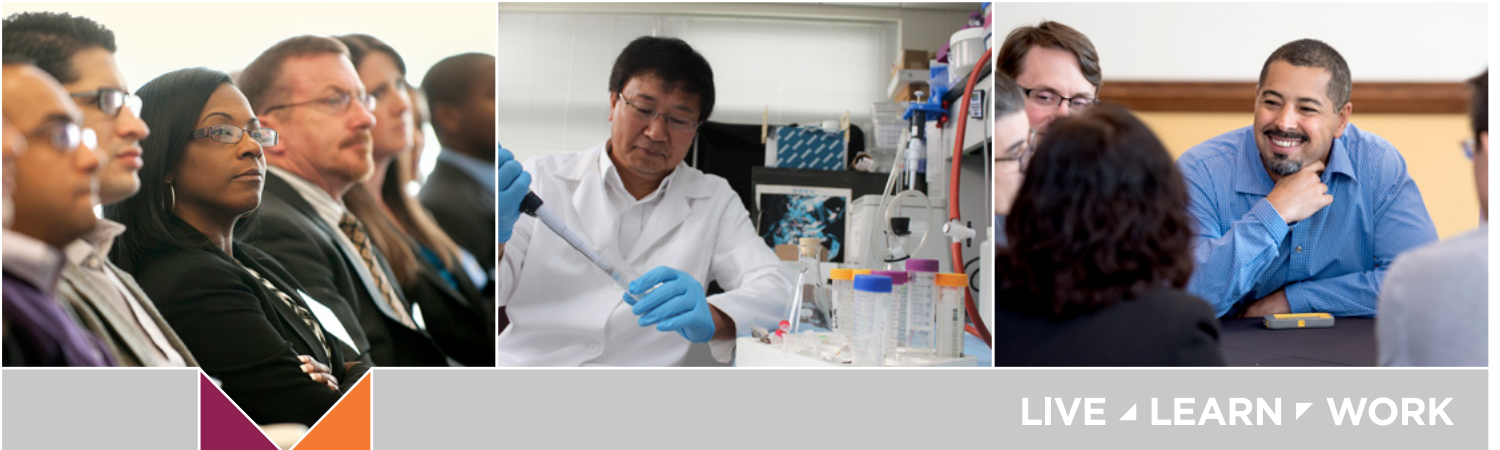




TOOLS FOR RECRUITING A DIVERSE WORKFORCE



Dear Search Committee Members

The search and screen process outlined in this manual has evolved over time as an approach to help ensure the selection of the best-qualified candidate and equal opportunity for all applicants. This manual provides step-by-step information on planning the search/screen process, conducting interviews, checking references, and more.

This process incorporates the elements of a fair and equitable search process as required by federal and state law and allows for monitoring employee opportunity at Virginia Tech. The procedure also serves to foster positive relationships with our colleagues at other institutions through timely and courteous response procedures.

These procedures simultaneously address the complementary goals of excellence and diversity in the search process. Progress in attracting and retaining women, people of color, and individuals with disabilities, and protected veterans will help us to achieve both goals. A strong, equitable set of hiring procedures is just one component designed to enhance progress.

The goals of these procedures are to ensure:

- ▶ **An empowered search committee**—one that is charged with the knowledge and understanding of university goals for excellence and fair employment practices.
- ▶ **Aggressive recruiting and advertising plans**—plans that think “outside the box” using aggressive and varied efforts to reach diverse populations.
- ▶ **Compliance with federal applicant tracking requirements**—procedural steps that ensure data on applicant flow through the search process is kept in accordance with federal mandates.
- ▶ **A thorough screening process**—A careful screening process to ensure equal opportunity for consideration and to allow the best candidates to rise naturally and fairly to the forefront.

As you embark on this important effort, we hope that these search and screen procedures will make your job easier and more fruitful.

For more information contact the affirmative action team at 540-231-2010.

Sincerely,



Karisa A. Moore
Director, Affirmative Action



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RECRUITMENT PRACTICE GUIDELINES

Virginia Tech is an affirmative action/equal opportunity employer and conducts competitive recruitment for positions to identify and attract a diverse and qualified candidate pool. We have a strong commitment to the *Principles of Community*, diversity, inclusion, and to maintaining a work and learning environment that is free of all forms of discrimination. Virginia Tech does not discriminate against employees, students, or applicants on the basis of age, color, disability, gender, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, genetic information, or veteran status; or otherwise discriminate against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees, or applicants; or any other basis protected by law.

For inquiries regarding non-discrimination policies, contact the Office for Equity and Accessibility at 540-231-2010 or Virginia Tech, North End Center, Suite 2300 (0318), 300 Turner St. NW, Blacksburg, VA 24061.

Policy

Virginia Tech University is committed to ensuring equal employment opportunity to all qualified individuals. As a land-grant institution, the university believes a diverse workforce will enhance its ability to fulfill its mission of education, research, and public service. The university will conduct a competitive recruitment for all salaried positions unless a search exemption is approved. A [search exemption](https://hrapps.hr.vt.edu/resourceguide/recruit/index.aspx) (https://hrapps.hr.vt.edu/resourceguide/recruit/index.aspx) request may be submitted to the Office for Equity and Accessibility.

- ▶ Recruitment efforts include university-only recruitment as well as local, regional, national, and international recruitment. The recruitment process must demonstrate good faith efforts toward the attainment of affirmative action goals and objectives as set forth in the university's Affirmative Action Plan. All full-time faculty positions should place a minimum of one announcement in a printed or electronic publication with a national circulation (i.e., The Chronicle of Higher Education, Inside Higher Ed, or discipline-specific journal) likely to produce a diverse pool of qualified applicants.
- ▶ The university will comply with applicable laws and regulations in the employment of all non-US citizens.
- ▶ Jobs@VT (www.jobs.vt.edu) is the official source for posting and announcing all university positions.
- ▶ The university will provide reasonable accommodation(s) to qualified applicants with disabilities within five business days of receiving a modification or adjustment request.
- ▶ The university will not administer formal testing instruments aside from resume review and interviewing unless the testing instrument has been validated and approved in advance by the Office for Equity and Accessibility in conjunction with University Legal Counsel.
- ▶ The university may require certain credentials including but not limited to criminal, driving and other background information to be verified as a condition of employment for new employees.
- ▶ All applicants must meet the minimum criteria in order to qualify as an applicant for any vacant position.

BACKGROUND

The Recruitment Practice Guidelines work in conjunction with the practices outlined by Department of Human Resources in *Employee Resource Guide* (<http://bit.ly/1JDzUtY>). The Employee Resource Guide is an online resource that guides hiring officials through the search and selection process as well as addresses specific procedures needed to hire a new employee. The guideline also references in compliance with the Commonwealth of Virginia hiring policy- DHRM Policy Number 2.10.

The Office for Equity and Accessibility, in collaboration with the Department of Human Resources, encourages proactive initiatives to increase diversity and provide equal opportunity to all applicants and employees. A competitive recruitment process promotes equal employment opportunity by informing potential applicants of job vacancies at the university.

SEARCH COMMITTEE

RESPONSIBILITY

Ensuring full, consistent, and fair searches is the responsibility of senior management (academic deans, vice presidents, vice provosts).

THE RESPONSIBILITIES INCLUDE:

Search Committee

- ▶ Attracting and consider a diverse candidate pool.
- ▶ Reviewing with consistency all application materials to identify candidates for interview.
- ▶ Interacting with candidates fairly and consistently.
- ▶ Maintaining a high-touch process with sensitivity to candidate concerns.
- ▶ Justifying evaluative decisions using a screening matrix or similar tool.
- ▶ Dispositioning applicants in PeopleAdmin accurately and timely.
- ▶ Recommending the best qualified candidates to move forward in the selection process.
- ▶ Search Committee Charge Workshop Certification and the DiversityEdu training are both valid for two years.
- ▶ Each member participates in all interviews.

