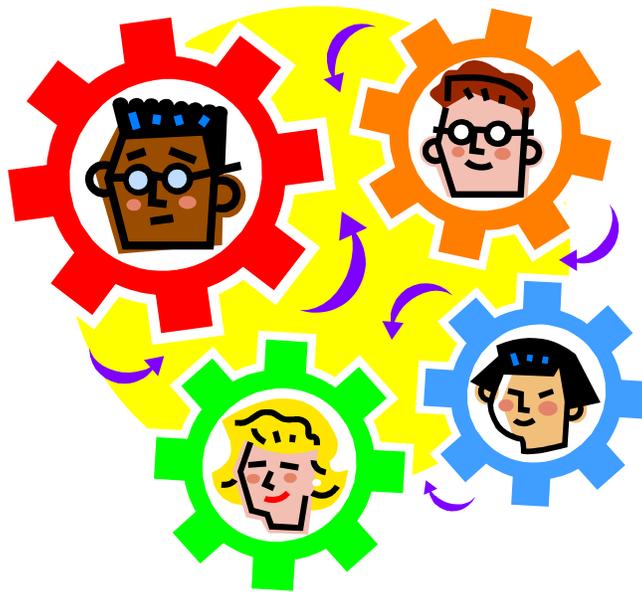


Resource Handbook for Diversity Recruitment in the Fields of Engineering and Architecture

INCREASING DIVERSITY IN THE PROFESSIONAL WORK FORCE



City of San Diego



THE PURPOSE OF THIS HANDBOOK

The City of San Diego would like to increase the level of participation of diverse groups in all of the City and Federal contracting activities, including the work forces of architecture & engineering firms who do business with the City.

To assist firms to recruit for diversity in professional work forces, we have put together this pamphlet. In this book we will discuss what employers can do to increase diversity recruitment in architects and engineers. We hope to help you with your diversity recruitment objectives by providing some resources, including academic institutions, professional associations, and local/national organizations focused on the advancement of diverse engineers and architects.

We hope this handbook will help you achieve diversity in your work force, and that the diversity in your work force will be your strength in your future partnerships with the City of San Diego.

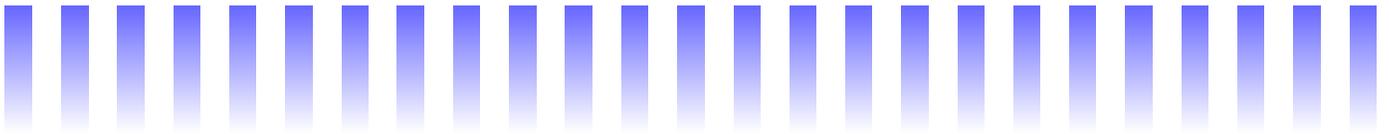


TABLE OF CONTENTS

Purpose of this handbook

Diversity in the professional work force 1

Leadership responsibilities 2

Recruitment sourcing 3

Recruitment at college levels 6

Sample listing of institutions 7

Sample listing of publications (nationwide) 10

Sample listing of publication (local) 11

Sample listing of professional groups 12

A case study 13

Recommendations 14

Notes Pages

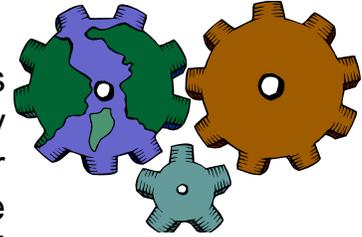
City Contacts



DIVERSITY IN THE PROFESSIONAL WORK FORCE

BUILDING WITH AMERICA

A diverse work force is crucial to the future of the country's economy, so says the American public, according to survey results released in March 2000 by the Business Higher Education Forum (BHEF), a collaboration between the American Council on Education (ACE) and the National Alliance of Business (NAB). The study also cites diversity in higher education, which feeds the professional work force, as vital to America's successful competition in the global economy.



