Diversity Recruitment Marketing
Best Practices Checklist

A Compilation of The Most Effective
Marketing Strategies for Diversity Recruitment

by Tracey de Morsella

Topics covered include:

Diversity Recruitment Marketing Planning
Diversity-Positive Employment Branding
Inclusion on Company Web Sites
Diversity Job Board ROI
Diversity Recruitment Advertising
Working with Recruitment Advertising Agencies
Effective Job Posting
Definition of Internet Applicant OFCCP Compliance
Convergence Media, Inc. publishes diversity-focused directories, websites, books and subscription products. We provide timely, informative resources for employers seeking to build inclusive workplaces. We also produce career management materials for underrepresented professionals at every level - from student to CEO. Below is an overview of some of our offerings.

**The Multicultural Advantage Diversity at Work Center** - The Multicultural Advantage Diversity at Work Center provides thousands of articles, events, research reports, studies, links, and other resources. It features the expertise of over 70 experts and covers the following topics: business case for diversity, metrics, productivity, prevention, sourcing, compliance, retention, interviewing, diversity councils, employee affinity groups, workplace bias, language diversity, gender diversity, generational diversity, global diversity, multicultural teams, and much more. It features a store with related products. Content is updated daily. Find out more at: [http://www.multiculturaladvantage.com/recruit/](http://www.multiculturaladvantage.com/recruit/)

**Diversity Advantage: Our Diversity Blog and Electronic Newsletter** - We have set up a blog and electronic newsletter designed to keep employers, recruiters, diversity councils, consultants, and others working with diversity staffing issues informed about the latest trends and resources available for those striving to develop and maintain a productive diverse workplace. The blog is updated daily and the electronic newsletter is sent out weekly. Find out more at: [http://www.multiculturaladvantage.net](http://www.multiculturaladvantage.net)

**Career Content For Diverse Jobseekers** - The Multicultural Advantage also features career development content for active and passive job seekers from underrepresented backgrounds. Subject areas include leadership, career management, job seeking and continuing education. We also provide jobseekers with comprehensive career event calendars. Find out more at: [http://www.multiculturaladvantage.com](http://www.multiculturaladvantage.com)
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Increased immigration, growing diversity, corporate globalization and the need to target products and services to new segmented markets has caused most employers to recognize the importance of creating and maintaining an inclusive workplace.

While they realize that a diverse workforce is an essential component of a competitive business, most struggle to identify the best sources and strategies to be truly successful with their diversity staffing objectives. We have produced The Diversity Recruitment Marketing Best Practices Checklist to address this need by introducing you to strategies that have proven to be most successful.

A myriad of tools, media and strategies are currently used for diversity recruitment marketing, but we have chosen to focus on those that we feel have, in most instances, yielded the biggest return on investment. The Diversity Recruitment Marketing Best Practices Checklist focuses on informing you how recruitment advertising, branding, job posting, diversity job boards and your own company web site can help you to increase the quantity and quality of African American, Hispanic, Asian American, female, disabled, GLBT and veteran candidates. It also provides insight on how to retain them.

We hope that you find the strategies mentioned in The Diversity Recruitment Marketing Best Practices Checklist valuable and decide to investigate them further with the intention of using them. When you do, let us know.
Careful planning in terms of research, message creation, content delivery, timing, location, media mix and understanding your target markets will help you to generate the desired response from top-notch candidates from underrepresented backgrounds such as minorities, women, GLBTs, people with disabilities and veterans. Below are some time-tested tactics that really work.

- **Assess The Effectiveness of Process Already in Place.** Before you develop a diversity recruitment marketing campaign, it is important to evaluate the effectiveness of the processes already in place. A comprehensive diversity recruitment marketing program can have a long-lasting impact on the success of your diversity staffing efforts.

- **Conduct an Analysis of Current Advertisements Used.** Conduct an analysis of current advertisements used to target underrepresented groups and the media outlets used. Determine which are most effective using both figures about response rates and actual hires. Those media outlets that have been shown to produce the best results should be reviewed to determine what aspects of their editorial content, marketing or distribution are leading to your success. Take the information obtained from this evaluation to help you in the creation of more effective future targeted marketing and use of media outlets that are more successful at reaching the underrepresented talent you are targeting.

- **Identify What Differentiates Diverse Job Seeker Career Decision Making.** To effectively position your organization to appeal to potential candidates from underrepresented backgrounds, you must come to understand what employment issues are important to these market segments and why. While all the standard motivations will appeal to them like salary, benefits, bonuses, etc. there are other issues that may be important in their decision whether to work for your firm, that most likely would have less impact on the decision-making process for a white male.
Deliver a Consistent Message. Use the organization attributes identified through your research to create the recruitment messages that will be used to reach your target audiences. It is important to integrate the consistency of your display advertising with online banners, web site sponsorships, brochures, posters, career fair display materials and other diversity recruitment promotion tools used by your organization. You want the information that is transmitted to the market to create the same intended perception or you will not achieve your desired goals.

Align Campaign with Organizational Goals. Your diversity recruitment advertising campaign will work best if it takes its direction from the overall goals of your organization. So it is a good idea to take your cues from the company’s mission and how the organization defines its business. This should not only guide diversity recruitment marketing, but the entire staffing function, as well.

Use Competitive Benchmarking. You should also use competitive benchmarking to develop or improve your diversity recruitment marketing program. This can be done by studying the diversity recruitment marketing advertising buys of competitors that receive awards for their campaigns, or making comparisons with organizations that get ranked on best company listings.

Market Segmentation is Important. Market segmentation is an important part of diversity recruitment marketing. By breaking down a large heterogeneous market into small, more homogeneous segments, and developing separate marketing programs to meet each segment’s particular needs, a better match between what a company offers and what the market desires can be created.

Monitor Audience Response. After your diversity advertising positioning strategy is in place, monitor audience response so that you can make any needed adjustments to maximize your impact. Evaluate the results of your marketing by determining changes in responses rates with the previous period and the percentage of those changes.

Measure Results. One of the biggest causes of failures of diversity recruitment marketing is neglecting to measure the results of your efforts. Accurate measurement can help you to determine which efforts are yielding the highest number of quality candidates from underrepresented backgrounds. Metrics can also help you set, as well as justify your budget. It can also arm you with data for media buying negotiations.
Delivering targeted messages through print advertisements, that speak to the needs of talent from underrepresented backgrounds you are reaching out to, can be an extremely effective way to attract a diverse slate of candidates for your employment opportunities. Below are a compilation of strategies that can contribute to increasing the quality and quantity of applicants from underrepresented backgrounds that respond to your opportunities.

Sell Your Organization’s Diversity. Recruitment advertisements should sell more than just your employment opportunities. They should also inform jobseekers about your organization’s culture and the people that work there. If you want to attract skilled and talented applicants from diverse backgrounds, one of the most important tasks that your recruitment advertisement must do is relay that your organization embraces diversity. Your diversity print advertisements must serve to position your company as one where employees from underrepresented backgrounds are welcome and thrive. Mentioning awards, work/life perks, diversity milestones, community outreach, or recognition that your organization has received for being a great place to work is an excellent way to accomplish this.