Senior Management

- ▶ Approving candidate(s) for on-campus or electronic media (i.e., Skype, Microsoft Lync, WebEx) interviews.
- ▶ Meeting with the committee to share the vision and expectations for the search.
- ▶ Defining the committee's role in making recommendations.
- ▶ Certifying the applicant pool.
- ▶ Approving offer.

Department of Human Resources/Human Resources Partners

- ▶ Providing consultation, guidance, and assistance to hiring managers and search committees
- ▶ Assisting hiring managers (or designee) with recruitment procedures, position classification, and compensation recommendations.
- ▶ Managing Virginia Tech Jobs, where applicable.
- ▶ Approving hiring proposals.

Office for Equity and Accessibility

- ▶ Monitoring and ensure compliance with relevant policies, laws, and regulations.
- ▶ Monitoring and assess Equal Employment Opportunity/Affirmative Action (EEO/AA) compliance.
- ▶ Providing oversight, consultation, and guidance for hiring departments and search committees.
- ▶ Preparing reports and analyses of the university's recruitment activities, selection process, promotions, and turnover (voluntary/involuntary) trends.
- ▶ Coordinating with ADA and Accessibility Services to facilitate reasonable accommodation requests concerning the application and interview process.
- ▶ Conducting search committee charge workshops.
- ▶ Assisting hiring managers with recruitment procedures, position classification, and compensation recommendations.
- ▶ Managing Virginia Tech Jobs, where applicable.

International Support Services

Provide consultation and assistance to hiring departments regarding laws and regulations pertaining to the employment of non-US citizens.

- ▶ Counsel departments and potential employees on the application for non-immigrant work authorizations and VISAs.
- ▶ Prepare and submit applications and supporting documentation to employ non-US citizens.

Office of the Provost

Authorize non-tenure and tenure track faculty recruitment, search and selection process.

- ▶ Review and approve instructional faculty hiring/appointments.
- ▶ Advise and assist with under-represented faculty recruitment and special hiring programs and initiatives.

PROCEDURE

In compliance with state and federal laws and to fulfill affirmative action and equal opportunity obligations, job prerequisites such as education, experience, job performance, references, etc., must be job-related and consistent with business necessity.

Posting and Advertising Requirements

Positions posted through PeopleAdmin are listed on the university's official website for job announcements, www.jobs.vt.edu. Each year, the Department of Human Resources negotiates advertising space on a number of relevant websites to publicize current job vacancies. A number of helpful recruiting and advertising sources have been identified to assist in the search process. (<http://bit.ly/2m4xvjM>).

Recruitment Periods

The minimum posting time by position type is listed below. The maximum time positions may be posted is one year. If the position remains unfilled after one year, the department may request that the posting be extended.

MINIMUM POSTING REQUIREMENTS PER POSITION TYPE	
Wage Employees	10 business days Internal/external posting periods run consecutively
Staff Employees	10 business days Internal/external posting periods run consecutively
Administrative and Professional Faculty	10 business days Internal/external posting periods run consecutively
Teaching and Instructional Faculty	20 business days Internal/external posting periods run consecutively
Research Faculty	10 business days Internal/external posting periods run consecutively

Table 1

SEARCH AND SCREEN COMMITTEE CHECKLIST

The purpose of this checklist is to provide an overview of the search process. For specific instructions on how to use PeopleAdmin, refer to the Employee Resource Guide. (<https://hrapps.hr.vt.edu/resourceguide/support/index.aspx>)

Pre-Search Activity

- ▶ Get approval from appropriate authority to recruit for vacancy.
- ▶ Discuss salary market data with Affirmative Action for faculty positions and the Department of Human Resources for staff and wage positions.

Search and Selection Committee/interview panel

- ▶ Select the chair of the committee/interview panel.
- ▶ Organize a search and selection committee/interview panel.
 - ▶ Ensure that the committee/interview panel has male and female representation.
 - ▶ Ensure that the committee/interview panel have representatives(s) from under-represented racial/ethnic groups, protected veterans, and/or individuals with disabilities.
 - ▶ Ensure that the search committee/interview panel has members from other departments. (Required for all Teaching and Research [T&R] Committee/interview panels.)

Committee/interview panel responsibilities

- ▶ All committee/interview panel members must have participated in a Search Committee Charge Workshop every two years. Sessions are hosted by the Office for Equity and Accessibility. They are offered bi-monthly. Register at www.training.vt.edu. All members must also take the DiversityEdu module, which is housed in Canvas as “DiversityEdu-Faculty-Search”.
- ▶ The job description/announcement must be specific yet broad enough to cover contingencies, so that re-advertising is not required. (Some committee/interview panels may be instrumental in developing job description).
 - ▶ For example: If a Ph.D. is required, a candidate with an ABD cannot be hired. A more precise statement of intended minimum qualifications might be: Ph.D. required by anticipated start date of September 1, 201X”.
- ▶ Meet with the committee/interview panel and provide a review of expectations for the search.
- ▶ Inform committee/interview panel members of the job-related criteria relevant to the job.
- ▶ Ensure committee/interview panel members are aware of the need to evaluate candidates without regard to stereotypes or presumptions regarding perceived ability, perceived disability or non-job related criteria.

Search Strategy/Position Announcement

- ▶ The committee/interview panel or chairperson will confer with the hiring authority to design a strategic recruiting/advertisement plan that supports the university affirmative action plan. Affirmative Action is available to assist in selecting resources.
- ▶ The committee/interview panel should develop a means for consistent evaluations of the applications in accordance to the job-related criteria and standards. A screening matrix template is available on the Human Resources website.
- ▶ Identify the specific minimum qualifications needed to be successful in the position.
- ▶ A position description should be uploaded/entered into PeopleAdmin, based on the requirements for the position type.
- ▶ The closing/review date should support a good faith effort to reach qualified women, minorities, individuals with disabilities, or protected veterans in support of the university Affirmative Action plan.
- ▶ Strategically select recruiting/advertising resources that will target and attract qualified women, minorities, individuals with disabilities, or protected veteran candidates. Affirmative Action is available to assist in selecting resources.
- ▶ Recruiting/advertising resources can be discipline/industry specific to assist in the efforts of attracting a viable candidate pool. Affirmative Action is available to assist in selecting resources.
- ▶ Once the position description has been approved in PeopleAdmin and the posting is live on the Human Resources job site www.job.vt.edu, the committee/interview panel is free to begin executing the recruiting/advertising plan.
- ▶ Committee/interview panel members can identify qualified women, minorities, individuals with disabilities or protected veterans (e.g., through networking, professional associations, other resources) and personally provide them with information about the opening.
- ▶ Committee members attend a Search Committee Charge Workshop. Online registration at www.training.vt.edu. Login and then click ‘View by Alpha’ at the top of page. Click on ‘Search Committee Charge Meeting’ and then click on a date to register.

Pool Review

- ▶ The chair will contact senior management upon the begin review date for the posting and request the pool be reviewed. Senior management is responsible for approving the pool by reviewing the demographics of the applicant pool and comparing the data to the expected availability of applicants. U.S. census data and Survey of Earned Doctorate Data is made available to senior managers.
- ▶ Senior management will contact Human Resources and request a change in the posting status to “pool approved”, once this has been completed the committee/interview panel is free to begin screening the applications.

Review of applications

- ▶ The committee/interview panel will review and evaluate the applications in a uniform and consistent manner based on the job-related criteria.
- ▶ Documentation of the review process and the results of the review must be maintained for a period of three years.