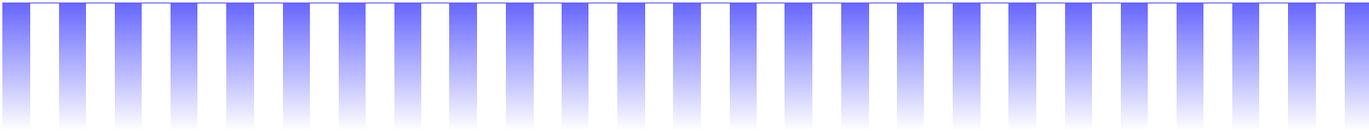
ISSUES FACING RECRUITERS

Record business growth and falling unemployment rates have created labor shortages. With the unemployment rate falling below five percent for the first time in 25 years, the hunt for prime talent has shifted into overdrive. The search for talent should cast the widest possible net. This includes looking at both traditional and non-traditional sourcing strategies.

There are two major issues in recruiting; outreach and equal and consistent treatment.

Outreach is a vital component of the staffing strategy. Your ability to ensure the greatest potential for excellence on your staff lies in the pool of candidates from which you make your selection.

Equal and consistent treatment means that all applications and inquiries receive handling and information that is fair and consistent. Inconsistent handling could affect outreach efforts, thus impacting the candidate pool.



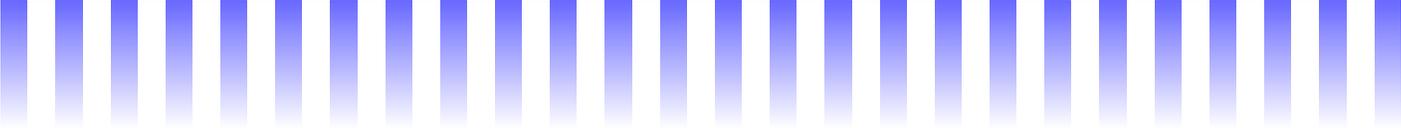
LEADERSHIP RESPONSIBILITIES

A true diverse work force, with high recruitment and low attrition rates, cannot be realized without committed leadership. Every member of the management team is crucial in the making of a diverse work force. The Board of Directors also can participate in the commitment by ensuring that at least one board member is a stakeholder in efforts to promote work-force diversity. The stakeholder can be a member of the human resources staff. Alternatively, the board can commit that an established percentage of its membership be from diverse groups.

The management team can demonstrate their commitment to diversity by:

- ◆ Continuing to recruit, retain, and encourage people from all diverse groups to use their unique skills and perspectives to excel in the organization work environment;
- ◆ Continuing to create an environment that is sensitive to all aspects of diversity;
- ◆ Establishing an environment that fosters open communications flow among employees, managers, and clients;
- ◆ Regularly coaching individuals on strengths and weaknesses;
- ◆ Acting as coaches, mentors, and resources to employees of all groups;
- ◆ Take a proactive approach to encouraging and—where applicable—placing women, minorities, and people with disabilities in positions that will break stereotypical molds.

Information from this section from *A Practical Guide to Working with Diversity*, by J Leach et al.



RECRUITMENT SOURCING

Taking into account the number of women, minorities, veterans, the disabled or other groups that currently work within the job unit in which an opening exists will assist in determining which sources to use when trying to fill a position.

Internal sourcing

Internal job posting may be a good recruitment source if you have a diverse internal population. Effective ways to recruit from within the organization include:

Making job information available internally, which may help identify all qualified candidates and avoid claims of discrimination.

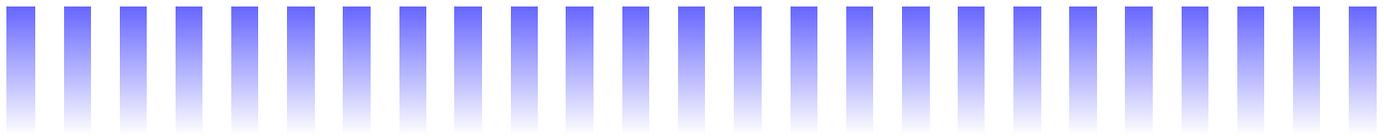
Encouraging managers to consider multiple candidates for all positions.

Reviewing all policies regarding internal transfers and promotions to eliminate barriers to increasing diversity.

External sourcing

External sourcing can be active, requiring contact with a person, or passive. Both methods can be effective, provided that all candidates receive consistent treatment. The following are some sample sourcing categories:

Local providers. Building relationships with local providers of job training, preparation and placement services may be a good source of diverse candidates. Consider posting permanent entry-level positions with such organizations on a periodic basis, such as quarterly, monthly, etc., or hire applicants for intern or temporary opportunities.



