

AFFIRMATIVE ACTION HIRING GUIDELINES FOR ADMINISTRATORS

Equal Employment Opportunity laws were created to ensure that people are considered for employment and treated in employment without regard to race, ethnic background, place of origin, sex, age, veteran's status and disability status.

Affirmative Action is a series of steps and programs that employers take to ensure that their policies and practices lead to equal employment opportunity.

HOW IS AFFIRMATIVE ACTION TO BE IMPLEMENTED AT TUFTS?

*All division heads and Affirmative Action
Officers are responsible for
implementation of the plan.*

In Tufts' Affirmative Action Plan, strategies are put into place to ensure that women and minorities have the same opportunities to seek positions and promotions in accordance with their qualifications as do all others.

It is the responsibility of the University Division heads as well as the Academic Council to ensure implementation of the AA Plan goals and strategies.

Tufts University commits itself to the following:

Tufts will implement procedures whereby a good faith effort will be made to include minority and/or women candidates among those applicants interviewed for senior administrative position vacancies in departments or divisions where underutilization of said groups exist.

WHAT ARE THE RESPONSIBILITIES OF THE OFFICE OF EQUAL OPPORTUNITY AND THE AFFIRMATIVE ACTION OFFICER?

The Office of Equal Opportunity (OEO) is required to monitor the employment practices of the university and to incorporate this information into the annual Affirmative Action Plan.

Members of the staff of OEO are available to assist hiring managers and human resources personnel with all phases of the hiring process as well as for training programs in all facets of affirmative action and equal employment issues.

The Director of the OEO also chairs and oversees the activity of the University Council of Affirmative Action Officers.

The Affirmative Action Officer's responsibilities include:

- Being available to consult with the hiring manager throughout the process.
- Attending a meeting of the search committee to discuss recruitment procedures.
- Ensuring that Tufts faculty and staff are aware of key openings and seeking their help in locating applicants who are women or are from underrepresented groups.
- Stressing the importance of outreach in periodicals widely circulated among women, minorities, and disabled persons.

TUFTS AFFIRMATIVE HIRING PROCEDURES:

1) Talk to Human Resources Recruiters.

2) Write the job description.

The job description should be approved by your affirmative action officer or VP before the advertisement is placed.

3) Targeted/Broad Outreach to Community Organizations.

Use the Department of Human Resources and the OEO resources to augment standard advertising placements.

4) When selecting candidates to be interviewed:

- a) Review departmental goals and timetables.
- b) Women, minorities, and the disabled should be interviewed unless they clearly on paper are not qualified.

5) Standardize interviews.

To ensure that any federal or state equal opportunity laws are not being violated, the hiring manager should:

- a) Develop interview questions prior to interviewing candidates.
- b) Be sure that every person who will help determine the selection of the successful candidate is present for all final interviews.
- c) Be certain that the interview questions are job related and asked of every candidate completely. Questions related to sex, age, color, race, marital status, sexual orientation, religion, national origin, or handicap are inappropriate and should be avoided.
- d) Record accurate appraisals for all interviewed candidates.
- e) Select candidate and document with credentials and supporting evidence for his/her selection.

6) Complete "Affirmative Action Report" and "List of Applicants" forms

Obtain signatures of the search committee chairperson. Be sure that the "reasons for non-selection" reflect the specific areas of weakness in the candidate's interview as it relates to the advertised job description.

7) Final procedures

Before an offer can be extended to the selected candidates, obtain the signature of the affirmative action officer, validating for the hiring authority, that the process has been followed.

8) Final Report

a) Send the ORIGINAL Affirmative Action Report form, List of Applicants form, job description, and the advertisement(s) to the Office of Equal Opportunity, Ballou Hall, Medford/Somerville campus.

b) Keep in the department file for a period of three years: Affirmative Action Report form, List of Applicants form, all resumes received and any supporting credentials, as required by law.

RECRUITING AND HIRING REMINDERS

- Any employment interview where women, minorities, disabled persons, or older persons are treated differently is illegal.
- Written tests of other hiring requirements that are not job related and have a disproportionate impact on women, minorities, or disabled persons are illegal.
- Reasonable accommodations are required by law to employ persons with disabilities. Inquiries regarding “reasonable accommodations” should be directed to the Office of Equal Opportunity.