Interview

- ▶ Senior management approves all candidate selected for on-site interviews.
- ▶ When candidates are invited for an on-campus interview, they should be asked if they will require an accommodation during the interview process. ADA and Accessibility Services will be consulted if a candidate requests an accommodation.
- ▶ A set of interview questions will be developed by the committee/interview panel that will be consistently used for every interviewee.
- ▶ Interview questions will be job related.
- ▶ Committee/interview panel should at all times refrain from commenting or initiating conversations about race, color, religion, national origin, citizenship, ancestry, gender, marital status, pregnancy, children, child care, sexual orientation, age, disability status, health problems, genetic information, and/or other similarly prohibited topics.
- ▶ The candidate may have questions that the committee/interview panel and/or the chair of the committee will need to provide answers to or resources. For example, if the candidate raises prohibited subjects, such as availability of childcare facilities or location of a church or temple, Affirmative Action has resources which the committee could provide to the candidate.
- ▶ Candidates should be given the opportunity to meet with the college liaison. (This applies to tenure track postings).
- ▶ The interview process can be enhanced with other recruiting activities such as campus tours or social event, an opportunity to engage with an affinity group or caucus. Additional activities are not mandatory, but maybe extremely beneficial in the recruiting process, both in terms of enabling greater numbers of people in the academic community to meet the candidates and reinforce why Virginia Tech is a great place to work.

References

- ▶ As a best practice, prior to contacting references candidates should be notified.
- ▶ A consistent set of core questions will be developed by the committee/interview panel and used in every reference interview.
- ▶ Only job related information should be solicited.

- ▶ If additional references are necessary, the committee/interview panel should notify the candidate, prior to obtaining additional references.
- ▶ If the candidate has previously worked at Virginia Tech, the committee/interview panel can obtain permission from the candidate to view the previous personnel file.
- ▶ If negative feedback is obtained and would otherwise be a contributing factor in rejecting the candidate, the committee/interview panel should give the candidate the opportunity to rebut the information. The information should also be verified by the committee/interview panel or the hiring authority.
- ▶ At least three professional references should be contacted, as a best practice.
- ▶ Documentation of each reference check must be maintained for a period of three years.

Decision Making

- ▶ The committee/interview panel should develop a system for how they will weigh the job criteria and the information obtained from each candidate during the on-campus interview.
- ▶ The committee/interview panel's deliberations should be based on the candidate's ability to perform the job as evidence from the cv/resume, references, interview, and other job related criteria.
- ▶ The committee/interview panel will provide the hiring authority with the strengths and weaknesses of each acceptable candidate, these recommendations will be based on the candidate's ability to perform the job.
- ▶ A conviction /driving check will need to be completed based on [University Policy 4060: Conviction and Driving Record Investigation for Employment](#).
- ▶ When negative information is obtained from the conviction/driving report, and will be used to reject a candidate, take into consideration the following items; how recent is the conviction and is the conviction job related. The candidate should be given the opportunity to provide additional information regarding the details of the conviction and giving the candidate the required time to rebut the information.

Candidate Selection/Offer

- ▶ Salary and market data should be discussed with the Department of Human Resources.
- ▶ The committee/interview panel will need the approval from senior management prior to making an offer to the candidate.
- ▶ The appropriate hiring forms will need to be completed. All documents can be found in the Employee Resource Guide.
 - ▶ Terms of Faculty Offer (TOFO) with attachment
 - ▶ P3A-F is required if hiring an internal candidate and requesting a 10 percent or more salary increase
 - ▶ Conviction/Driving release form—<https://hrapps.hr.vt.edu/resourceguide/>
 - ▶ Be sure you are on the 'Transactions' tab in the blue navigation bar
 - ▶ Then click the drop down arrow in the '–Search by Form–' field located at the top left of the left side panel
 - ▶ When the white box expands, go to the bottom and select Conviction/Driving Check
 - ▶ Under [+] New Hire (center/top of page), click on the type of new hire (if the type you need is not available, such as emergency hire, go ahead and click staff—it all goes to the same place)

- ▶ Under the ‘...Procedure:’ section, click on Conviction/Driving Check and an on-screen box will appear
- ▶ In the on-screen box at the top, select the ‘Automated Email Process’ tab for most candidates. Select ‘Paper Form Process’ only for those candidates who do not have an email address. ** Best practice is to select the ‘automated email process’ when possible. This process captures more addresses and the automated disclosure will ensure a more complete report for your review.**

Closeout/Onboard

- ▶ The department will enter the new hires demographic information into Banner (PWAEBIO screen).
- ▶ Department will send all final documents to Department of Human Resources. All documents can be found in the Employee Resource Guide.
- ▶ The department, committee/interview panel chair, or the department admin will be responsible for the disposition of each applicant accordingly in PeopleAdmin.
- ▶ The department or the committee/interview panel chair contacts Department of Human Resources to update and change the posting status to “filled” in PeopleAdmin.
- ▶ The department or the committee/interview panel chair will send rejection letters to all unsuccessful candidates.
- ▶ Department of Human Resources will schedule the new hire for university orientation, upon receiving hiring paperwork from department.
- ▶ Department maintains search records for a period of three (3) years from the date the position is filled or action is completed.
 - ▶ Screening documentation/matrix
 - ▶ Phone and in-person Interview questions and answers
 - ▶ Reference check letters and documentation
 - ▶ Copy of Signed Application
 - ▶ Required documents listed in posting
 - ▶ Copy of rejected offers
 - ▶ Committee notes

ADVERTISING

Departments should develop strategies to attract the best and most diverse pool of applicants for each vacancy. Careful consideration must be given to determine which sources will target a well-qualified and diverse applicant pool. Sources may vary depending upon the position.

A list of general and diversity [advertising sources](#) can be found at www.hr.vt.edu. The university has an advertising contract with [Graystone Advertising](#) that can help you identify worthwhile advertising sources; Graystone will place all the ads for you. Additionally, the Department of Human Resources has purchased [central advertising contracts](#) and your job announcement will be posted to a variety of websites. Your recruiting consultant can also recommend additional resources based on the job type.

All full-time faculty positions should place at least one job vacancy announcement , in a journal or periodical (i.e., *The Chronicle of Higher Education*, *Inside Higher Ed*, or discipline-specific journal/ -) that has a national audience which is likely to generate the interest of qualified applicants.

A print advertisement is required to satisfy U.S. Department of Labor and U.S. Citizenship and Immigration Services requirements if a foreign national is selected for the position and is seeking employment-based permanent residency. For more information contact International Support Services (www.iss.vt.edu).

In accordance with Department of Labor Special Handling Requirements, print advertisements must:

Name the employer

- ▶ Indicate the geographic area of employment.
- ▶ Provide a description of the position specific enough to apprise U.S. workers of the job opportunity.
- ▶ Specify a wage rate at or above the prevailing wage rate.
- ▶ Not contain wages or terms and conditions of employment that are less favorable than those offered to a foreign national.
- ▶ Indicate where to apply.

Federal and state guidelines require that an equal opportunity/affirmative action statement (www.vt.edu/about/equal-opportunity.html) be included in publications for recruitment and general publications.

APPLICATION PROCESS

The jobs.vt.edu website is the official source for university position vacancy announcements. To be considered an applicant for any Virginia Tech job vacancy, applicants must complete an application through the university's jobs.vt.edu website and comply with the Internet Applicant Rule.

Departments using a search firm must coordinate with affirmative action to ensure the necessary applicant data is received for compliance purposes.

All postings must include the following statement: "If you are an individual with a disability and desire accommodation please contact the hiring department." Contact ADA and Accessibility Services (<http://oea.vt.edu/ada-accessibility-services.html>) with any questions.

Applicant Dispositions

Applicant statuses remain “Under Review by Department” until a candidate has been selected for hire. At that time the status needs to be selected for **each applicant** in PeopleAdmin.