Not All Employment Advertisements Appeal to Everyone. Don’t assume all recruitment messages will have the same impact on all jobseekers. Candidates from underrepresented groups often have different interests and concerns than the average White male candidate. It may also be easier to widen your candidate pool by advertising your employment opportunities via media that they are more likely to use with messages tailored to address their specific needs.

Show That You Mean What You Say. The average reader is likely to respond negatively to an advertisement in which the company asserts that it embraces diversity, if that diversity is not reflected in the organization’s advertisements. It sends a message that the reader is not really wanted in that organization. So, when working to build a visual identity that communicates the importance of diversity within your organization, use images that show the various ranges of diversity that exist within it.
Don’t Underestimate Traditional Recruitment Advertisement as an Effective Diversity Recruitment Tool cont’

- **Find Out What Jobseekers Need.** Gather input and research to identify what is important to the jobseekers you are targeting, and then integrate the key motivations that you uncovered into your advertising. Not doing so often results in wasted money, embarrassment, and the possibility of alienating the very groups to whom you were seeking to reach.

- **Tailor Your Message to Increase Response Rates.** While it is easier, and more cost-effective, in the short-term, to deliver the same message to various target audiences, you can bolster the quantity and quality of candidates from diverse backgrounds that apply for your opportunities by tailoring messages to address the needs of specific target audiences.

- **Image Advertising Can Counter Negative Perceptions.** In the form of image advertising, diversity recruitment advertising can counter the impact of negative events, discrimination lawsuits and rumors of individual incidents by reinforcing positive perceptions.

- **Profile Advertisements are Effective Diversity Recruitment Tools.** Consider using profile advertisements to improve your success with diversity recruiting. Profile advertisements are extremely effective because they introduce potential employment applicants to a real person or people in your organization and often use descriptions that include traits that employers desire in potential employees.

- **Real People with Longevity Make Profile Advertisements Work.** When using profile advertisements, select employees from underrepresented backgrounds who have longevity in your organization and are successful. Include the employee’s name and title, and if possible a quote from the employee stating how your organization helped them to become a success. This type of advertising also works well with banners and videos on the Internet. It is one of the best tools for attracting the attention of passive jobseekers.

- **Do Not Use The Word “Qualified.”** Avoid using the word “qualified” in your diversity recruitment advertising. It suggests to the underrepresented jobseeker targeted that you think that they are generally not qualified.

- **Be Careful Not To Use Images That Send The Wrong Message.** Avoid the use of images showing isolated White males in recruitment advertising targeting underrepresented talent, as they will be less likely to identify with the character portrayed in the advertisements. Doing so could have readers who are not White
males tune out from your message altogether. If you opt to use advertisements that do not illustrate diversity, use advertisements that have copy only, or make sure that the images used are abstract.

- **Find Highly Skilled Specialized Talent.** For targeted recruitment aimed at a specific career specialty, you should consider using career publications that target underrepresented talent. They often offer a variety of ways for you to get information about your opportunities out. Some professional associations targeting these groups not only publish national newsletters and journals for their members, but regional ones as well. Most of these associations also have national and local web sites with online discussion lists and boards that are used to promote employment opportunities.

- **What to Do with a Limited Advertising Budget.** When you have severe budget constraints that do not allow for targeting, recruitment advertisements for general audiences can be designed to include a strong message of inclusion along with career issues of general interest -- for example: training, growth opportunities, etc.

- **Showcase Your Organization's Diversity.** When creating diversity advertisements for general audiences, demonstrate the diversity of your organization in your recruitment advertisements by showing people of different ethnic backgrounds, functional levels, heights, weights, genders, and ages. These types of advertisements are often effective with diversity recruiting because no one seeing your advertisement is likely to feel excluded; and it will not look out of place in publications that are not specifically targeting underrepresented talent.

- **Avoid Stereotyping Messages.** When targeting underrepresented talent, avoid advertisements that may hold greater appeal to jobseekers from these groups who have less education—unless that is a characteristic of the group you are targeting. Doing so could have these potential job applicants feeling that the advertisement is stereotyping. This often leads to resentment at being targeted with these advertisements and your organization labeled as one that practices discrimination.

- **Do Not Forget You EEO Statement.** Whether you are targeting candidates from diverse backgrounds or not, it is important that you include an EEO statement. Its absence could send a message that perhaps your organization does
not use fair employment practices.

- **Include a Job Code For Tracking.** Be sure to include a job code, so that you will be able to track ad responses to determine which media are most effective.

- **Use Print and Online Advertising Together.** Combining print with online advertising is a great way to steer readers to the company web site, for more detailed information about available employment opportunities, the culture, your organization’s diversity initiatives and organization-sponsored career events.

- **Allow More Than One Way To Apply.** Make sure that that all of your recruitment advertisements provide more than one way for applicants to submit their resume in order to give job applicants every possible option available to apply for the position. This will increase applicant responses. You should include a fax, mail address, web address, and email address for resume submissions. You should also provide them with an option to submit their resume via an online form. Avoid placing restrictions like “no phone calls” in your advertisement.

- **Place Employment Advertisements in News and Features Sections.** You can gain the attention of passive jobseekers by placing advertisements in relevant news and features sections of the media used.

- **List Major Hiring Areas In Employment Advertisements.** It is sometimes a good idea to list all of your organization’s major hiring areas, so that potential job applicants won’t assume that you are only recruiting in one career specialty.

- **Headquarters is Not The Only Place With Opportunities.** If yours is an organization with employment opportunities across the country, indicate this in your advertisements to prevent readers from assuming that you only have opportunities at your company’s headquarters.
There’s nothing your top employee can’t do.
We’ll help you find more talent just like him.

When it comes to finding the best talent in today’s competitive market, the challenges facing HR professionals are greater than ever before. We understand. That’s why at Hodes, our Diversity Services team offers multiple solutions - from multicultural communications to diversity training - to help our clients attract the very best candidates from a wide range of audiences. Because Talent Matters, whether it’s the many faces of your organization, or the team helping you to find them.

www.hodes.com/diversity
Diversity recruitment marketing has become extremely complex and competitive in recent years. While most organizations are committed to having a diverse workplace, and have dedicated a significant amount of funds and manpower to attracting jobseekers from diverse backgrounds, most human resources departments do not have the necessary marketing expertise to effectively accomplish their firm’s diversity staffing objectives. That is where partnering with the right recruitment advertising agency, or recruitment marketing consulting firm, can make a big difference.

Culturally competent recruitment advertising agencies are often uniquely qualified to provide informed guidance, with regard to some of the biggest challenges organizations face with diversity staffing. Listed below are some actions you should take to make sure that you select the right recruitment advertising agency for your specific diversity recruitment marketing needs.

**Agency Change is a Disruptive Process.** Changing agencies can be disruptive and costly, so it is imperative that you invest the time and effort needed to make a careful selection. You might also want to consider whether it is advantageous for you to try to improve the relationship with your current agency before making such a potentially disruptive move.

**Establish Selection Criteria First.** Before you begin your search for the right advertising agency that will ultimately manage your diversity recruitment advertising, determine your criteria for selection.

