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| introduction | Making the right decision when working with Affirmative Action, can sometimes be difficult. Let's listen in on a conversation between Steve, a manager at CDOT, and Mary, his HR Representative, as they discuss what actions they should take on a recent recruitment. | Rhonda Positive Expression holding clip board on hip |
| 1 | Steve, I am glad you called. If I understand you correctly, you supervise fifteen employees and thirteen employees are white males and you are hiring for a vacancy made by one of these employees. Is that correct? | Atsumi neutral expression looking at camera  |
| 2 | That's right, we ran quite a few ads and the position was posted both in house and externally and we did a lot of outreach. As a result, we ended up with a pretty diverse pool of applicants and there are three qualified women and two qualified African American males and three white males. | Dave Positive expression looking at camera smiling |
| 3 | That's great! So what do you need help with? | Atsumi neutral expression looking to the left talking |
| 4 | Well, it turns out the diverse candidates were not the most qualified after we reviewed the applications. The person who came out on top was John Jackson. He's been with CDOT for twelve years and had the most experience with the skills we need. But we also need to bring diversity into the organization and John is a white male. What should I do? | Dave Negative expression, shrugging shoulders resigned |
| 5 | Great question! Is your decision based only on the amount of time John has been with CDOT or are there other things you considered? | Atsumi neutral expression looking at camera waiting |
| 6 | Well, he's stronger in three other areas as well. He has extensive experience with the software we use, has recently completed a couple of certifications we need and has more transportation related experience than the other candidates. | Dave Positive expression counting number three |
| 7 | Well it sounds like you have the most qualified candidate. The objective in any employment selection process is to identify the best-qualified candidate for the position based on ***job-related criteria***.  | Atsumi neutral expression, one hand extended waiting |
| 8 | But what about the diversity? I was told this is something we really need. | Dave negative expression looking at the camera upset |
| 9 | It is, but In this situation, to select a candidate based on his or her gender or race would be discriminatory. The most important thing is to select the most qualified applicant.  | Atsumi neutral expression looking at the camera |
| 10 | That really helped! Thanks for your time. | Dave positive expression looking at camera smiling |
| Conclusion | As Steve learned, achieving a workplace that represents the local qualified workforce does not happen overnight. In some cases, qualified minority and female candidates may simply be unavailable. That is why it is important to consider affirmative action starting at the very early stages of recruiting, as well as throughout the selection and hiring processes. State Transportation agencies, such as CDOT, are required to publish an annual Affirmative Action Plan to determine if employer needs placement goals to achieve a better representation of minorities in specific job groups. To view the Affirmative Action plan for CDOT click on the **Resources** link in the upper right corner of the screen. Now let's learn about the challenges ahead. | Rhonda positive expression holding clip board at side  |