STATUSES

Status	Definition	
Recommend for Hire	The candidate selected for the position. This status allows the department to create a hiring proposal	
Hired	The candidate accepted the position	
Recommend for Hire, Not Hired	Select a reason below	
	Failed post offer–conviction/driving screening	
	Failed post offer–check of application for accuracy	
	Failed post offer–failure to report to work	
	Failed post offer–reference check	
	Failed post offer–other (must have approval from the Department of Human Resources or the Office for Equity and Accessibility before using)	
	Failed post offer–drug/alcohol screening	
	Declined offer–lack of partner opportunity	
	Declined offer–compensation/benefits	
	Declined offer–accepted another position	
	Declined offer–location/type of work/schedule	
Does Not Meet Minimum Requirements	Does not meet the minimum qualifications posted for the position	
Meets Minimum, not advanced	Does meet the minimum qualifications posted for the position but not selected for formal interview	
Selected for screening (airport, phone, etc.), not advanced	Select a reason below	
	Did not show for screening	
	Could not contact for screening (After two attempts)	
	Accepted another position	
	Qualifications not as strong as other candidates	
	Interpersonal or communication skills not as strong	
	Refused or unable to accept schedule, salary, duties or other work conditions	

STATUSES CONTINUED

Status	Definition	
Selected for Formal Interview, Not Advanced	Select a reason below	
	Did not show for formal interview	
	Could not contact for formal interview (After two attempts)	
	Accepted another position	
	Qualifications not as strong as other candidates	
	Interpersonal or communication skills not as strong	
	Refused or unable to accept schedule, salary, duties or other work conditions	
	Declined Interview	

OTHER

Status	Definition	
Duplicate Application	Applicant has two active applications (usually happens if the applicant has created two accounts in PeopleAdmin). Use the application with the most recent submission date	
Expire from Pool	To be used when posting for a pool is being closed and the application is no longer valid	
Application Received Too Late	Applications received after the final review date, application was not reviewed	
Voided	Application is no longer valid due to the posting being voided	

INTERVIEW**INTERVIEW QUESTIONS**

Please review the following information and questions to help you to develop the appropriate interview questions.

Question	Lawful	Unlawful
ADDRESS	<ul style="list-style-type: none"> ▶ Applicant's address and length of residence in this city/state. 	<ul style="list-style-type: none"> ▶ Questions regarding foreign addresses which would intentionally or unintentionally indicate national origin. ▶ Whether applicant owns or rents home or lives in an apartment. ▶ Names and relationships of persons with whom applicant resides.

Question	Lawful	Unlawful
AGE/DATE OF BIRTH	<ul style="list-style-type: none"> ▶ Questions as to whether or not applicant meets minimum/maximum age requirements. 	<ul style="list-style-type: none"> ▶ “How old are you?” ▶ Birth date
<p>The Age Discrimination in Employment Act (29 U.S.C. 621-34) prohibits discrimination on the basis of age against individuals who are over the age of 40. A majority of states also have laws prohibiting age discrimination.</p>		
ARRESTS		<ul style="list-style-type: none"> ▶ “Have you ever been arrested?” (An arrest is merely the detaining of a person to answer a crime and has no affect on fitness to perform a particular job.)
<p>Consideration of arrest records is almost certainly unlawful. An arrest is no indication whatsoever of guilt, and historically minorities have suffered proportionately more arrests than others. The U.S. Department of Labor has also recognized the potential for discrimination in the consideration of arrest records.</p>		
CITIZENSHIP	<ul style="list-style-type: none"> ▶ “Are you a citizen of this country?” ▶ “If not a citizen, are you legally eligible to accept work and remain in this country?” ▶ Statement that, if hired, applicant must furnish proof of citizenship or appropriate visa OR can you, after employment or offer submit verification of your legal right to work in the United States. 	<ul style="list-style-type: none"> ▶ Whether other members of applicant’s family are U.S. citizens. ▶ “Of what country are you a citizen?” ▶ Require proof of citizenship prior to employment.
<p>The Equal Employment Opportunity Commission has adopted Guidelines on Discrimination Because of National Origin which contain the following statement: “Because discrimination on the basis of citizenship has the effect of discriminating on the basis of national origin, a lawfully immigrated alien who is domiciled or residing in this country may not be discriminated against on the basis of his citizenship; except pursuant to national security requirements by a federal statute or executive order.” At least one federal court has expressly agreed with this analysis (<u>Guzman v. Polich & Benedict Construction Co.</u>, 2(CCH) EPD par. 10, 156 (C.D.Calif. 1970), and one has disagreed (<u>Espinoza v. Farah Mfg. Co.</u>, (CCH) EPD par. 7835 (5th Cir. 1972).</p>		
<p>State and federal courts have recently declared invalid laws in several states which exclude non-citizens from public employment.</p>		
CONVICTIONS (OTHER THAN FOR TRAFFIC VIOLATIONS)	<ul style="list-style-type: none"> ▶ “Have you ever been convicted of a crime?” (Information obtained must be used only if it relates to applicant’s fitness to perform a particular job. Example: Person convicted for embezzlement would be a high risk for a position as cashier in a store.) 	
<p>To the extent that this question implies an absolute bar to the employment of an applicant who has a conviction record, it is probably unlawful. See <u>Carter v. Gallagher</u>, 451 F. 2nd 315 (8th Cir. 1971). On the other hand, an employer probably has the right to exclude persons who have been convicted of job related offenses from consideration.</p>		

Question	Lawful	Unlawful
EDUCATION	<ul style="list-style-type: none"> ▶ Schools attended. ▶ Degrees acquired. ▶ Transcripts, if required of all applicants for similar work. 	<ul style="list-style-type: none"> ▶ Questions regarding national, racial, or religious affiliation of schools attended.
EXPERIENCE	<ul style="list-style-type: none"> ▶ Inquiries regarding previous work experience. ▶ Foreign countries visited. 	
FRIENDS OR RELATIVES	<ul style="list-style-type: none"> ▶ Names and addresses of persons willing to provide character or professional references for applicant. ▶ Explain conflict of interest rules and ask if these affect applicant. 	<ul style="list-style-type: none"> ▶ Names and addresses of applicant's relatives.
<p>This question may reflect preference for friends or relatives of present employees. Such a preference would be unlawful if it has the effect of reducing employment opportunities for women or minorities. It would have this unlawful effect if the present work force differs significantly in its proportion of women or minorities from the population of the area from which workers are recruited. This question may also reflect a rule that only one partner in a marriage can work for the employer. There is a growing recognition that such a rule hurts women far more often than men and that the rule serves no necessary business purpose.</p>		
HANDICAP/DISABILITY	<ul style="list-style-type: none"> ▶ If an applicant has an obvious disability, you may ask the applicant to explain how he or she would perform the tasks with or without reasonable accommodations. 	<ul style="list-style-type: none"> ▶ "Do you have any disabilities, physical defects, or on-the-job injuries?"
<p>Section 504 of the Rehabilitation Act of 1973, as amended, prohibits discrimination in employment on the basis of handicap except that a handicapped person must be "qualified" – viz., a qualified handicapped person in the employment context is "a handicapped person who, with <u>reasonable accommodation</u>, can perform the essential functions of the job in question." The employer need not hire any individual who, after reasonable accommodation, is not able to perform the essential functions of a job effectively and safely. On July 26, 1990, President Bush signed the Americans with Disabilities Act (ADA) into law. The ADA prohibits discrimination against individuals with disabilities. All employers with 25 or more employees were covered as of July 26, 1992.</p>		
HEIGHT AND WEIGHT		<ul style="list-style-type: none"> ▶ Questions regarding height and weight are considered unlawful unless based on a bona fide occupational qualification (B.F.O.Q.), and such instances are rare.
<p>Some employers have imposed minimum height and weight requirements for employees which are not related to the job to be performed and which have the effect of excluding above-average percentages of women and members of certain nationality groups. Unless height or weight is directly related to the job requirement, these questions should not be asked.</p>		
IN CASE OF EMERGENCY	<ul style="list-style-type: none"> ▶ Names of persons to be notified in case of emergency. 	<ul style="list-style-type: none"> ▶ Names of relatives to be notified in case of emergency.