**Agency Web Sites Can Reveal Much.** Gain a basic understanding of a recruitment advertising agency’s capabilities by visiting their web site and examining not only their diversity case studies, but also any case studies showcasing their expertise in the specific marketing medium you want to use and the recruitment areas on which you will want them to focus. For example: employee retention, job fairs, multimedia, branding, collateral, interactive, etc. Company literature, articles by agency staff and news stories can also provide you with information on an agency’s capabilities.
**Your RFP Should Include Detailed Background Information.** Make the most of your assessment of prospective agencies by preparing a well-crafted RFP (request for proposal) so they can provide you with a showcase of their abilities suited to your specific needs. Be prepared to provide the agencies that you are evaluating with detailed information, so that they can get a good understanding about your needs and how to address them. You should also provide them with background literature, information about the perception of your company in the market, its hiring goals, detailed information about your company, its diversity objectives, diversity history, any discrimination issues, ad volume, management wants, target audience information, budget, and service expectations. It is also important for you to be available to answer their questions.

**Cross-cultural Competencies are a Must.** When dealing with diversity marketing, it is crucial that the agency you partner with has a range of cross-cultural competencies. You should specifically require this competency from the representative or team that is ultimately assigned to your account. Seek out agencies that know how to tie your diversity initiatives to business objectives, factoring in productivity and profitability, so that you will be in a position to justify expenditures made.

**The Right Research Capabilities Can Be Used to Gain Management Support.** Look for agencies to have comprehensive multicultural research capabilities so that your organization can have an informed understanding of diverse employees, jobseekers and the marketplace as a whole, so that you are able to develop effective diversity staffing strategies. You may also want the agency to have the capability to prepare analysis as reports or make presentations on the information gathered to enable you to use the information gathered to gain management support of your diversity initiatives.

**Your Agency Should Have Definition of an Internet Applicant Expertise.** If you are looking for an agency to address your diversity recruitment marketing needs with job posting, make sure the firm you select has the expertise to advise you on OFCCP resume database compliance processes, and the automation of reporting compliance for external resume databases and third party providers.

**Avoid Agencies with Antiquated Approaches To Recruitment Marketing.** Be on guard for agencies that are stuck in the past, focusing only on print advertising placements, career fairs, job postings, classifieds and online banners. You should seek out agencies that know how to take a proactive integrated measurable strategic approach to diversity recruitment marketing and are capable of using the latest technology.
The Ability to Create Culturally Nuanced Communications is Important.
When the need to recruit bilingual employees is a criterion, you may need to identify agencies with the ability to create culturally nuanced communications in different languages. This is also an important capability when seeking agencies that will work with you on recruitment endeavors globally in different countries.

A Global Presence Requires Capabilities to Handle Issues Locally, Nationally and Internationally. If you have an organization that has a global presence, seek out agencies with the capability to market your company’s opportunities and image locally, nationally and internationally. You want the firm to have local expertise on the markets you are targeting so that your targeted employment messages deliver results, while maintaining your company’s overall image. The technical expertise needed for dealing with internationalization of your company web site may also be a desirable in this instance.

Who Is Assigned to Your Account Is Important. During the selection process, make sure that the employees who make the presentation that impresses you are going to be the ones that service your account. The relationship with your account representative or team at a recruitment advertising agency is more important than that with the agency as a whole.

Obtain Employee Background Information. Obtain in-depth information about employees, to make sure that the firms under consideration are staffed to handle your account. Make a note about the tenure of the agency’s staff and find out if staff bios are available.

Ask a Predetermined Set of Questions During Interview. Based on your criteria, ask each company the same predetermined set of questions, and keep track of their answers, so you can make a comparison for your assessment and selection process later.

Observe The Interaction at The Interview. While their answers will likely be one of the strongest determining factors in your decision, it is important not to overlook the rapport or chemistry you have with the people making the presentation. The relationship you develop with the person or people handling your account is almost as important as their expertise. During the interview, observe the following: knowledge of diversity recruitment advertising and market segments; degree of interest in client needs and concerns; how they respond to questions asked; promptness; openness to feedback; availability for personal visits; and their methodology used for solving client problems.
Don’t Underestimate Traditional Recruitment Advertisement as an Effective Diversity Recruitment Tool cont’

- **Proven Successes are Required.** Choose an agency that not only has proven successes with diversity recruitment in your industry, but also, if possible, other industries. That knowledge could translate into fresh and effective ideas that have not been used in your industry before.

- **Customer-oriented Representation.** Successful campaigns most often depend on the strength of an organization’s relations with that agency, so take care not to select an agency solely on the basis of its capabilities. Seek out proactive, customer-oriented representation, with a representative or team that is available for face-to-face visits.

- **Check Agency References.** When contacting references, make certain you inquire about their satisfaction with the agency, the agency’s ability to adhere to their quoted prices, meet deadlines, availability, the quality of their working relationship, their understanding of diversity marketing issues and track record of delivering on their promises.

- **Require Campaign Measurement.** An agency with the ability to measure the success of your diversity strategies serves to ensure the continued support of senior management, as well as enable you to make important changes to these programs, so that they are even more successful. So, make metrics a priority requirement.
Company diversity programs can be an essential part of organization recruitment programs, for companies caught up in the global war for talent. However, most organizations do not know how to maximize the impact of these programs, so that they are attracting top performers from underrepresented backgrounds such as minorities, women, GLBTs, baby boomers, people with disabilities and veterans. Company image is an important factor when it comes to jobseekers accepting a position. For jobseekers from underrepresented backgrounds, whether or not you are an employer with an inclusive culture can be a deal breaker. A powerful diversity positive employment brand can help ensure that you stand out among your competitors as an inclusive employer with great career opportunities, that passive jobseekers from these underrepresented backgrounds are applying for your opportunities and that you are retaining talent from these backgrounds. Below are some of the most effective strategies for creating and maintaining a diversity positive employment brand.

**Factor Diversity into Your Employee Value Proposition.** With employment branding you work to impress upon employees and jobseekers what’s in it for them—how they can benefit from working with your organization. This is the Employee Value Proposition. You can increase your success with diversity recruitment by making sure that diversity is an integral part of you Employee Value Proposition. It must emphasize what sets your organization apart from other companies when it comes to inclusion. It must tap into the desires and needs of employees and jobseekers from underrepresented backgrounds.

**Diversity Impacts The Employee Value Proposition.** When you are working to build your diversity brand, you must drive home messages about some specific key issues that factor into the targeted passive jobseekers’ decision to move to a new company. You need to factor in the following when creating messages for talent from underrepresented backgrounds. They need to know that: inclusion is an important part of your company’s culture and organizational objectives; you have a strong work/life program; their career will not stagnate; your company has a diverse workforce at all levels; they will have opportunities for advancement and to make a valuable contribution to your organization; they will have training opportunities; they will not have to work in a hostile work
Creating a Diversity-Positive Employment Brand cont'

environment; they will receive equitable pay rates; they will not be penalized for being different; will not be marginalized or treated like a token; and your organization maintains employment levels during periods of economic decline. Recognition on best company lists and high profile discrimination cases have a very powerful effect on their decisions as well.

- **Use Behavioral Profiles to Map out Diversity Branding Strategy.** Create behavioral profiles of internal and external talent from underrepresented backgrounds, by using surveys, roundtable discussion sessions and focus groups, to find out the organizations they belong to, what they read, the websites they visit, the events they attend, etc. Use this information to map out your diversity branding strategy.