Diversity recruiters. Diversity recruiters are useful to help attract a diverse group of candidates since diversity recruiters have networks of qualified candidates in the community which can help to establish a rapport with the community, and lend credibility to your recruiting effort. These firms are especially helpful when recruiting for mid- to senior-level positions.

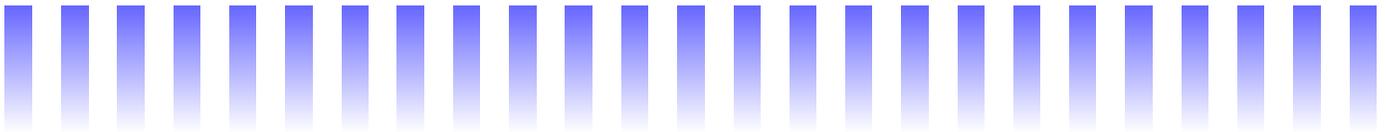
Employee referrals. Referrals from employees and recent hires that may know good candidates for current open positions may be another fruitful avenue to pursue. A satisfied employee can be one of your best recruiters. This practice may increase access and visibility to qualified diversity candidates by increasing the general applicant pool.

Diversity media advertising. Advertising job opportunities in local diversity newspapers, on local radio stations and at company-sponsored open houses, may assist in attracting qualified diverse candidates.

Diversity special interest groups. When appropriate, post openings with special interest groups or associations that have a diverse membership (e.g., Black MBA or Black Accountants).

Diversity job fairs. Local diversity job fairs, such as those sponsored by the NAACP, the local Hispanic Chamber of Commerce, the local Black MBA or other targeted providers, may provide opportunities to promote employment at your company to an expansive diverse audience.

High school career-related events. Some employers find it useful to participate in local high school events such as career fairs, classroom presentations, and role model/career day educational seminars. While it is difficult to measure results, the exposure to your firm may make these students think about joining your company later.



Community intern programs. Community intern programs that focus on providing internship opportunities to high-caliber diverse high school and/or college students are another valuable recruitment tool. *Corporate intern programs.* A number of firms have developed formal internship programs that target a diverse group of high-caliber college students whose education and experience align with the needs of your company. The program can be designed to introduce participants to your business and corporate culture as a way to heighten their interest in the firm, and may include training, branch visits (if applicable) and interactions with company executives.

Community and Educational Partnerships. Employers report that one of the keys to developing and maintaining a cache of diverse talent and resources is to stay active in ethnic communities. Once these relationships have been established, your firm's employment visibility in the community is likely to improve, as will your success at finding and hiring qualified diverse candidates. According to diversity professionals, diverse candidates are particularly eager to work for a company they feel is committed to them. Community partnerships have been shown to be an excellent way to demonstrate this commitment. Something as simple as sponsoring a local high-school football team goes a long way in establishing recognition.

Each community has its own local program or programs. However, many communities have similar organizations you might want to target to access diverse community partnerships. For instance, United Way programs offer diversity materials about a variety of non-profit programs in many local communities. One United Way agency has compiled, "Diversity - Best Practices," which identifies agencies that serve a wide variety of diverse populations.

Local divisions of national organizations. Local chapters of larger organizations are also a good source for partnership opportunities. Examples include NAACP, NASP, United Negro College Fund, Korean American Coalition, Hispanic Community Foundation, and the National Organization of Women. Partnership ideas with these organizations include representation on local chapter boards or committees or scholarships for designated college students.

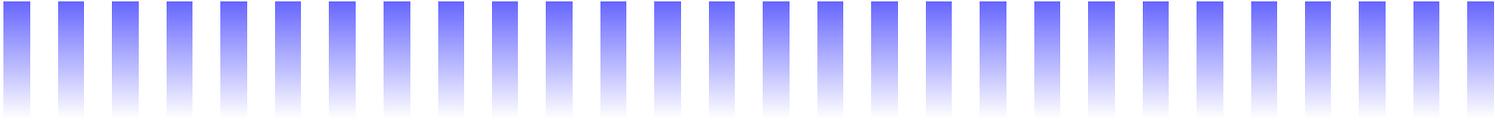


RECRUITING AT COLLEGE LEVEL

In fields as specialized as engineering and architecture, it is not uncommon for recruiters to have to tackle the problem of qualified applicant availability. Fortunately due to their unique demographics, Southern California universities are able to maintain diversity in student enrollment in their colleges of engineering; universities in other states that can boast a diverse student body include the HBCU (Historically Black Colleges and Universities) and Tribal Institutions (established by Native American tribes).