Question	Lawful	Unlawful
MAIDEN NAME	<ul style="list-style-type: none"> ▶ First, middle, last name. ▶ Use of any other names or nicknames necessary for checking previous work experience or education. 	<ul style="list-style-type: none"> ▶ Requirements of prefix Mr., Miss, Ms., Mrs. ▶ Inquiries about names which would indicate national origin. ▶ Inquiries regarding names changed by marriage, divorce, court order, etc.
<p>This is not relevant to a person's ability to perform a job and could be used for discriminatory purposes. For example, a woman's maiden name may be used as an indication of her religion or national origin. This item also constitutes an inquiry into marital status which is discussed separately.</p>		
MARITAL STATUS	<ul style="list-style-type: none"> ▶ Whether applicant can meet specified work schedules. ▶ Whether applicant has any additional responsibilities which would interfere with proper attendance. 	<ul style="list-style-type: none"> ▶ Whether applicant is married, single, divorced, separated, engaged, etc. ▶ Number and ages of dependent children. ▶ All questions related to pregnancy or methods of family planning. ▶ Questions regarding child care arrangements.
<p>Some employers have refused to hire a married woman for certain jobs. Most airlines, for example, refused for many years to permit a married woman to be a flight attendant, though other employees could be married.</p> <p>This practice was held to violate Title VII of the Civil Rights Act of 1964 in <u>Sprogis v. United Airlines</u>, 444 F. 2nd 1194 (7th Cir. 1971), and par. 1604.4 (a) of the Commission's Guidelines on Discrimination Because of Sex. Finally, an employer could not refuse to hire a married woman for any job or for particular jobs because of the employer's beliefs concerning morality or family responsibility.</p>		
MILITARY HISTORY	<ul style="list-style-type: none"> ▶ Experience/education in military services which would relate to the job applicant is seeking. 	<ul style="list-style-type: none"> ▶ Type of discharge. ▶ Military disciplinary record.
ORGANIZATIONS	<ul style="list-style-type: none"> ▶ Names of professional organizations to which applicant belongs. ▶ Offices held in professional organizations. 	<ul style="list-style-type: none"> ▶ "List all clubs or organizations to which you belong." ▶ Requesting other information about membership in organizations if this information would indicate race, religion, or national origin of applicant.
RACE		<ul style="list-style-type: none"> ▶ Questions regarding race. ▶ Inquiry into color of eyes or hair. ▶ Other questions which would indicate race.
REFERENCES	<ul style="list-style-type: none"> ▶ Names and addresses of persons willing to provide character or professional references for applicant. 	<ul style="list-style-type: none"> ▶ Require references from pastor, priest, rabbi, or other religious associates.

Question	Lawful	Unlawful
RELIGION/AVAILABLE FOR SATURDAY AND SUNDAY WORK	<ul style="list-style-type: none"> ▶ Questions regarding religious denomination or beliefs if based on B.F.O.Q. as in the case of ministers, teachers, or other employees of specific religious organizations. ▶ Questions regarding availability for work during specific time periods. (Reasonable accommodations must be made for employees whose religious practices interfere with work schedules.) 	<ul style="list-style-type: none"> ▶ Questions regarding religious beliefs if not based on B.F.O.Q. ▶ Questions such as “What religious holidays do you observe,” if asked prior to employment.
<p>This question may serve to discourage applications from persons of certain religions which prohibit their adherents from working on Saturday or Sunday. On the other hand, it may be necessary to know whether an applicant can work on these days. Section 701 (j) of Title VII, as amended in 1972, prohibits discrimination on the basis of religion and defines religion to include “all aspects of religious observance and practice, as well as belief, unless an employer demonstrated that it is unable to reasonably accommodate an employee’s or prospective employee’s religious observance or practice without undue hardship on the conduct of the employer’s business.” If this kind of question is asked, it would be desirable to indicate that a reasonable effort will be made to accommodate the religious needs of employees.</p>		
GENDER		<ul style="list-style-type: none"> ▶ All questions regarding gender of the applicant unless based on B.F.O.Q., which could occur in cases such as men’s locker room attendant, etc.
<p>Title VII prohibits discrimination in employment on the basis of gender except in the few instances in which sex may be a B.F.O.Q. reasonably necessary to the normal operation of the employer’s business. There are virtually no jobs that can be performed by only one gender or the other.</p>		

Most of this information was reprinted from U.S. Equal Employment Opportunity Commission Guidelines for Title VII of the Civil Rights Act of 1964. Adapted with permission from Richard D. Howe, Director, Office of Equal Opportunity Programs, Appalachian State University, Boone, North Carolina.

COMMUNICATING WITH AND ABOUT PERSONS WITH DISABILITIES

In speaking or writing, remember that persons with disabilities are like everyone else – except they happen to have a disability. It is important to use “**person first language**.” This means speaking of the person first, then the disability. For example, use “person with a disability” instead of disabled person. Emphasize an individual’s abilities, not limitations. Emphasize the uniqueness and worth of all persons rather than the differences between people. Do not label people as part of a disability group (“the disabled”, “the handicapped”).

Be thoughtful. Treat adults with disabilities as adults. Do not give excessive praise or attention to a person with a disability; this can be patronizing. Let the individual speak and do for he or she as much as possible; independence and choice are important. Be considerate of the time it takes for a person with a disability to get things done or said.

Use the word **disability** when referring to a functional limitation that interferes with a person’s ability to walk, speak, hear, see, learn, etc. Use the term **handicap** when referring to a situation of barrier imposed by society, the environment, or

oneself, for example, parking spaces, bathroom facilities, and ramping. **Do not refer to a person or group of people as “handicapped”.** Some examples of acceptable and unacceptable language are presented below.

ACCEPTABLE	UNACCEPTABLE
disabled	handicapped, crippled, deformed
non-disabled	able-bodied, normal, healthy
person with disabilities	<i>the</i> disabled
persons with disabilities	<i>the</i> handicapped
uses a wheelchair	is confined to a wheelchair
is a wheel chair user	is wheelchair bound
has cerebral palsy	is a cerebral palsy victim
congenital disability	birth defect
has a specific learning disability	is learning disabled
people who are blind	<i>the</i> blind, <i>the</i> visually impaired,
visually impaired, deaf	<i>the</i> hearing impaired, deaf and dumb or hearing impaired
persons with mental illness	<i>the</i> mentally ill, crazy person, psycho, psychopath
person with developmental delay	<i>the</i> mentally retarded, retardation
person with cognitive disability	mentally deficient, retard, retardate
person with Down Syndrome	Down’s Syndrome child, Mongoloid

REFERENCE CHECKS

CONDUCTING REFERENCE CHECKS

Why is it important to conduct reference checks?

1. Conducting reference checks give you additional information on your top candidate(s) to consider when making a hiring decision. The best indicator of future performance is past performance.
2. An employer can be held responsible for negligent hiring if the employer knows, or should have known, that the candidate would create an undue risk or harm to other employees. An employer has a more defensible position if reference checks are conducted.
3. Based on 2.6 million background checks conducted by ADP Screening and Selection Services in 2001, 44 percent of applicants lied about their work histories, 41 percent lied about their education, and 23 percent falsified credentials or licenses.

Who conducts reference checks?