- **Assess The Situation with Company Data.** Use company demographic data, including information about race, gender, education, age, etc. to determine both the strengths and the weaknesses within your organization, with regards to diversity.

- **Employee Satisfaction is Key to Retention and Referrals.** Use surveys and focus groups to monitor the satisfaction levels of employees from underrepresented backgrounds. This can impact on retention and referrals of candidates from diverse backgrounds. This knowledge will enable you to take effective action.

- **Company Attributes and Characteristics Needed For Diversity Recruitment.** Identify which of your organization’s attributes and characteristics are needed to recruit women, minorities, people with disabilities and other underrepresented groups, and then align your practices and organizational structure with those attributes, whenever possible. Use employee focus groups made up of employees from underrepresented backgrounds to learn what they feel are the traits that make your organization stand out as an employer, and how your organization can improve. After your company’s attributes and characteristics are identified, position your organization as a leading organization that provides these traits though all communication mediums used to reach these target audiences.

- **Get Your Diversity Message Out with The Right Press.** Create an initiative that identifies specific media that targets underrepresented passive jobseekers for the purpose of obtaining constant positive press.

- **Assessment is Crucial for Creating a Compelling Diversity Communications Strategy.** A compelling diversity communications strategy is critical to establishing a favorable diversity image. Before developing yours, make sure you do your homework. This means you must assess your organization’s diversity
weaknesses and strengths. Identify industry best practices. Make an in-depth assessment of culture. Uncover how jobseekers from these targeted groups perceive your organization as an employer. Determine to which of these messages they are likely to respond and what they look for in a job. You also need to find out why candidates turned down your offers for employment.

**Use Feedback to Uncover Problems with Your Message.** Obtain feedback for diverse talent, at every step in the recruiting process, from the first day through the end of the first year, to assess their perceptions of your organization as an employer committed to diversity. Solicit feedback from the following categories of underrepresented talent: applicants, candidates who have been interviewed, those candidates who turned down your offer, new hires and seasoned employees whose contributions you value. This will enable you to uncover any problems that may be having a negative impact on diversity recruitment and retention, as well as issues that could be hurting your diversity referral numbers.

**Build Image Through Third Party Credibility with Executive Visibility.** The event organizers act of selecting your executive to speak or serve on a panel will convey third party credibility to your targeted audience. You should take two approaches to position your diversity brand with this strategy. 1. Arrange to have your senior executives speak on workplace diversity at prominent events with business leaders as well as high profile events targeting underrepresented talent to position him or her as a diversity champion or thought leader. 2. You should encourage key executives from underrepresented backgrounds to speak and participate on panels with other respected industry professionals to further validate that your company is inclusive at all levels. The impact of these appearances can be augmented with properly executed press relations.

**Focus on What is Unique About Your Organization.** An effective branding message that will likely resonate with talent from underrepresented backgrounds, is one that focuses on what is unique about your culture, and the opportunities offered by your organization. You must focus on what makes your organization more attractive than other employers.

**Deliver a Consistent Message to Manage Perceptions.** Strive to deliver a consistent message across all platforms and situations, throughout the entire recruiting lifecycle, both to internal and external audiences. This will enable you to maintain your ability to manage perceptions of your organization as an inclusive one, even long after talent is hired.

**Your Web Site Should Promote Your Diversity Brand.** Your company web site is one of the most cost-effective, powerful tool available for promoting your company’s diversity brand. Prominent and liberal use of content beyond the
standard statement from the chief diversity officer gives site visitors a variety of
depictions of how the company follows through on their statements of
commitment to diversity in the areas of recruiting, hiring, retention, and
succession planning.

**All Roads Should Lead Back To Your Company Web Site.** All recruitment and
diversity messages, including print advertising, job postings on job boards,
brochures, viral marketing materials, etc., should refer applicants and other
interested parties back to your company web site for more information. It is here
where you can really reinforce your diversity brand.

**Integrate Your Diversity Positive Brand into Job Postings.** Make sure your
diversity positive employment brand is integrated into your job posting. You
should include information about diversity, culture, benefits, and professional
advancement. To maintain brand consistency, use your company logo, taglines,
colors, and fonts, whenever possible.

**Become an Employer of Choice.** Develop a strategy for getting on, moving up
and staying on best place to work diversity lists. When targeting these
programs, it is easy to get caught in the trap of focusing only on national high
profile lists. There are a growing number of these lists that target
underrepresented groups. Don’t overlook the impact you can make by getting
listed on specialized association, targeted magazine and regional lists.

**You Need Management Sponsorship of Your Diversity Branding Strategy.**
There must be consistent, visible, support from senior management for the
diversity branding strategy, or all your messages of being an inclusive workplace
will appear to be false, and your initiatives will never get off the ground.

**Use Executive Interviews to Understand Diversity Staffing Goals.** Interview
top executives to gain a better understanding of what their diversity staffing
goals are, so that you can develop a diversity branding strategy that is aligned
with their objectives.

**Third-party Credibility Injects Believability into Your Message.** Inject
believability into your diversity brand message by working with your public
relations department to create a diversity brand focused public relations strategy
through targeted media. Use third-party credibility provided by un-biased
journalists via hard news, profiles, trend analysis’, cases studies, and
instructional overviews.
Bylined Articles Will Raise Your Company’s Profile as an Inclusive Employer. Senior executives should have their articles appear, not only in high profile business publications, but also in media that targets talent from underrepresented backgrounds. You should also encourage your employees from underrepresented backgrounds to write for these publications, as well as for publications and web sites that target minorities, mature workers, women, people with disabilities, GLBTs and veterans. These activities not only demonstrate that senior management is committed to diversity, but also that your organization has executives from underrepresented backgrounds on staff.

Use Alliances to Build Your Diversity Brand. Use your partnerships with diversity associations, business groups, educational programs, schools, community organizations and other affinity groups to build awareness of your organization as an inclusive employer. Partnering with these targeted professional associations, pipeline programs and schools to co-sponsor career development events is a great way to draw the attention of passive jobseekers from underrepresented backgrounds.

Use Alliances in Branding Messages. When partnering with diversity associations and other affinity groups, take the following steps to make sure that these activities are a part of your diversity branding messages. Profile the groups and your organization’s relationships with these groups on your company web site, intranets and in house newsletters. Do the same with their letters of gratitude sent in response to your support. These actions will serve to lend third-party credibility to your diversity branding messages.

Align Your Brand with Organization Goals. Your diversity employment branding initiative will be more effective if it is aligned with any existing employment brand strategies and with key organizational priorities.

Partner with Your Marketing Department. Partner with your marketing department to gain an understanding of corporate brand initiatives, and to use their expertise to create presentations that present your message in the most compelling ways. If you are a consumer-oriented company that has a multicultural marketing team, you should work with them as well to align your messages with their segmented messages.

Your Branding Message Must be True. It is imperative that your diversity positive employment branding messages reflect the true culture of your organization. If you fail to do this, it will not only lower diversity retention, productivity and commitment to your organization, but the lowered morale could cause employees and former employees from underrepresented backgrounds to make negative comments about your organization.
Creating a Diversity-Positive Employment Brand cont'

- **Treat Diverse Jobseekers Like Customers.** Protect your organization’s reputation as an inclusive employer by infusing a customer-focused component to diversity staffing programs. This will help you prevent jobseekers and employees from underrepresented backgrounds from walking away with a bad experience they might later share with family, friends and peers. This tactic should be used with all jobseekers and employees.