Many employers say they recruit at the college level for the sake of efficiency. Essentially, diversifying a company from the ground up is often cheaper and, retention-wise, more effective than relying on "head-hunters" and referrals. Many employers focus some of their recruiting efforts on colleges or universities that historically have attracted students from certain ethnic groups. Florida A & M, Spelman, Morehouse, Howard, and Hampton, for example, historically have attracted African-American students. Similarly, Stanford University, and the Universities of California are a few examples of schools with a high percentage of Asian-American students, while Baruch College, CUNY, Kean College of NJ and Our Lady of the Lake University have, for example, a high percentage of Hispanic students. Effective recruiting tools include presentations on campus followed by a reception to expose students to your firm.

More complete listings of colleges and universities with high diversity as well as college of Engineering and Architecture, can be found in the next section of this handbook.



ACCREDITED COLLEGES OF ENGINEERING WITH DIVERSE STUDENT BODIES

Alabama A&M University

Normal, AL
Placement Office: 205/851-5410

Florida International University*

Miami, FL
Placement Office: 305/348-2423

Cal Poly Pomona

Pomona, CA
Placement Office: 909/869-7659

Harvard University*

Cambridge, MA
Placement Office: 617/495-1000, Fax 617/495-1972

Cal State Fullerton

Fullerton, CA
Placement Office: 714/278-2011

Howard University*

Washington, DC
Placement Office: 202/806-7513

Cal State Long Beach

Long Beach, CA
Placement Office: 562/985-4111

Jackson State University

Jackson, MS
Placement Office: 601/968-2477

Cal State Los Angeles

Los Angeles, CA
Placement Office: 213/343-3270

Massachusetts Institute of Technology*

Cambridge, MA
Placement Office: 617/253-4733, Fax 617/253-8457

City College of New York, CUNY*

New York, NY
Placement Office: 212/650-5326, Fax 212/650-6512

Morgan State University

Baltimore, MD
Placement Office: 410/319-3333

Cornell University *

Ithaca, NY
Placement Office: 607/255-5221, Fax 607/255-3060

New Mexico Highlands University

Las Vegas, NM
Placement Office: 505/454-3473

Florida A&M University*

Tallahassee, FL
Placement Office: 904/599-3500

North Carolina A & T University

Greensboro, NC
Placement Office: 910/334-7755

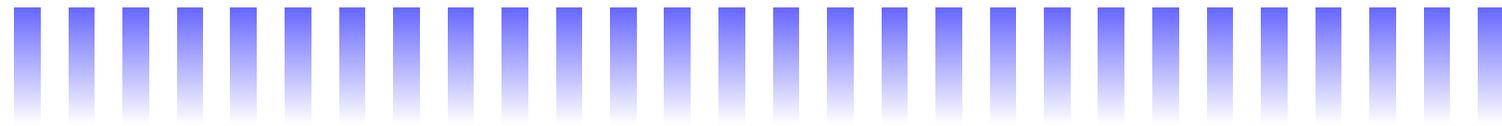
Hampton University

Hampton, VA
Placement Office: 757/727-2346

North Carolina A & T University

Greensboro, NC
Placement Office: 910/334-7755

* Denotes this university also has a College of Architecture.



