

EEOC BEST HIRING PRACTICES

Objective-voluntary compliance. As part of its continuing efforts in technical assistance, outreach, and education the Equal Employment Opportunity Commission (EEOC) established a task force to examine private sector best practices in EEO policy, programs and practices. The task force's report, released in December 1997, was intended to facilitate voluntary compliance through the examination of business policies, programs, and practices that will be useful to employers in structuring systems and policies that are consistent with their business priorities as well as with their EEO obligations and diversity objectives.

Background. The task force did not endorse any particular policy, program, or practice. Its goal in identifying practices currently being implemented by employers was to disseminate information about practices that are likely to promote voluntary compliance with the EEO laws. Noteworthy recruiting and hiring practices should promote the opportunities and developmental experiences of minorities, women, persons with disabilities, and older persons. However, the Task Force did not necessarily look just at innovative recruitment and hiring practices, but also at how comprehensive and diverse were practices of the company. The Task Force was particularly impressed with relationships begun when the potential employees were not yet, or just barely, of age to work for the company, as well as with programs which were seeking to expand the pools of qualified minorities, women, persons with disabilities, and older workers as candidates. In addition, the Task Force looked for the employer's consideration of the diversity of the candidate pool; the adequacy of the information network in terms of notifying interested persons of opportunities; recruitment practices as related to search firm referrals and organizational recruitment initiatives; selection procedures; results of recruitment and selection; and the extent to which and how monitoring was accomplished. Practices for retaining employees were also considered.

Reproduced below is a summary checklist of best practices that will assist in avoiding discrimination and may mitigate liability, and case studies describing companies' programs.

CHECKLIST: Best practice ideas from the EEOC-recruitment and hiring

Steps to consider that will help to avoid discrimination or limit liability in implementing recruitment and hiring initiatives include:

1. Establish a policy for recruitment and hiring, including criteria, procedures, responsible individuals, and applicability of diversity and affirmative action.
2. Engage in short-term and long-term strategic planning:
3. Identify the applicable barriers to equal employment opportunity;
4. Delineate aims;
5. Make a road map for implementing the plan.
6. Ensure that there is a communication network notifying interested persons of opportunities, including advertising within the organization and, where applicable, not only with the general media, but with minority, persons with disabilities, older persons, and women-focused media.
7. Communicate the competencies, skills, and abilities required for available positions.
8. Communicate about family-friendly and work-friendly programs.
9. Where transportation is an issue, consider arrangements with the local transit authority.
10. Participate in career and job fairs and open houses.
11. Work with professional associations, civic associations, and educational institutions with

attractive numbers of minorities, women, persons with disabilities and/or older persons to recruit.

- 12. Use recruiter, referral, and search firms with instructions to present diverse candidate pools to expand search networks.
- 13. Partner with organizations that have missions to serve targeted groups.
- 14. Use internships, work/study, co-op, and scholarship programs to attract interested persons and to develop interested and qualified candidates.
- 15. Develop and support educational programs and become more involved with educational institutions that can refer a more diverse talent pool.
- 16. Ensure that personnel involved in the recruitment and hiring process are well trained in their equal employment opportunity responsibilities.
- 17. Explore community involvement options so the company's higher profile may attract more interested persons.
- 18. Eliminate practices which exclude or present barriers to minorities, women, persons with disabilities, older persons, or any individual.
- 19. Include progress in equal employment opportunity recruitment and hiring as factors in management evaluation.