

RECRUITING HISPANICS: LEARNING FROM EXPERIENCE
SOME IDEAS FOR EMPLOYERS

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RECRUITING HISPANICS: LEARNING FROM EXPERIENCE

I. INTRODUCTION

Many employers -- especially Fortune 500 corporations and other private-sector companies, but also public agencies and nonprofit organizations -- are currently engaged in a wide range of Hispanic recruitment efforts. One issue of major interest to such employers is how to successfully identify and recruit Hispanics for technical, professional, and managerial positions -- jobs typically requiring at least a bachelor's degree. Employers attempting to establish effective Hispanic recruitment efforts, often as part of a broader affirmative action program, are likely to discover that the literature on Hispanic recruitment is minimal. In attempting to determine what approaches are considered appropriate and promising, they are, for all practical purposes, "on their own."

Actually, considerable expertise in Hispanic recruitment exists, but it is primarily in the heads of the individuals with professional experience and a history of success in Hispanic recruitment. Quite a few employers can demonstrate impressive success in recruiting Hispanics, and in the process have learned a great deal about the kinds of networks, systems, and approaches which are most likely to be effective for them. Some employers have institutionalized this experience within their organizations. Presumably, the literature will eventually reflect this new knowledge; until then, employers committed to improving Hispanic recruitment must depend upon informal networks and contacts to learn from the experience of others.

This paper summarizes some of the challenges of Hispanic recruitment, and identifies techniques which may help employers become successful recruiters of Hispanic professional, technical, and managerial employees. The emphasis is on corporate recruitment, but many of the approaches and models that work for business and industry are also applicable to public and community sector employers. Although issues of retention and promotion are also extremely important, this paper focuses on initial recruitment. It is not designed to be all-encompassing, but rather to provide some useful information, identifying recruitment models and techniques which have been used successfully in Hispanic recruitment, and noting approaches which have proven ineffective.

The contents of this paper are entirely the responsibility of its author, but draw heavily upon information obtained from experts on Hispanic recruitment within a number of companies, especially Rockwell International, AT&T, General Motors, Dart & Kraft, Time Inc., The Equitable, and Circle K. Information was also provided by David Montoya, former president of IMAGE and employment consultant to the Coors Agreement monitoring contract, and Rafael Magallan, Managing Director of the Tomas Rivera Center.

II. WHY RECRUIT HISPANICS?

A basic question underlying the whole issue of Hispanic recruitment is why employers should be concerned with recruiting Hispanics. The simplest answer to that question is that civil rights laws, plus regulations governing federal contractors, require affirmative action efforts. But apart from this legal requirement, there are other compelling reasons why employers should want to be effective Hispanic recruiters.

Demographic trends provide one of the primary motivations for effective Hispanic recruitment. In 1985, Hispanics constituted 7.2% of the mainland U.S. population, and their population grew 16% between 1980 and 1985 -- nearly five times as fast as the general population. It has been estimated that by 1990, Hispanics will constitute 8 to 9% of the U.S. work force; by 2000, they will probably constitute nearly 10% of the total population. Experts have also noted that in 1950 there were 17 workers for every Social Security retiree, but by 1990 there will be only three -- and one of them will be Hispanic, Black, or Asian.

The projected growth of the Hispanic population and work force result from several factors. Hispanics are younger than other Americans, with a median age of only about 25 compared to 32 for the general population, and the proportion of Hispanics in the labor force will thus increase rapidly in the decades to come. The combination of a high proportion of individuals in their prime child-bearing years and a fertility rate above that of Whites and Blacks will also assure a growing Hispanic population even without immigration -- and Hispanics constituted 40% of legal immigrants to the United States during the 1970s, and perhaps 50-60% of undocumented immigrants.