1. Hiring managers are responsible for conducting reference checks for every hire.
2. Interview candidates should be told during the interview that reference checks will be conducted and the hiring manager should verify appropriate information is provided to contact references.

When should reference checks be conducted?

1. The best time to conduct a reference check is after you have completed interviews.
2. Checking references may be time consuming so only check your top candidates that have been identified as potential hires.

Who should the hiring manager contact to get reference information?

1. As a courtesy, you should always inform the candidate when you plan on beginning the reference checking process.
2. Direct supervisors typically provide the best reference information because they have first hand knowledge about the candidate's strengths and weaknesses.
3. The Department of Human Resources, co-workers, or subordinates may also provide important information about a person's work history.
4. In most cases, personal references are not as valuable as work related references.
5. Review the candidate's application to see if you have permission to contact his/her current supervisor. If not, contact the applicant to ask for this permission.
6. You may contact references not listed on the application and/or resume.
7. You should always try to contact at least two employment references.
8. You may contact the candidate and ask him/her to provide additional references if you cannot get relevant information from the reference contacts provided.

What if the candidate is an internal Virginia Tech employee or has worked here previously?

1. The hiring manager may review the Virginia Tech personnel file (evaluations, written notices, performance information) of a current or previous Virginia Tech employee.
2. A release form should be signed by the employee during the interview process in case you need to review the information later on.
3. Contact your the Department of Human Resources staffing specialist to review personnel file information.

What is the best way to conduct a reference check?

1. Reference checks may be conducted in writing, by email, by fax, in person, or over the phone.
2. Most of the time the best information can be gained by phone. People are sometimes uneasy about putting information in writing but may be willing to share information over the phone.

How to conduct a reference check (by phone):

1. Familiarize yourself with the job description, qualifications, and department needs.
2. Review all information provided by the applicant (resume, application, cover letter, etc).
3. Prepare a standard list of questions that will be asked to all reference providers.
4. Questions must be job related and must not be related to marital status, religion, age, race, health-related issues, child care, transportation, workers compensation or any other non-job related questions.
5. Introduce yourself to the person you've contacted and explain your role in the search process.
6. Provide the reference provider with information about the job such as job duties, qualifications, and educational requirements. If he/she has a good understanding of what your candidate will be doing, then he/she will be able to give you better reference information.
7. Use the reference form and document answers to your questions.
8. Pay attention to what is said, and to what is not said. If you encounter hesitations, try to rephrase the question to see if you can get an answer. One option may be to ask the reference provider to simply verify information for you by restating what the applicant told you and asking if the reference provided can verify this information.
9. Be alert to very negative or very positive responses and consider the entire response you receive.
10. Always ask why the applicant left employment, or restate the reason the applicant gave as to why he/she left employment and ask the reference provider to verify this.
11. Ask if the applicant would be eligible for rehire. Why or why not?
12. Evaluate all information you receive to determine what is helpful and what may be an outlier or irrelevant to your vacancy. What may have been perceived as a weakness at a previous job may actually be a strength for your job.

What to do with the reference information.

1. Reference information must be maintained for three years just as you keep other job search information.
2. All reference information must be kept confidential and should not be shared with the applicant.
3. Reference information should only be shared with those who have a business need to know.

SAMPLE REFERENCE QUESTIONS:

It is usually best to start with simple questions or by asking the reference provider to verify information you already have so he/she becomes more comfortable with you and therefore may be willing to share more information as you ask additional questions.

1. Ask about (or verify) work title and job duties at the organization.
2. Verify dates of employment.
3. Verify reason for leaving.
4. Verify ending salary.
5. Ask the reference provider for his/her relationship to the applicant (direct supervisor, co-worker, Human Resources, friend)
6. What is/are the strengths of the candidate?
7. Knowing what I told you about my job, what area(s) do you think this candidate may need additional training or coaching to be effective?
8. A critical responsibility in this job is _____. Based on your experience with this candidate, will he/she be successful in this area?
9. What type of supervision is this candidate most responsive too?
10. How well did this candidate interact with others (co-workers, supervisors, subordinates)?
11. Did this candidate have any performance issues; or Did this candidate have any documented disciplinary actions; or Are there any performance areas I should pay close attention to?
12. Our department processes a high volume of _____ where customer service and attention to detail are very important. Do you think 'candidate' will be successful in an environment like this?
13. How would you describe the quality/quantity of work provided by the candidate? Can you give specific examples?
14. Teamwork is very important to me and my department, will this person be a team player and get along well with co-workers?
15. What motivates this candidate?
16. Is the candidate eligible for rehire?
17. Is there anything I have not asked that you think I should be aware of before making my hiring decision?

REFERENCE CHECK

Name of Applicant: _____

Position applied for: _____

Company/Organization contacted: _____

Reference Provider's Name & Title: _____

Reference Provider's phone/email: _____

Position held: _____

Dates of Employment: _____

Reason for Leaving: _____

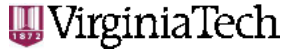
Final Salary: _____

Reference Conducted By: _____

Date & Time: _____

NOTIFICATION TO APPLICANTS NOT HIRED

Rejection letter for use when position has been filled.



Human Resources (MC 0318)
North End Center, Suite 2300, Virginia Tech
300 Turner Street NW
Blacksburg, Virginia 24061
540-231-9331 Fax: 540-231-3830
email: hrservicecenter@vt.edu
www.hr.vt.edu

Dear X,

Thank you for your interest in our position and the time you took to interview with us. After a careful review of all candidates, the applicant who was determined to be best suited to our needs has been selected.

Again, we appreciate your interest in our position and in Virginia Tech, and we wish you success in your endeavors. If you become aware of future openings that are of special interest to you, please contact the Human Resources Department.

Sincerely,

Name, Title

Invent the Future

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
An equal opportunity, affirmative action institution

Rejection letter for use when position remains unfilled.

 VirginiaTech	Human Resources (MC 0318) North End Center, Suite 2300, Virginia Tech 300 Turner Street NW Blacksburg, Virginia 24061 540-231-9331 Fax: 540-231-3830 email: hrrservicecenter@vt.edu www.hr.vt.edu
<p>Dear X,</p>	
<p>Thank you for your interest in our position and the time you took to interview with us. After a careful review of our needs, we are unable to fill the position and will continue our search.</p>	
<p>Again, we appreciate your interest in our position and in Virginia Tech, and we wish you success in your endeavors. If you become aware of future openings that are of special interest to you, please contact the Human Resources Department.</p>	
<p>Sincerely,</p>	
<p>Name, Title</p>	
<p><i>Invent the Future</i></p>	
<p>VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY <i>An equal opportunity, affirmative action institution</i></p>	

Note: Please check the Employee Resource Guide for the most current version of these letters.

DEFINITIONS

Affirmative Action – proactive steps to further the employment of women, minorities, Individuals with disabilities, and veterans; progressive steps that go beyond compliance with equal opportunity laws.

Affirmative Action Plan – a federally mandated report used as a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time an employer’s workforce generally will reflect the demographic profile of the labor pools from which the employer recruits and selects.

Competitive Recruitment – the process of sourcing, screening, and selecting employees for positions with an employer.

Equal Employment Opportunity – the concept of providing access to employment opportunities to all persons without regard to age, color, disability, gender, gender identity, gender expression, genetic information, national origin, political affiliation, race, religion, sexual orientation, veteran status, or any other basis protected by law.

Good Faith Effort – honest intent to act without taking an unfair advantage over another person. It is used as an evaluation tool to determine an employer’s level of commitment to providing equal opportunity to advertised positions.

