

EEO Program Review Self-Assessment | Recruitment

Recruitment | Posted Salary Range and Initial Offer

Guidance: The posted salary range and initial offer of compensation should be developed to ensure internal equity with similarly situated current employees.

Reflect: Take a moment to reflect on your process for developing the posted salary range *and* your initial offer of compensation.

- How do you ensure that the posted salary range reflects market rates and internal equity across employees in similar roles?
- Have you reviewed salary offers to ensure that they do not perpetuate historical pay disparities for underrepresented groups (e.g., based on gender or race)?
- What processes do you follow to evaluate starting salary offers for consistency and fairness across different demographic groups?

Testing: Was the posted salary range and initial offer of compensation developed to ensure internal equity? If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Equal Employment Opportunity Tag Line in Job Postings

Guidance: All job postings and advertisements must include the approved university EEO tagline.

Reflect: Take a moment to reflect on the inclusion or exclusion of the university-approved EEO tagline.

- How do you ensure that all job postings and advertisements include the approved EEO tagline?
- How do you verify that third-party job boards or external advertising channels are compliant with your university's EEO guidelines?
- Is there a process for regularly reviewing and updating the tagline to ensure it remains compliant with current legal requirements?

Testing: The approved university EEO tagline was included in all job postings and advertisements, including those outside of Workday. If yes, please prepare to provide documentation that supports your answer.

Recruitment | Required Recruitment

Guidance: Steps must be taken to proactively recruit females, ethnic/racial minorities, individuals with a disability, and veterans for all open positions.

Reflect: Take a moment to reflect on recruitment initiatives in your unit.

- What proactive steps are you taking to ensure your recruitment efforts reach diverse candidates, including women, minorities, veterans, and individuals with disabilities?
- How do you measure the success of your recruitment efforts in attracting diverse candidates?

- Have you identified any gaps in your current recruitment strategies for reaching underrepresented groups, and if so, what changes have you made?

Testing: Were actions taken to recruit females, ethnic/racial minorities, individuals with a disability, and veterans for open positions? If yes, please prepare to provide documentation that supports your answer.

Recruitment | Recruitment Efforts: Records Retention and Impact Assessment

Guidance: All actions taken to recruit females, ethnic/racial minorities, individuals with a disability, and veterans must be documented and assessed for effectiveness and impact.

Reflect: Take a moment to reflect on actions taken to recruit females, ethnic/racial minorities, individuals with disabilities, and veterans.

- How do you document and track the effectiveness of your diversity recruitment efforts?
- How frequently do you assess the success of these efforts, and what metrics do you use to determine impact?
- Have any recruitment strategies been discontinued due to low impact, and how have you adjusted your approach based on these assessments?

Testing: Each effort was documented, and the documentation includes the date of activity, targeted demographic(s), contact for activity, and impact (was it successful, will it be repeated, etc.). If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Applicant Tracking

Guidance: All applicants for job postings must be identified and tracked through the recruitment and selection process. Including the date of application, progress within the selection process, and rationale if they did not advance. **Note:** This information must be maintained in Workday.

Reflect: Take a moment to reflect on how applicants are identified and tracked.

- What system do you use to track applicants, and how do you ensure that all applicants are consistently tracked through each stage of the selection process?
- How do you document the rationale for why certain applicants did not advance in the process?
- How often do you review applicant tracking data to ensure fairness and accuracy in the hiring process?

Testing: There is a record for every applicant including the date of application, progress within the selection process, and rationale why they did not advance further. If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Applicant Materials: Record Retention

Guidance: All application materials (e.g., application, CV, resume, writing materials) must be gathered and retained for each applicant, in accordance with the University's Records Retention Schedule.

Reflect: Take a moment to reflect on how you retain application materials for each applicant.

- How do you ensure that all applicant materials are retained according to the university's records retention schedule?
- What system is in place to securely store and retrieve these materials, especially when they may be needed for future audits or reviews?

- Have there been any issues with missing or incomplete records, and how have they been addressed?