- **Leverage New Hire First Impressions.** Regard new hires from underrepresented backgrounds as your key to increased diversity retention and referral numbers. Make a good first impression, as it can have a significant impact on retention rates. Make sure that diversity concerns are factored into any onboarding strategies that your organization has implemented.

- **Use Employee Blogs to Leverage Diversity Branding Activities.** If your employees from underrepresented backgrounds are blogging, leverage these activities to recruit targeted talent. Get them to post what it is like to work at your organization. Not only can this strategy work well with your employees’ blogs, but also with your employee resource groups’ blogs.

These groups can be great resources for identifying potential employees, providing jobseekers with a look at what it’s like to work for your organization, as well as provide them with an interactive experience. Other benefits include: increased employment applications by diverse jobseekers through your company web site, positive media coverage and better prepared interviewees.

- **Employees Should Be Your Diversity Spokespersons.** To enhance your employees’ understanding of the brand, and to influence their messages with the public, create an internal diversity branding campaign designed to reach each employee. With your CEO as the key spokesperson, create an opinion article or video to be published on your organization’s intranet(s). Reinforce his or her messages with FAQs, feedback forms, and content on how the diversity brand is being applied and what the results have been.

- **Educate Potential Spokesmen About Your Diversity Brand.** Drive home your diversity brand messages by making sure your human resources staff, hiring managers, diversity council members, the leadership of employee affinity groups and other company diversity champions are onboard by providing them with training.

- **Monitor Diversity Brand by Tracking Demographics.** Monitor the success of your diversity brand strategy by tracking the demographics (age, gender, races, disability status, veterans status) of the following: resumes passed on to hiring
Creating a Diversity-Positive Employment Brand cont'

managers; candidates interviewed; media coverage; offers made, offers refused, hires; recognition received; and position level of those hired.

- **Brand Oversight Can Protect Your Diversity Brand.** Protect your diversity brand by providing oversight to the diversity of your organization’s value proposition as an employer. Monitoring online communities that target underrepresented talent, sites that solicit commentary about employers, online discussion groups, and news stories, as well as issuing quantitative surveys can accomplish this. Use this information to be proactive about addressing any negative messages.
Your company web site is one of the most important tools for communicating to the public employment opportunities, as well as promoting your diversity positive employment brand. This cost effective and efficient resource can help to increase the quality and quantity of top performing passive jobseekers from diverse backgrounds applying to your company. Listed below are some strategies for promoting company diversity that can help to bring about a significant improvement with your diversity recruitment endeavors.

- **Show Your Organization United in Its Diversity Commitment.** Emphasize your organization’s united commitment to inclusion with diversity statements from the CEO and other key executives. This can serve to help position them as diversity champions.

- **Position Diversity Messages Prominently.** You can also drive home the message about your company’s commitment to diversity by prominently placing a link to this message on your home page or career site. Diversity should also be included as part of your organization’s mission and ethics statements, as well as customer service and marketing messages to again stress its importance to the company, and to align it with overall organizational goals. Don’t overlook the impact your EEO statement can have on reinforcing that you are committed to fair hiring practices as well.

- **Position Your Chief Diversity Officer as a Leader with Influence.** Post the chief diversity officer’s profile on the site, in the diversity section, to emphasize his or her importance as a key leader in the company. You can enhance the image that he or she is committed to championing diversity by including his or her diversity statement.

- **Profile The Diversity Department.** To provide added weight to the idea that your company is committed to building a diverse workplace, post a profile of the diversity department that explains how they accomplish their goals. Images and profiles of the staff could serve to reinforce the notion that your company is willing to commit the resources needed to achieve its diversity goals.
Testimonials Reinforce Your Diversity Messages. Post written and/or video testimonials of employees from a variety of backgrounds, at all levels of the company, to provide jobseekers with real examples of employees from underrepresented backgrounds to reinforce your message that your company is committed to diversity. Including testimonials of employees in positions of power will let jobseekers know that career advancement opportunities are possible in your organization.

Employee Blogs Provide an Interactive Experience. Link to employee and affinity group blogs to create an interactive jobseeker experience that provides them with a way to get a more realistic idea of what it is like to work for your organization as an employee from underrepresented backgrounds.

News Archives and Blogs can Keep Visitors Informed. Create a regularly updated news section or diversity blog that reports on the company’s diversity activities, showcases diversity accomplishments, reports on diversity news from the company’s perspective, profiles employee recognition programs, describes plans for future diversity initiatives and features profiles of employees from underrepresented backgrounds, as this will add value to your diversity positive employment brand.

Give Visitors a Look Inside. Post transcripts of remarks and speeches related to diversity made at important events, images, audio clips, video clips news stories etc. of cultural events that take place in your organization as a way to give site visitors a bird’s eye view of how diversity is a part of company culture. These tools are extremely effective at reinforcing to site visitors your company’s commitment to diversity.

Provide Facts to Reinforce Your Diversity Messages. Back up your claims about commitment to a diverse workplace with cold, hard facts. If you have had diversity recruitment and/or retention successes, provide employee demographic data that shows jobseekers information about minorities, GLBTs, women, people with disabilities, older workers, and veterans on your workforce.

Keep Site Visitors up to Date on Company Progress with Diversity. Companies that regularly create diversity status reports should make sure that the public is allowed to see that information on the web site, to drive home not only your organization’s diversity commitment but also diversity successes.

Advertise Recognition of Your Organization as a Diversity Leader. If your organization receives diversity awards from associations and other affinity groups, as well as a position on best company for diversity lists, showcase it on
your web site. Allow jobseekers to know that respected sources are recognizing you for your diversity achievements.

- **Showcase Diversity Partnerships.** Showcase your partnerships with professional associations, schools, educational pipeline programs, community groups, business organizations and other affinity groups that serve underrepresented talent to illustrate that your organization is not simply giving lips service with diversity.

- **Use Partner Links for Credibility and Search Engine Ranking.** Linking to diversity partner web sites, as well as posting partner letters of appreciation for company support, can not only enhance this section, but also raise your company’s search engine ranking on relevant key words searched when diversity information is sought.

- **Show Employees Contributing To Making Your Workplace an Inclusive One.** If your company has a diversity council or councils, profile them on your web site, and update this section with information about its activities to show jobseekers how your company involves workers in creating an inclusive workplace.

- **Don’t Hide Your Employee Networks.** Information about company employee resource/affinity groups and their activities through images, profiles, blogs, newsletters, program information and news stories can send a message to jobseekers from underrepresented backgrounds that your workplace is one where employees have an opportunity to connect with peers who share common backgrounds and interests. This can also help to alleviate jobseeker apprehensions about possible workplace isolation.