ACCREDITED COLLEGES OF ENGINEERING WITH DIVERSE STUDENT BODIES

Prairie View A & M University

Prairie View, TX
Placement Office: 409/857-2626

Tennessee State University

Nashville, TN
Placement Office: 615-963-5981

San Diego State University

San Diego, CA
MESA (Math Engineering Science Advancement):
619/597-4197

Texas Southern University

Houston, TX
Placement Office: 713/313-7346

San Francisco State University

San Francisco, CA
Placement Office: 415/338-1761

Texas A & M University

Kingsville, TX
Placement Office: 956/881-2243

San Jose State University

San Jose, CA
Placement Office: 408/924-1000

Tuskegee University

Tuskegee, AL
Placement Office: 334/727-8011

Santa Clara University

Santa Clara, CA
Placement Office: 408/554-4421

University of District of Columbia

Washington, DC
Placement Office: 202/274-5111

South Carolina State University

Orangeburg, SC
Placement Office: 803/536-7031

University of California Berkeley*

Berkeley, CA
Placement Office: 510/642-6000

Southern University

Baton Rouge, LA
Placement Office: 504/774-2200

University of California Irvine

Irvine, CA
Placement Office: 949/824-5011

Stanford University

Stanford, CA
Placement Office: 605/723-2300

University of California Los Angeles*

Los Angeles, CA
Placement Office: 213/825-2981

* Denotes this university also has a College of Architecture.



ACCREDITED COLLEGES OF ENGINEERING WITH DIVERSE STUDENT BODIES

University of California Riverside

Riverside, CA
Placement Office: 909/787-3631, Fax 909/787-2447

University of California San Diego

San Diego, CA
Placement Office: 858/534-2230

University of California Santa Barbara

Santa Barbara, CA
Placement Office: 805/893-2485, Fax 805/893-8023

University of Hawaii Mauna*

Kingsville, TX
Placement Office: 808/956-8111

University of Houston*

Houston, TX
Placement Office: 713/743-2255

University of Illinois Chicago

Chicago, IL
Placement Office: 312/996-7000

University of Miami*

Coral Gables, FL
Placement Office: 305/284-5451

University of New Mexico

Albuquerque, NM
Placement Office: 505/277-2531

University of Southern California*

Los Angeles, CA
Placement Office: 213/740-8899

University of Southern Colorado

Pueblo, CO
Placement Office: 719/549-2461

University of Texas El Paso

El Paso, TX
Placement Office: 915/747-5640

University of Texas Pan American

Edinburg, TX
Placement Office: 956/881-2243

University of Texas San Antonio

San Antonio, TX
Placement Office: 210/691-4108

University of Washington

Seattle, WA
Placement Office: 206/543-9686

Wilberforce University

Wilberforce, OH
Placement Office: 800/367-8565

Xavier University

New Orleans, LA
Placement Office: 504/483-7364

Yale University*

New Haven, CT
Placement Office: 203/432-4771

This listing is based on the statistics provided by
<http://www.sia.com/diversity/html/recruitment.html>
and
<http://www.asce.org/educational/instlist.cfm>

* Denotes this university also has a College of Architecture.



PUBLICATIONS

Equal Opportunity

Published since 1968, is a career-guidance and recruitment magazine distributed free of charge to Black, Hispanic, Native-American, and Asian-American college students and professionals in all fields, including engineering, computer science, technology, finance, business, health care, liberal arts, and education.

Women Engineer

Launched in 1979, is offered at no charge to qualified women engineering, computer-science, and information-technology students and professionals seeking to find employment and advance in their careers. This magazine reaches women engineers nationwide at their home addresses, colleges and universities, and chapters of professional engineering associations.

Minority Engineer

First published in 1979, is provided at no charge to qualified engineering, computer-science, and information-technology students and professionals who are Black, Hispanic, Native American, and Asian American. This magazine reaches minority engineers nationwide at their home addresses, colleges and universities, and chapters of professional engineering associations

Workforce Diversity for Engineering and IT Professionals

Created in 1994, is the first magazine published for and distributed free to the professional, diversified high-tech workforce, which encompasses everyone, including women, members of diverse groups, people with disabilities, and non-disabled white males. In addition to individual subscriptions, the magazine is sent for distribution to the top business, engineering, and computer science schools, and to chapters of professional engineering, computer science, and information technology associations.

These are publications produced by Equal Opportunity Publications Inc., and are free to women and minority professionals and students.