Combine these factors with an aging Anglo (White, non-Hispanic) work force, and it becomes clear that the nation's employers will rely increasingly on Hispanic workers in the future. Hispanics are becoming increasingly geographically dispersed, but remain highly concentrated in certain states and regions -- half of all U.S. Hispanics live in California or Texas -- so this trend is especially obvious in areas such as Los Angeles. The ability to recruit and retain Hispanics in the immediate future is likely to increase employers' ability to adapt to future demographic trends -- and to obtain the educated, trained work force they and the nation will require in the future. Recruiting Hispanics is rapidly becoming an economic necessity.

Similarly, a growing Hispanic population also means a growing population of Hispanic consumers of goods and services. The cumulative buying power of Hispanics is already well over \$100 billion a year, and is increasing rapidly. For a growing number of employers -- especially those involved in manufacturing consumer goods and in retail sales and services -- hiring Hispanics is a business necessity, both for corporate image and for meeting the need for personnel who will enable the company to market effectively to Hispanics. One large insurance company declares that it is going to be number one in sales to Hispanics, and is aggressively recruiting Hispanic personnel. Many private-sector entities, including the National Association of Manufacturers, have concluded that affirmative action is good business. Referring to opposition within the Reagan Administration to the use of goals and timetables for affirmative action, Fortune reported in its September 16, 1985 issue that "Businessmen Like to Hire by the Numbers," and that "Most large American corporations want to retain their affirmative action programs, numerical goals and all." Fortune also quoted an AT&T official who explained, "Everyone is a potential customer of AT&T, and they look at us. Why would someone want to be a customer of an all-white male company?"

In the public and community sectors, the reasons for Hispanic recruitment are similar. Public officials in many communities are discovering that Hispanic voters expect to see Hispanics both as candidates and as government employees. Human service agencies, public and private, find that serving Hispanic clients effectively requires having Hispanics on their staffs.

For almost any employer, effective Hispanic recruitment is a matter of enlightened self-interest.

III. RECRUITMENT ALTERNATIVES

An employer committed to increased employment of Hispanic professional, managerial, and technical personnel can use several alternative recruitment approaches. Among the primary ones are these:

- . Professional recruitment, which involves identifying Hispanics who are already within the labor force and hiring them away from their current employers. At very high levels, this kind of recruitment is often done by executive search agencies, frequently known as "headhunters." At mid-levels, it is often done by corporate recruiters who use individual contacts, attend professional conferences, and advertise in certain professional and trade journals. This effort is sometimes referred to as recruitment for "experienced hires."
- . College recruitment, which traditionally means hiring individuals as they graduate from college or complete advanced degrees. Campus recruiting may be accomplished through contacts with college placement offices, participation in area or college career days, contacts with faculty or staff in particular departments, or contacts with student associations including Hispanic engineering, law, business, or other groups.
- . "Pipeline" programs, sometimes considered a part of college recruitment, but different in that they focus on working with Hispanic students BEFORE they graduate. These efforts seek to increase the number of Hispanics who complete undergraduate or graduate degrees through efforts focused on colleges and universities, Hispanic community-based organizations, Hispanic professional and student organizations.

In addition, many employers recognize the value of internal training and promotion programs, designed to help current Hispanic employees increase their education and training so they can move up to professional positions. Such efforts not only provide opportunities for current employees to move into higher-level positions, but also free other jobs for new recruitment.

Most employers use a combination of these approaches. Preferred methods depend upon many factors, including the nature of the company's business and the types of jobs to be filled, company location, number of individuals to be hired annually, recruitment resources, and company philosophy. No one approach is effective for all companies. However, Hispanic leaders emphasize that companies which depend entirely upon recruiting individuals who already have acquired credentials are simply "bidding against each other" for a limited number of individuals. "Pipeline" programs, on the other hand, increase the number of Hispanics who complete college or advanced degrees, and thus expand the pool of qualified employees. In the long run, this has wide benefits for both the Hispanic community and the broader society, since it represents an investment in human resources.