- **Showcase The Diversity of Your Work/Life and Career Development Programs.** Illustrate that your organization is not a place where the employees from diverse backgrounds will be shuffled into marginalized assignments, encounter a glass ceiling, or excluded from training and other professional development opportunities. By providing information about mentor programs and other career development initiatives, you can illustrate that underrepresented employees are active participants of such activities. Showcase your organization’s work/life programs, and provide success stories to enable jobseekers to see your firm as family friendly and one that values the whole employee, not just their worker side during business hours.

- **Prevent Unconscious Bias From Infecting Your Company Site.** Prevent unconscious bias on your web site content from alienating, or sending a message to jobseekers from diverse backgrounds, that you are not interested in having
them apply for your opportunities by having employees from underrepresented backgrounds share their impressions about the content before allowing the public to view it.

- **Provide Content in Multiple Languages.** If your site is targeting employees globally, or reaching out to recent immigrants, you may want to make the site available in languages other than English. If you do this, make sure your web site processes accept non-English feedback.

- **Globalize by Localizing.** You can increase your organization’s visibility around the world at a very low cost, by creating localized web content for non-English speaking people that can be accessed by cell phones, PDAs, and other non-personal computing devices that are commonly used to connect to the Internet in many parts of the world.

- **Show Diversity Community Support.** Showcasing supplier diversity and community relations programs, contributions, activities and expenditures, while not directly related to employment, lets jobseekers know that your commitment to diversity extends beyond the workplace to support their communities.

- **Don’t Forget Messages to People with Disabilities, Mature Workers and Veterans.** A common mistake made by some employers promoting diversity is the exclusion of images and messages that target people with disabilities, mature workers and veterans. Make sure that your company web site addresses those groups to prevent sending a message that they need not apply.

- **Avoid The “We Only Want One Group” Trap.** In your effort to showcase your organization’s diversity, make sure that you do not focusing too much attention on one specific underrepresented group, or you could unintentionally send a message that only applicants from that specific group are desired, and all others need not apply.

- **Do Not Allow Your Diversity Message to Alienate White Males.** Another trap that is easy to fall prey to is the development of a diversity section that sends negative messages to white males. To avoid this trap, make sure that images are truly inclusive and contain white males along with those from underrepresented groups. When reporting company news and activities, include stories about white male involvement in company diversity activities.

- **Pay Attention to Diversity Usability Issues.** Increase your web site usability for potential candidates from underrepresented backgrounds visiting your web site by doing the following: provide a prominent link to the diversity section from the home pages of your company web site and/or the career section; make
Showcasing Inclusion on Your Company Web Site cont’

Sure your site’s search engine yields relevant results when the keywords "diversity" or “inclusion” is inputted; don’t make diversity information hard to find by burying it in the corporate responsibility or philanthropy sections of your web site; users should be able to navigate to the diversity section within three clicks or less; and make sure that your web pages comply to the World Wide Web Consortium’s Web Accessibility Initiative (WAI) ‘A’ standard so that specialized software for disabled users will be able to render the web pages intelligibility.

Use Targeted Content to Drive Passive Jobseekers From Underrepresented Backgrounds To Your Company Web Site. Drive passive jobseekers from diverse backgrounds to your site to reinforce messages that your company is a great place to work for people from many backgrounds, and that your organization values their cultures by providing information that is not specifically company related, but likely valued. Some good examples are multicultural celebration calendars, culturally historical timelines, diversity professional event calendars, targeted career management advice content, relevant company sponsored research on diversity issues, targeted leadership development content and higher education guidance content.

Include Tools for Passive Jobseekers. Implement anonymous job application, email-to-a-friend functionality, and job agents to make sure that passive jobseekers from all backgrounds feel comfortable enough to apply for your opportunities, and refer them to peers, without having to worry about jeopardizing their current positions.
Reach Top Performing Passive Job Seekers from Diverse Backgrounds with The Multicultural Advantage Job Board

The Multicultural Advantage Job Board is one of the most effective online resources for recruiting highly skilled, experienced African American, Latino, Asian American, Native American, Women and Disabled Professionals.

**Special** Get a free copy of *The Diversity Recruitment Advertising Toolkit* with your first Job Posting.

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Tools provided to aid employers with OFCCP's Internet Applicant record keeping including:

~ archiving of candidate database search activity including search queries and viewed resumes
~ storage of applicant data and the job they applied to

**All New**

~ Qualifying and online interview tools
~ Automated candidate matching
~ Job posting Response analysis tools
~ Custom folders for candidate resume and applicant response storage
~ Recruitment notes storage
~ Candidate scoring system
~ Job posting search enhancement tools
The Internet is a powerful recruiting tool that has revolutionized staffing, and job boards are at the center of all this change. As the online recruiting industry has evolved, it has become more effective as a recruiting medium. Unfortunately, many employers have struggled to get the same returns with job boards when it comes to diversity recruiting. Diversity job boards can be extremely effective with promoting your diversity positive employment brand and sourcing top performing passive job seekers from underrepresented backgrounds when used correctly. Listed below are strategies that will explain how.

- **Cast a Wider Net By Posting on Diversity Sites, Niche Sites and General Purpose Boards.** You can ensure that you reach a significant portion of the candidate population, as required by the U.S. Equal Employment Opportunity Commission by making sure that your jobs are consistently posted on two to three diversity sites, niche sites and general purpose job boards each. By doing this you will be more likely to receive a diverse slate of applicants who are qualified for the job. It is important to include diversity sites in you mix of sites selected to post your jobs because, while most of the major job boards attract more traffic, they are less likely to specifically attract passive jobseekers from underrepresented backgrounds that meet your criteria.

- **Assess Job Board Effectiveness with Specific Questions.** When making the decision to use a job board, find out the following information to gain a sense of how effective the site might be at promoting jobs to underrepresented active and passive job seekers: demographic information; how many people visit each month; the number of candidate profiles in the database; what year they were established, how many pages the average visitor views on their site; information about any special targeted recruitment programs; and what efforts are made to reach out to underrepresented active and passive job seekers.
Use Boards with Tools for Passive Job Seekers. Seek out sites that provide a confidentiality feature, job agents, and refer a friend feature so that passive job seekers can post without fear of their employer finding out.

Use OFCCP Compliant Job Boards. Use OFCCP compliant job boards that allow employers to easily track, record candidate database search activity, candidate selection tracking and solicits race, ethnicity, and gender data to eliminate difficulties with tracking and record keeping later.

Professional Association Diversity Sites Are Good for Recruiting High Skilled Talent. Diversity association/affinity group sites and sites that provide content that address the specific issues of diverse candidates from a specific field or industry are excellent for identifying high caliber highly skilled talent from underrepresented backgrounds.

Image Advertising Banners Work with Passive Job Seekers. Use image advertising banners on diversity web sites to promote your diversity brand and attract passive job seekers from underrepresented backgrounds to your company web site. Place these advertisements on diversity job boards that have career management and job seeking content to position your organization as an exciting inclusive place to work and grow professionally for both active and passive jobseekers from underrepresented backgrounds. The banners must appear on content pages to achieve maximum impact.

Use Spotlighted Jobs Features. Use spotlighted jobs features on target content sections of career sites to drive passive job seekers to your opportunities and your company site.

Hit Job Seekers On Career Site Landing Pages. Many surveys are reporting that Internet users regularly visit career sites several times a month and pay attention to what they see when they first arrive on a site. So it pays to promote your organization's employment brand on the home page and key landing pages of the career sites on which you post your jobs. This will influence some to use your company's name as their first keyword in a search of the site’s job database.