Testing: The application/CV/resume/writing materials were retained for every applicant in accordance with the University's Record Retention Schedule. If yes, please prepare to provide documentation that supports your answer. If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Application Evaluation: Record Retention

Guidance: All applicant evaluation documentation (e.g., interview matrices, evaluations, official notes) must be gathered and retained for each applicant, in accordance with the University's Records Retention Schedule.

Reflect: Take a moment to reflect on how you retain the records related to applicant evaluations.

- How do you ensure that all applicant evaluations are properly documented and retained throughout the recruitment process?
- How do you verify that interview matrices, evaluations, and notes are objective and free from bias?
- How often do you review this documentation to ensure compliance with the retention schedule and EEO guidelines?

Testing: The applicant evaluation documentation was retained for every applicant in accordance with the University's Record Retention Schedule. If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Disposition Codes

Guidance: All applicants must be assigned disposition codes in Workday to identify their final stage in the selection process and why they did not advance further.

Reflect: Take a moment to reflect on when and how you assign disposition codes to applicants.

- How consistently are disposition codes assigned to applicants in your unit's recruitment processes?
- How do you ensure that the rationale for assigning these codes is documented and non-discriminatory?
- Have you noticed any trends in why applicants from certain demographic groups are not advancing? If so, how have you addressed this?

Testing: All applicants were assigned disposition codes to identify their final stage and why they did not advance further. If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Position Description Review

Guidance: Prior to posting a position, the hiring manager and/or search committee must review the position description to ensure all minimum requirements (e.g., education, physical, mental, experience) are clearly identified and directly related to essential functions. Position descriptions should also be reviewed for other potential EEO barriers, such as coded language, unnecessary requirements, and excessive "preferred" qualifications.

Reflect: Take a moment to reflect on any position description reviews that occur prior to posting.

- How do you ensure that position descriptions accurately reflect the essential functions of the role and avoid unnecessary barriers (e.g., excessive "preferred" qualifications)?

- How frequently do you review position descriptions for biased language or requirements that might disproportionately affect underrepresented groups?
- What is the process for involving HR or diversity officers in reviewing position descriptions before posting?

Testing: Position descriptions were reviewed prior to the request to post a position and the essential functions were clearly identified, unnecessary or "nice to have" requirements were removed, and all physical, mental, experiential, educational, and other minimum requirements were needed to complete an essential function. If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Voluntary Diversity Recruitment Goals

Guidance: Ensure voluntary recruitment goals were **not** developed for applicant and/or interview pool compositions.

Reflect: Take a moment to reflect on set diversity goals. Reflect on whether or not those may have developed into quotas, target numbers, etc. that could potentially violate AA/EEO laws.

- How do you ensure that diversity goals for applicant pools do not translate into quotas or target numbers, which could violate AA/EEO laws?
- How do you encourage diversity in recruitment without setting numerical targets that could lead to legal issues?
- How do you balance voluntary diversity initiatives with ensuring the best-qualified candidates are selected?

Testing: Was it confirmed that the manager or search committee did NOT develop voluntary diversity recruitment goals for the position to be filled? If yes, please prepare to provide documentation that supports your answer, if requested.

Recruitment | Post-Hire Applicant Pool Review

Guidance: The diversity of the applicant pool cannot be reviewed prior to a position being filled. However, once a position has been filled the hiring manager/search committee should review the diversity of the pool at each stage in the selection process to identify potential barriers to EEO. If a potential EEO barrier is identified, it should be investigated and remedied if applicable. OIE can provide guidance on this process.

Reflect: Take a moment to reflect on your processes and experience with post-hire applicant pool reviews.

- How do you review the diversity of the applicant pool after a position has been filled, and what data do you use to identify any potential barriers in the recruitment process?
- What steps are taken to remedy any identified barriers, and how do you track the outcomes of these changes over time?

Testing: After the position was filled, was the diversity of the pool reviewed at each stage in the selection process to identify potential barriers to EEO? If any potential barriers were identified, were they investigated and remedied as appropriate? If yes, please prepare to provide documentation that supports your answer, if requested.