IV. EFFECTIVE HISPANIC RECRUITMENT

A. Overview

Employer and Hispanic community experiences -- positive and otherwise -- provide a useful basis for identifying effective approaches and models for Hispanic recruitment. They also suggest some challenges and caveats. The following subsections first address issues common to all types of Hispanic recruitment, and then present lessons and approaches related to each of the three major recruitment alternatives.

B. Overall Hispanic Recruitment Issues

Certain issues in Hispanic recruitment arise regardless of the type or location of the recruitment effort. Some common areas of concern, and suggested ways of addressing them, include the following:

1. The Importance of Community Networks

Almost every successful corporate recruiter stresses that the key to successful Hispanic recruitment is to establish and maintain a personal network, broad but specific, of individuals who are committed to helping Hispanics obtain good jobs, and who can be convinced over time of the employer's sincerity in not only recruiting Hispanics but also hiring, retaining, and promoting them. These contacts include individuals on college campuses, within nonprofit organizations, and in the public and private sectors. They may be valuable because of their jobs (for example, an Assistant Dean of Students for Hispanic Affairs is likely to know many of the Hispanics on campus as well as former students), or because of their voluntary activities (officers of professional associations or Hispanic community-based organizations often have large Hispanic networks). They may be Hispanic or non-Hispanic. They typically are valuable contacts because of their community credibility and leadership, and their personal characteristics.

To establish such a network typically requires time and demonstrations of sincerity and commitment. For example, a company which asks for referrals and then never calls back the person providing them is unlikely to get similar cooperation for the next request. On the other hand, a callback to explain who was hired, and periodic reports on the number of Hispanics hired, can do wonders for long-term cooperation. Community contacts are most likely to work hard for employers when they have seen demonstrated evidence that the employer really is hiring Hispanics, and especially when their referrals are contacted, interviewed, or hired.

Community-based Hispanic groups are often asked to provide referrals to employers. Unfortunately, most such organizations have no resources for this effort, and no formal structure for identifying individuals who may be interested in a job change, or for establishing and maintaining a resource bank of such individuals; responding to such requests can be extremely time-consuming. What people in Hispanic organizations often do have is broad contacts within the community. Since such groups are typically underfunded and their staff are usually overworked, it is unreasonable for an employer to expect the group to welcome requests for referrals UNLESS the employer and organization have an ongoing relationship. Thus many companies provide direct

financial support and other assistance to Hispanic organizations, in order to establish a positive working relationship and demonstrate their interest and concern. Under such conditions, employer representatives have reason to expect a helpful response to requests for assistance with Hispanic recruitment.

2. Employer Visibility and Image

Hispanic recruitment can be greatly facilitated when an employer becomes visible, in a positive way, within the Hispanic community. Thus many of the same activities which are considered useful in overall image-building related to marketing can pay dividends in recruitment. Many companies do image advertising in Hispanic-oriented publications to publicize their affirmative action commitment. They also support and participate in annual, regional, and local conferences of Hispanic national organizations, professional associations, and community-based groups. Rockwell International and The Equitable are among the many corporations believing that personal and community contacts are extremely important in Hispanic recruitment; they seek positive visibility and identify potential employees through participation in the conferences and other functions of Hispanic organizations.

3. Training Recruiters

There is broad agreement that effective Hispanic recruitment requires some degree of "matching" of recruiters and targeted groups. Thus it is difficult for an employer to initiate an effective Hispanic recruitment effort unless its recruitment staff includes Hispanics. This does not mean that only Hispanics can recruit Hispanics -- or that Hispanics cannot effectively recruit non-Hispanics. Many companies report effective use of non-Hispanics as Hispanic recruiters; however, adequate orientation and training are essential. A recruiter should understand something about Hispanic history and culture, subgroup and regional differences, and demographics. Hispanic organizations can be very helpful in the training process; some companies ask them to provide orientation to both senior managers and recruiters, including both demographics and a briefing on issues of special concern to Hispanics, such as education and immigration. Many companies have found that pairing Hispanic and non-Hispanic recruiters for recruiting trips can be educational for both, and is useful in training new staff and avoiding mistakes which could be detrimental to the employer's recruiting success.

