Efforts to Diversify Candidate Pool

- Widen and diversify the pool of candidates, paying special attention to recruiting females, racial and ethnic minorities, individuals with a disability, and veterans
- Document/maintain inventory of all recruitment efforts including targeted demographics, type of activities/events, and effectiveness of efforts

Evaluation of Candidates

Develop Consistent and Equal Evaluation Criteria

- Evaluate only on ability to perform essential job functions
- Apply evaluation criteria consistently to all candidates
- Document evaluations using OHR templates
- Do not consider candidate demographics in decisions
- Provide reasonable disability accommodations when requested; such requests cannot impact evaluation
- Enter disposition code into Workday explaining stage each applicant reached and reason they did not move forward

Conduct Consistent and Equal Interviews

- Maintain a consistent interview process:
 - **Provide ADA notice** of the availability of reasonable accommodations and the method to request them
 - **Use same format:** number/length; type (e.g., virtual or in-person); questions asked; support given (e.g., preparation, resources)
 - **Focus questions on the candidate’s ability** to complete essential job functions, don’t inquire about identity or personal life

Perform Consistent Reference Checks

- Use the same format for all candidates:
 - Number/type of references requested
 - Questions asked of each reference
 - Evaluation criteria for information obtained

Candidate Selections & Offers

Select the Most Qualified Candidate

- Always select the candidate who will be able to complete the essential functions of the job most effectively.
- Candidate demographics **cannot** be considered when selecting finalist

Develop an Equitable Compensation Offer

- Make compensation offer based on external market and candidate’s knowledge, skills, abilities, relevant experience
- Compensation must consider internal equity
- Review any benefits or compensation offered over base salary for consistency and equity
- Additional information on university’s compensation principles is located at: <https://hr.osu.edu/services/compensation/>

Additional Resources

Training:

- Guide for Creating Equitable & Inclusive Position Descriptions
 - <https://go.osu.edu/aeeetraining>

Policies:

- Affirmative Action & Equal Employment Opportunity:
 - <http://oaa.osu.edu/assets/files/documents/facultyrecruitment.pdf>
- Non-Discrimination, Harassment, and Sexual Misconduct:
 - <https://policies.osu.edu/assets/policies/Policy-NDH-Sexual-Misconduct.pdf>
- Staff Recruitment and Selection:
 - <https://hr.osu.edu/wp-content/uploads/policy410.pdf>
- Faculty Recruitment and Selection:
 - <https://oaa.osu.edu/assets/files/documents/facultyrecruitment.pdf>

Guidelines/Templates:

- ODI Inclusive Hiring and Recruitment Practices: <https://odi.osu.edu/inclusive-recruitment-and-hiring-practices>
- OHR Recruitment Process Resources: <https://hr.osu.edu/services/talent-acquisition/recruitment-process-resources/>