LOCAL MEDIA LIST

Society of Hispanic Professional Engineers Newsletter

P.O. Box 910131
San Diego CA 92191
858/484-1803

Filipino Press

P.O. Box 2226
525 D Avenue
National City, CA 91950-2226
619/477-0940 fax 619/477-1024

Hispanos Unidos

411 West 9th Avenue
Escondido, CA 92025
760/740-9561 fax 760/737-3035

Minority Opportunity

Ron Valles
P.O. Box 152231
San Diego, CA 92195
619/463-4775 fax 619/463-4775

San Diego Asian Journal

550 East 8th Street Suite 6
National City, CA 91950
619/474-0588 fax 619/474-0373

San Diego Voice and Viewpoint

P.O. Box 1729
San Diego, CA 92112
619/266-2233 fax 619/266-0533

El Latino

P.O. Box 550
San Diego, CA 92112
619/426-1491 fax 619/426-3206



PROFESSIONAL ASSOCIATIONS

Society of Hispanic Professional Engineers,
Contact: Roman Diaz, President (858) 484-1803

Society of Women Engineers
San Diego County Section
858-713-4334
<http://www.swesandiego.org>

National Society of Black Engineers,
Contact Mario Church, r6programs@hotmail.com

American Society of Civil Engineers

American Society of Mechanical Engineers

American Society of Safety Engineers

LOCAL WEB-BASED RESOURCES

San Diego Workforce Partnership, Inc.
1551 Fourth Avenue Suite 600
San Diego CA 92101
619/238-1445 fax 619/544-9675
www.workforce.org
www.SanDiegoAtWork.com

Connectory.Com
San Diego—Imperial—Baja California
4700 Spring Street Suite 308
La Mesa CA 91941
619/462-3312 fax 619/462-3338



CASE STUDY OF A DIVERSE COMPANY

Hewlett-Packard

Hewlett-Packard began to look closely at workforce diversity in 1985, realizing that although women and minorities were being recruited, their attrition (leaving) rate was two to three times higher than that of entry. Survey of employees indicated to the leadership that people were not feeling valued or fully integrated into the organization in ways that developed job satisfaction of assured productivity. HP's long-standing diversity efforts had not served to address retention and inclusion issues.

The company developed a Managing Diversity training program in two years, supported by a statement from the CEO that communicated the organization's philosophy of valuing diversity. The program was supported throughout the company by first- and second-line HP managers reaffirming their commitment.

The organization gained support of upper-level leaders through a one-day workshop to strengthen the effort. The workshop was then repeated by the senior executives for the next level down in the organization, thereby getting direct buy-in from the upper-level leaders.

The CEO then elevated the issue of working effectively with diversity so that it became one of the three top business objectives for HP world-wide, as part of reasserting HP's leadership as the best place to work for all people. Diversity became one of the cornerstones of the business plan.

Everyday life at HP became more focused on bringing diversity in the work force; management began treating the issue of valuing diversity in performance evaluations and employee networking groups began to emerge. Full commitment to the diversity initiative is tracked in a number of ways; performance evaluations contain a component related to managing diversity effectively, and a diversity section has been added to the employee surveys. Finally, the CEO receives quarterly reports on employment data.

Communicating continually the message of diversity, while working to integrate it into every aspect of the organizational life will keep HP one of the leading-edge companies in diversity work and in turn, become a more desired employer.

Information from this section is quoted from *A Practical Guide to Working with Diversity* by Leach et al.



DIVERSITY RECRUITMENT RECOMMENDATIONS

The following are a list of tips and suggestions for helping your company enhance its diversity recruitment and retention programs so that you will be prepared for the coming millennium.

1. Emphasize competence-based credentials rather than past experience.
2. Encourage the placement of interns and co-op students who are members of diverse groups.
3. Establish formal relationships with schools that have great diversity in their student body. This measure will ensure that you are always cultivating talent for your future talent pool.
4. Make sure that all levels of management have received diversity training or they might not be in a position to give a fair evaluation during the hiring process.
5. Cultivate organization partnerships with groups catering to the needs and interests of people of color, women and the disabled.
6. When using an interview panel, make sure that it is culturally diverse to minimize potential bias.
7. Be sure that the qualifications established for a given position are really ones needed to do the job, and are not ones based on historical assumptions.
8. Understand your own beliefs and attitudes about the positions that you are filling and the populations that you are targeting. Be aware of how this could affect both the way you write job descriptions, as well as how you screen and interview.
9. Incorporate nontraditional networking channels to produce a diverse applicant pool. A strong diverse, informal network is a critical part of any successful diversity recruitment effort.
10. Encourage senior people of color, women and people with disabilities in your organization to assist in providing names of possible recruits



NOTES



THE CITY OF SAN DIEGO

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jmendivil@sdcity.sannet.gov