Internet Applicant Rule – an employer that accepts employment applications submitted electronically must consider an individual as an internet applicant if they meet all of the following criteria:

The individual submits an expression of interest in employment via the internet

- ▶ The employer considers the individual for employment in a particular position
- ▶ The person’s application or resume shows that he or she has the minimum qualifications for the position in question
- ▶ The person at no point in the process removes himself or herself from further consideration or otherwise indicates that he or she is no longer interested in the position

Reasonable Accommodation – any modification or adjustment to a job or the work environment that will enable a qualified applicant or employee with a disability to participate in the application process or to perform essential job functions.

Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) at 41 CFR Part 60-741- prohibits federal contractors and subcontractors from discriminating in employment against individuals with disabilities (IWDs), and requires these employers to take affirmative action to recruit, hire, promote, and retain these individuals.

The Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA) - requires covered federal government contractors and subcontractors to take affirmative action to employ and advance in employment specified categories of veterans protected by the act and prohibits discrimination against such veterans.

Testing Instrument – any standardized procedure for measuring sensitivity, memory, speed, intelligence, aptitude, personality or skill.

DIVERSITY RECRUITMENT RESOURCES

GENERAL DIVERSITY RECRUITMENT

Mailing List

African Americans in Higher Education Mailing List	AFAMHED@LISTSERV.MUOHIO.EDU
HFES Diversity Committee Mailing List	vgrayson@arl.army.mil

ADA and Veteran Resources

Association on Higher Education and Disability	www.ahead.org
Disability Services Agencies	www.vadsa.org
Disabledperson.com	www.disabledperson.com
Gladnet	www.gladnet.org
Recruitment and Hiring of Qualified Individuals with Disabilities	www.dol.gov/ofccp/regs/compliance/resources_recruit_disability.htm
The Workforce Recruitment Program for College Students with Disabilities	https://wrp.gov/AboutPre.do;jsessionid=E626C11893376B1CF821949EFCAAED7B.worker1

Females

Advancing Women	www.advancingwomen.com
American Association of University Women	www.aauw.org
Women and History	www.emtech.net/women_history.html
Women for Hire	www.womenforhire.com
Women in Higher Education	www.wihe.com
Womens Joblist. Net	www.womensjoblist.com

Minorities

American Indian Higher Education Job Board	www.tribalcollegejournal.org
Black Perspective	www.blackperspective.com
Directory of Minority PhD, M.L.S. and M.F.A. Candidates and Recipients	www.cic.net
GoldSea - Asian American Daily	www.goldsea.com
HBCU Connect, LLC	hbcuconnect.com
Hispanic Association of Colleges and Universities	www.hacu.net/hacu/See_Job_Postings1_EN.asp?SnID=1397424343
Hispanic Network Magazine	www.hnmagazine.com
Hispanic Outlook in Higher Ed	www.hispanicoutlook.com
Hispanic Today	www.hispanic-today.com
Historically Black Colleges and Universities	www.edonline.com/cq/hbcu
Journal of Blacks in Higher Education	www.jbhe.com
Minority Affairs LLC	www.eeojobs.com
Minority On-Line Informaiton Service (MOLIS)	www.molis.org
Multicultural Education	www.emtech.net/multicultural_education.html
National Alliance of Black School Education	www.nabse.org
National Association for Multicultural Education	www.nameorg.org
National Association of African-American Studies & Affiliates	www.naaas.org
National Minority Faculty Identification Program	www.southwestern.edu/natfacid
National Multicultural Institute (NMCI)	www.nmci.org
National Society for Hispanic Professionals	http://network.nshp.org
Native Jobs	www.nativejobs.com
SALUDOS Hispanos	www.saludos.com/employers/employers1.html

GENERAL DIVERSITY RECRUITMENT continued

The Black Collegian Online	www.blackcollegian.com
The Black E.O.E. Journal	www.blackoejournal.com
The Multicultural Advantage	www.tmaonline.net
The Multicultural Pavilion	www.edchange.org/multicultural/
The Tribal College Journal	www.tribalcollegejournal.org
The Tribal Employment Newsletter	www.nativejobs.com
United States Hispanic Chamber of Commerce	ushcc.com
Diversity	
AACU Diversity Web	www.diversityweb.org
Academic Careers Online	www.academiccareers.com
Academic Diversity Search	www.academicdiversitysearch.com
Academic360.com Mailing List	www.academic360.com
American Association of University Professors	www.aaup.org
American Council on Education	www.acenet.edu
Association of American Colleges & Universities	www.aacu.org/issues/diversity/
Center for Research on Education, Diversity and Excellence (CREDE)	www.crede.org
Committee on Institutional Cooperation	www.cic.net
Diverse Issues in Higher Education	www.diverseeducation.com
Diversified Search	www.diversifiedsearch.com
Diversity Appreciation, Training and Management	managementhelp.org/employeewellness/diversity/
Diversity Central	www.diversitycentral.com
Diversity Directory	www.mindexchange.com
Diversity Expo	www.diversityexpo.com
Diversity Search	www.diversitysearch.com
Diversity Web	www.diversityweb.org
DiversityJobFairs.com	www.diversityjobfairs.com
Employ Diversity	www.employdiversity.com
Equal Opportunity Publications, Inc.	www.eop.com
Greater Diversity News	greaterdiversity.com
Higher Ed Jobs Online	www.higheredjobs.com
Hire Diversity	www.hirediversity.com
IM Diversity	www.imdiversity.com
Institute for Diversity in Health Management	www.diversityconnection.org
Nation Job Education Jobs Page	www.nationjob.com/education
National Gay and Lesbian Chamber of Commerce	www.nglcc.org
Office of Civil Rights of the U.S. Department of Education	www2.ed.gov/about/offices/list/ocr/
Project Implicit	implicit.harvard.edu/implicit/
Scottsdale National Gender Institute	gendertraining.com
Social Justice Training Institute	www.sjti.org
The California Newsreel	www.newsreel.org
The Chronicle of Higher Education	chronicle.com/section/Home/5
The Leadership Alliance	www.theleadershipalliance.org
The Ph.D. Project	www.phdproject.org
U. S. Equal Employment Opportunity Commission	www.eeoc.gov/
University Jobs	www.universityjobs.com
Virginia Council on Human Rights	www.chr.state.va.us
Workplace Diversity	www.workplacediversity.com

ARCHITECTURE AND URBAN STUDIES

Females

Association for Women in Architecture and Design awaplusd.org

Minorities

National Organization of Minority Architects www.noma.net

Diversity

Association of Collegiate Schools in Architecture www.acsa-arch.org/resources/data-resources/women

AGRICULTURE AND LIFE SCIENCES

Minorities

American Indian Science and Engineering Society www.aises.org
HBCU's with Advanced Degrees in Biology www.edonline.com/cq/hbcu
Society for Advancement of Native Americans & Chicanos in Science www.sacnas.org

Diversity

American Society for Enology and Viticulture www.asev.org
American Society for Biochemistry and Molecular Biology www.asbmb.org
The American Society for Cell Biology ascb.org
The GEM Consortium www.gemfellowship.org
National Academy of Clinical Biochemistry www.aacc.org/community/
national-academy-of-clinical-biochemistry

BUSINESS

Females

American Society of Women Accountants www.afwa.org

Minorities

Association of Latino Professionals in Finance and Accounting www.alpfa.org
HBCU's with Advanced Degrees in Business www.edonline.com/cq/hbcu/
National Association of Black Accountants, Inc. www.nabainc.org
National Black MBA Association, Inc. www.nbmbaa.org
National Society of Hispanic MBAs www.nshmba.org

Diversity

American Assembly of Collegiate Schools of Business www.aacsb.edu
American Marketing Association www.ama.org
Consortium for Graduate Study in Management www.cgsm.org
Indiana University Kelley School of Business kelley.iu.edu
National Economic Association www.neaecon.org
The Ph.D. Project www.phdproject.org