Submit Content to Career Site To Build Your Diversity Brand. Having your company career experts provide content for sites that have career management content is a great way to not only draw the passive job seeker to your company’s employment opportunities, but also to help build your diversity-positive employment brand.
• **Respond to Resume Submissions.** Many polls report that jobseekers rarely are contacted after they submit their resumes online. Stand out from the rest of the crowd of employers and make applicants feel that you are truly interested by simply responding to resume submissions.

• **Use Sites with Career Content to Access Passive Job Seekers.** If you are seeking passive job seekers from underrepresented backgrounds, use diversity sites that provide content that addresses career management issues and specific issues that top performers from diverse backgrounds face. Job boards that simply provide jobs or even job seeking content may attract a large number of jobseekers from diverse backgrounds, but they are unlikely to get significant numbers of passive jobseekers from diverse backgrounds or even keep them, because there is little to keep their attention.
The Diversity Recruitment Advertising Toolkit is an Essential Tool for Employers Striving for a Diverse Workforce

The Diversity Recruitment Advertising Toolkit Directory, 2nd Edition, is a 288 page directory that contains over 650 career-focused, national newsletters, magazines, journals, web sites, job banks and job boards targeting college-educated African American, Arab American, Asian American, Hispanic and Native American professionals. This informative diversity recruitment advertising resource also includes listings of over 210 advertising agencies that specialize in recruitment advertising and marketing, as well as those who have experience in targeting African American, Asian American, and Hispanic markets. In addition to general interest and career publications and websites targeting minority professionals, The Diversity Recruitment Advertising Toolkit also lists hundreds of specialized national media in over 30 industries and career specialties.

OVER 100 additional diversity recruitment advertising resources have been added to this updated edition!

The Diversity Recruitment Advertising Toolkit Directory, 2nd Edition, is a 288 page directory that contains over 650 career-focused, national newsletters, magazines, journals, web sites, job banks and job boards targeting college-educated African American, Arab American, Asian American, Hispanic and Native American professionals. This informative diversity recruitment advertising resource also includes listings of over 210 advertising agencies that specialize in recruitment advertising and marketing, as well as those who have experience in targeting African American, Asian American, and Hispanic markets. In addition to general interest and career publications and websites targeting minority professionals, The Diversity Recruitment Advertising Toolkit also lists hundreds of specialized national media in over 30 industries and career specialties.

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A well-crafted, non-biased, job posting that speaks to the needs of the job seekers you are targeting can go a long way in improving the number and quality of candidates from underrepresented backgrounds, like minorities, women, people with disabilities, GLBTs and veterans. Job postings can go far beyond simply advertising your organization’s employment opportunities. You should be using them to build your employment brand and promote your organization as one that is inclusive.

- **Target Your Recruitment Postings.** Don’t assume all recruitment messages will have the same impact on all job seekers. Many candidates from underrepresented groups have different issues and concerns than the average White male candidate, and many times even between different underrepresented groups, so take that into account when crafting job posting messages for specific target candidate groups.

- **Stress The Diversity-factored Employee Value Proposition.** Sometimes talent from underrepresented backgrounds work in hostile work environments. They also frequently experience the career stagnation that goes with glass ceilings and being in marginalized positions. Many fear that they will not be welcome in some companies, and that their differences might hold them back from receiving opportunities for advancement and training. As a result, they often consider the culture and opportunities for growth higher priorities than salary. Therefore, it is imperative that you stress those organization traits that match these needs when crafting your job postings.

- **Address Call-to-Response Mechanisms.** You can significantly increase responses to your job postings by making sure your description addresses as many of the following 12 key call-to-response mechanisms for talent from underrepresented backgrounds as possible: diversity throughout all levels of the workforce; opportunities for professional growth; a truly inclusive culture; opportunities for training and other continuing education; challenging work; competitive pay; work life programs; employment stability; benefits; company and team management style; culture; and scheduling flexibility.
Push Your Diversity Brand. When posting on diversity job boards use the extra room most provide to promote your diversity positive employment brand. Draw top performing candidates from underrepresented backgrounds by including information about awards your organization may have received for achievements with diversity, notable figures from underrepresented backgrounds employed within your organization, a record of no layoffs, high retention numbers, your firm being a major player in your industry, etc.

Use your EOE Statement to Promote Your Brand. Include your organization’s EOE statement in every job posting and employment advertisement, as it is an important part of your employment brand that reinforces the message to jobseekers from underrepresented backgrounds that they are welcome. If possible, also stress your organization’s commitment to diversity beyond the standard EEO statement.

The Purpose of Job Postings is Not to Eliminate. Most job postings are designed to eliminate, not to attract applicants, or sell the position and the company. It is important to make potential applicants aware of all the benefits there are for opportunities within your organization. Make your job opportunity stand out from all the rest by writing it to appeal to your target audiences. If this is not done, you will not only eliminate unqualified candidates, but also chase away top performers.

The First Few Lines of Your Posting Are The Most Important. Because most Internet users have short attention spans, get the attention of the passive job seeker by relaying that your company is great place to work with a great opportunity that pays well and provides opportunities for professional growth and advancement within the title and the first three-to-five lines of the job postings.

Don’t Simply List The Requirements of The Job. The job posting should sell the job, not simply list the requirements. Excite job seekers by describing features of the job and your company that will appeal to potential applicants. Challenging work, opportunities for advancement, a progressive culture, training, tuition-reimbursement, telecommuting, family leave, onsite daycare, benefits, pay, and other work/life balance offerings are features that will make your employment opportunity stand out in the crowd. Stress how they can benefit and improve their lives by working for you.

Do Not Use Job Requisitions as Job Postings. Do not use the position description off of a job requisition for employment advertisements. In many instances, they are poorly written and do not sell your company to potential
Job Posting – The Most Underrated Diversity Recruitment Marketing Tool cont’

applicants. You should also avoid using old (possibly outdated) position descriptions, they are likely to be too broad and not be OFCCP compliant.

- **Make Your Job Titles Stand Out.** To make your job posting stand out on a busy job board among scores, sometimes even thousands of similarly titled job opportunities, tweak your title to be more prominent so that your posting gets more click throughs than your competitor. If a competitor is having success with recruiting underrepresented talent, check out their job descriptions and advertisements to see what they may be doing right.

- **Monitor Third Party Provider Job Postings.** If a recruitment advertising agency, employment agency or other third party acting on your behalf specifies race, ethnicity, or other protected categories during the recruitment process, it is illegal and your organization could be held legally responsible. Minimize your exposure by standardizing your recruitment and hiring practices. You should also monitor their postings on your organization’s behalf.

- **Don’t Let Hidden-Bias Creep Into Your Job Postings.** Work to understand your own beliefs and attitudes about the jobs you are filling and the populations you are targeting. Be aware of how this could affect both the way you write job postings, as well as how you screen and interview. Be sure that the qualifications for the job that you identify are really ones needed to do the job, and not based on historical assumptions, or your organization could end up missing out on a large number of top performers from underrepresented backgrounds. You can accomplish this by avoiding subjective criteria that are difficult to measure, as they are usually defined culturally. Remember, most people are instinctively drawn to what is most familiar and comfortable to them, and not necessarily what is really needed. Having employees from underrepresented backgrounds evaluate the criteria for hidden biases or cultural assumptions that might unfairly screen out qualified applicants is another way to avoid falling into this trap.

- **Send Job Seekers to Your Site For Additional Information.** Make sure that there is a link to additional employment information on your company web site. Once the applicant gets there it is important that he or she can easily navigate to areas that contain information about products or services, company diversity, additional opportunities, and the culture. Remind them that if they are not qualified for the opportunity that they are reading about, that additional opportunities are available. This will reinforce your brand, further sell your opportunities and enable applicants to arrive at interviews more informed about your organization.
Maximize The Use of Keywords To Get Your Opportunities Seen More. It is important to remember that your job postings will frequently be pulled out of a database with the use of keywords. If you do not include these words in your job posting, job seekers might never see you employment opportunities. The more of these words that you use, the more your posting will be viewed. It is sometimes impossible to include all of the most likely used keywords or phrases in your job posting that candidates may use to find your type of opportunity. When that is the case, place additional keywords at the bottom of the job posting.

Use Images for Brand Consistency. When possible include graphics in your job posting to maintain brand consistency or reinforce the image of your organization’s diverse workforce.

Increase Applicant Numbers By Providing More Than One Way To Respond. When you are lucky enough to draw the attention of job seekers, it is likely that they are looking at your opportunity on a whim, which might be fleeting. Only providing one way to respond is a sure-fire way to loose applicants for your opportunities. Prevent the loss of their attention by allowing jobseekers more than one way to respond to your postings. Allow them to contact you by mail, phone, fax, email and application form. You should also provide a link to your web site for additional information.

Use Concluding Statements To Compel Job Seekers to Take Action. Conclude your job posting with a very brief summary of the positives of the job, a brand credibility statement about your organization designed to drive them to your web site and a call to action.
In February of 2006, the Office of Federal Contract Compliance Programs (OFCCP) issued its final version of the definition of an Internet Applicant. The OFCCP defines an Internet Applicant as anyone who: is considered by the contractor for employment in a position; is considered by the contractor for employment in a position; indicates that they meet basic qualifications for the position; and does not remove him or herself from consideration. The purpose of these regulations is to provide contractors with the federal government with clear guidelines on data collection and record keeping for satisfying non-discrimination requirements. Unfortunately, many employers have found the process of making the changes for compliance somewhat difficult. Below are strategies that will help you to make sure that your online diversity recruitment marketing, including the use of job boards and your company career site is done in a way that is compliant with these new rules. We have also provided you with tactics for creating a legally defensible staffing process to reduce exposure to lawsuits and attain a positive result when audited.

- **Treat All Jobseekers as Internet Applicants.** Unless your organization relies exclusively on offline recruitment methods, treat all jobseekers as Internet Applicants. If applications are handled in this manner, you will not have to set up separate applicant tracking policies for applicants who have applied offline and applicants who have applied online.

- **Create Policy For Expressions of Interest.** Eliminate potential compliance problems by setting specific policies and procedures on which expressions of interest will be considered for your advertised opportunities. Then you should limit applicants to those who follow these policies and procedures.

- **Use Non-Comparative and Objective Qualifications.** If your organization uses basic qualifications to pre-screen, it is important that you make sure that these qualifications are non-comparative, objective, and related to position performance and meeting business goals.
Use Record Keeping Processes Consistently. Use record keeping processes consistently to enable you to defend your diversity efforts and staffing decisions during OFCCP audits.

Train. To ensure that your organization is collecting and recording the data that will be required for Internet Applicants, provide adequate training to staff or contractors who are responsible for recruiting and hiring.

Record How Data is Collected. When soliciting race, gender and ethnicity information, make sure that records reflect whether the data was provided through self-identification or visual observation.

Track Applicant Removal. Make sure you have a process in place for tracking why job applicants were removed from the applicant pool. Then regularly review logs to ensure those involved with staffing are applying coding according to established guidelines.

Use Requisition Numbers. To facilitate the tracking of each job seeker who is considered for a specific job, give each job a requisition number and require job seekers to reference this code when applying for a specific job.

Use a Voluntary Disclosure Statement. If you request race/gender/ethnicity data when a job seeker completes an online application, make sure you include a statement that the disclosure of such information is voluntary, that your organization will not use the information to influence its hiring decision, and that the information will not be kept with the jobseeker’s application.

Compare Applicant Flow Data Against Labor Market Data. The OFCCP uses labor market data to conduct compliance reviews to determine whether an employer’s recruitment and hiring practices are discriminatory. You can reduce your organization’s risk of both not being in compliance and litigation if you periodically compare applicant flow data against labor market data to determine if there are any statistical disparities caused by the basic qualifications listed for each job.

Conduct Internal Compliance Audits. Conduct periodic internal compliance audits of the company’s staffing function to make sure that your established procedures are legally defensible.
Coming Soon! The Diversity Recruitment Marketing Best Practices Checklist in Print

Get this guide for your staff or meeting. Provide them with the tools they need to succeed with diversity recruitment and retention.

The Diversity Recruitment Marketing Best Practices Checklist is available as a perfect bound, 8.25” x 11” paperback with a gloss laminated 4-color cover. This 48-page print edition also provides our compilation of 164 strategies that are designed to help employers succeed with diversity recruitment advertising and other related diversity recruitment marketing tools.

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Subjects covered include: diversity recruiting, diversity retention, diversity and productivity, interviewing, compliance, White men and diversity, workplace bias, multicultural teams, diversity metrics, diversity councils, global diversity, multicultural communication, gender diversity, generational diversity, diversity in higher education, healthcare diversity, language diversity, leadership and more.

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Tracey de Morsella is the Managing Producer of The Multicultural Advantage, a web site that provides resources designed to help minorities succeed in the workplace and employers increase their diversity staffing effectiveness.

Ms. de Morsella has extensive experience working with diversity staffing issues that extends beyond her work with The Multicultural Advantage. Her articles on diversity staffing strategies and minority career advancement have appeared in over 100 magazines, web sites, newsletters and newspapers including: Monster.com, Society for Human Resource Management Workplace Diversity Guide, Cultural Diversity At Work, US Black Engineer, Minority Engineer, Workforce Diversity Magazine, National Society of Black Engineers Magazine, US Hispanic Engineer, Diversity Careers in Engineering & Information Technology, and National Black MBA Association Newsletter. She has also published several diversity and career development publications, including: The Multicultural Advantage Staffing Report, Power Moves For People of Color Newswire and the Delaware Valley Network.

Her diversity recruitment workshops have been attended by human resource professionals from Fortune 500 companies, federal, state and local government agencies, non-profit organizations and institutions of higher learning. She has also conducted recruitment campaigns for organizations in a variety of industries.

Her work with career issues has extended to her work as the Intranet Content Manager for Merrill Lynch Investment Partners and as the Executive Editor of BDPA Journal, an online periodical for African American information technology professionals. Ms de Morsella has also edited several minority recruitment and career guides including The Regional Multicultural Association Directory Series, The Diversity Recruitment Checklist, and The Power Moves For People of Color Career Survival Checklist.