ENGINEERING

List Serves

Society of Hispanic Professional Engineers Mailing List.....	shpe-list@shpe.org
National Association of Minority Engineering Programs Administrators Mailing List.....	namepa-l@lists.netimpact.net
Graduation Consortium for Minorities in Engineering Mailing List.....	GEM-L@VMA.CC.ND.EDU
Women in Engineering Programs and Advocates Network Mailing List.....	wepan-l@purdue.edu
Minority Americans in Engineering and Science Mailing List.....	MAES-L@LISTSERV.TAMU.EDU

Females

African American Women in Technology.....	www.aawit.net
Society of Women Engineers.....	societyofwomenengineers.swe.org
The Association for Women in computing.....	www.awc-hq.org
Women in Engineering Proactive Network.....	www.engr.psu.edu/fff/
Women in Technology.....	www.womenintechnology.org

Minorities

American Indian Science and Engineering Society.....	www.aises.org
BlackEngineer.com.....	www.blackengineer.com/artman2/publish/
Black Data Processing Associates.....	www.bdpa.org
Computer Scientists of the African Diaspora.....	www.math.buffalo.edu/mad/computer-science/
HBCU's with Advanced Degrees in Computer Science.....	www.edonline.com/cq/hbcu/
HBCU's with Advanced Degrees in engineering.....	www.edonline.com/cq/hbcu/
National Action Council for Minorities in Engineering, Inc.....	www.nacme.org
National Society of Black Engineers.....	www.nsbe.org
Society of Mexican-American Engineers & Scientists.....	mymaes.org
Society for Advancement of Native Americans and Chicanos in Science.....	sacnas.org
The Society of Hispanic Professional Engineers.....	www.shpe.org

Diversity

Career Communications Group, Inc.....	intouch.ccgmag.com
Diversity/Careers in Engineering and Info Technology.....	www.diversitycareers.com
IIE Solutions.....	www.iienet2.org/
NAACP Diversity and High Tech Career Fair.....	naacpjobfair.com
Society of Naval Architects and Marine Engineers.....	www.sname.org/home

LIBERAL ARTS AND HUMAN SCIENCES

Females

Association for Women in Communications.....	www.womcom.org/wp/
New York Women in Communication.....	www.nywici.org
Society for Women in Philosophy.....	www.uh.edu/~cfreelan/SWIP
Women's Caucus for Art.....	www.nationalwca.org

Minorities

African American Literature and Culture Society.....	www.atomicage.com/aalcs
African Philosophy Resources.....	pegasus.cc.ucf.edu/~janzb/afphil
Arts Council of the African Studies Association.....	acasaonline.org
Asian American Journalists Association.....	www.aaja.org

Association for Latin American Art	www.arts.arizona.edu/alaa
Black Americans in Publishing	bamit.org
HBCU's with Advanced Degrees in Arts Fields	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in English/Writing	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in History	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in Philosophy	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in Political Science	www.edonline.com/cq/hbcu
Latino Caucus in Political Science	www.csulb.edu/depts/posc/latinocaucus
National Association for Multi-Ethnicity in Communications	www.namic.com
National Association of Black Journalists	www.nabj.org
National Association of Hispanic Journalists	www.nahj.org
National Hispanic Media Coalition	www.nhmc.org
Native American Journalists Association Job Bank	www.naja.com
OAH Committee on the Status of Minority Historians and Minority History	www.oah.org
Race, Ethnicity and Politics of the APSA	www.apsanet.org/~rep

Diversity

Accrediting Council on Education in Journalism and Mass Communications	www2.ku.edu/~acejmc/
American Association of Philosophy Teachers	philosophyteachers.org
American Historical Association	www.historians.org
American Political Science Association	www.apsanet.org
American Psychological Association	www.apa.org
Association for Education in Journalism and Mass Communication	www.aejmc.org
Association of Academic Museums and Galleries	www.aamg-us.org
Association of LGBT Journalists	www.nljja.org
Association of Teachers of Technical Writing	www.attw.org
College Art Association	www.collegeart.org
Journalism Education Association	www.jea.org
Linguistic Programs	www.linguistlist.org
National Art Education Association	www.arteducators.org
National Conference of Artists - MI Chapter	www.nationalconferenceofartists.com
National Conference of Artists - NY Chapter	www.ncanewyork.com
National Council for History Education	www.nche.net/

NATURAL RESOURCES AND ENVIRONMENT

Minorities

MANRRS Minorities in Agriculture, Natural Resources and Related Sciences	manrrs.org/career-connections/
Minorities in Natural Resources Conservation	www.minrc.org

SCIENCE

Mailing List

Minority Americans in Engineering and Science Mailing List	MAES-L@LISTSERV.TAMU.EDU
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Females

African American Women in Technology	www.aawit.net
Association for Women in Mathematics	https://sites.google.com/site/awmmath/awm
Black Women in Mathematics	www.math.buffalo.edu/mad/wmad0.html

SCIENCE continued**Minorities**

American Chemical Society Committee on Minority Affairs	www.acs.org
American Indian Science and Engineering Society	www.aises.org
APS Education and Outreach on Minorities	www.aps.org/programs/minorities/
Asian American Psychological Association	www.aapaonline.org
Association of Black Psychologists	www.abpsi.org
Black Data Processing Associates	www.bdpa.org
Conference for African American Researchers in the Mathematical Sciences (CAARMS)	www.math.buffalo.edu/mad/CAARMS/
HBCU Mathematics Departments Online	www.math.buffalo.edu/mad/mad_HBCU.html
HBCU's with Advanced Degrees in Biology	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in Chemistry	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in Mathematics	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in Physics	www.edonline.com/cq/hbcu
HBCU's with Advanced Degrees in Psychology	www.edonline.com/cq/hbcu
International Association for Cross-Cultural Psychology	www.iaccp.org
Mathematicians of the African American Diaspora	www.math.buffalo.edu/mad/00.INDEXmad.html
National Organization for the Professional Advancement of Black Chemists and Chemical Engineers	www.nobcche.org
National Society of Black Physicists	www.nsbp.org
Society for Advancement of Native Americans & Chicanos in Science	www.sacnas.org
Society of Indian Psychologists	www.aiansip.org
Society of Mexican-American Engineers & Scientists	mymaes.org
Strengthening Underrepresented Minority Mathematics Achievement (SUMMA)	www.maa.org/summa/archive/summa_wl.htm

Diversity

American Association for Clinical Chemistry	www.aacc.org
American Association of Physics Teachers	www.aapt.org
American Institute of Physics	www.aip.org
American Mathematical Society	www.ams.org
American Physical Society	www.aps.org
American Psychological Association	www.apa.org
APS Education and Outreach on Minorities	www.aps.org/programs/minorities/
Association for Psychological Science	www.psychologicalscience.org
C&E News: Diversity	pubs.acs.org/cen/education/7923/7923education2.html
Chemical and Engineering News	http://pubs.acs.org/cen/
National Academy of Clinical Biochemistry	www.nacb.org
National Association of Mathematics	www.math.buffalo.edu/mad/NAM/
Society for the Teaching of Psychology	www.teachpsych.org
Society of Industrial and Applied Mathematics	www.siam.org
The American Society for Cell Biology	www.ascb.org
The GEM Consortium	www.gemfellowship.org
The Mathematical Association of America	www.maa.org

VETERINARY MEDICINE

Minorities

Underrepresented Minorities in Science..... [sciencecareers.sciencemag.org/career_magazine/
previous_issues/articles/2001_03_02/
doi.10915357085610105887](https://sciencecareers.sciencemag.org/career_magazine/previous_issues/articles/2001_03_02/doi.10915357085610105887)

Diversity

American Veterinary Medical Association www.avma.org/News/JAVMANews/Pages/081001d.aspx



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