4. "Selling" the Company

College recruiters must be able not only to identify qualified Hispanics but also to "sell" them on the company. There is often considerable competition for Hispanic graduates and experienced professionals, especially those in technical fields such as engineering, sciences, and business. The recruiter must be prepared to convince a potential employee that the company is "a good place to work," offering interesting assignments, good opportunities for advancement, and a pleasant working environment. Using current Hispanic employees as contacts can be very helpful in this process -- provided the company is treating its current Hispanic professionals well!

5. Relocation

A major problem reported by some companies is the difficulty in getting Hispanics graduating from school or working in one part of the country

to relocate to another region. Some studies have shown that strong family ties make young Hispanics less than eager to move far from their parents and other relatives and friends, but this is changing as Hispanic professionals recognize that relocation may be necessary for career advancement. One major problem is that employers are too seldom prepared to "sell" a potential employee on the community as well as the company. To do this, they should be well informed about the size, location, characteristics, and amenities of the Hispanic community in the company location for which they are recruiting, and should be able to provide contacts within that community for the potential employee. They should also recognize that while the individuals they recruit are generally fluent in English, they are also probably bilingual, and may be very interested in the availability of Spanish-language church services, newspapers, and radio and television stations. Some companies use current Hispanic employees as contacts for potential employees. Others report that ongoing contacts with local and national Hispanic organizations are invaluable in this regard; the Hispanic groups can keep recruiters informed about the local Hispanic community, and often are willing to be contacted by a potential employee interested in knowing more about the local community, or a newly hired Hispanic seeking a social network in the new location.

6. Company Commitment

Few employers are likely to be successful in recruiting Hispanics unless there is a strong, organization-wide commitment to this process. Many Hispanics say that sometimes just by reading a job announcement or talking to a recruiter on the telephone, they get the distinct feeling that the employer "is not serious" about Hispanic recruitment. This attitude can easily be conveyed verbally or nonverbally by a recruiter who does not believe that there are "qualified Hispanics," or who -- though serious about doing the recruitment -- is convinced that even highly qualified Hispanic candidates will not be seriously considered for employment.

Companies which have had problems with their Hispanic community image in the past usually find that the best way to overcome community skepticism is by demonstrating results. They should be prepared to provide information on Hispanic employment gains and other ways in which the company has helped the Hispanic community, through contributions or other means. "Fair trade agreements" are beginning to be viewed by some companies as a positive means of demonstrating interest in the Hispanic community. A company which over time does not recruit many Hispanics, or does not retain those it has hired, and does not provide other assistance to the Hispanic community, is likely to find recruitment increasingly difficult.

Commitment to equal employment opportunity and active Hispanic recruitment must come from top management levels, but must also be clearly and unambiguously transmitted downward, not just to personnel departments but also to all supervisors and employees.

C. Professional Recruitment

Some employers emphasize professional recruitment -- recruitment of individuals who have work experience in their professional or technical field -- and even those favoring college and pipeline efforts must do some recruitment of experienced professionals for mid- or high-level positions. Many companies feel

their recruitment efforts should include professional, college, and "pipeline" programs in order to identify the largest possible pool of Hispanic candidates.

Many companies tend to favor professional Hispanic recruitment to assure that their Hispanic employees include some individuals who have considerable life experience; older individuals may also be considered particularly effective in certain positions. Since professionals typically change employers several times during their working years -- especially during the first few years out of school -- professional recruitment is a rational means of identifying Hispanics already in the work force who seek better career opportunities. One of the limitations of heavy reliance on professional recruitment of Hispanics is that there is considerable competition for what may be a fairly small number of experienced Hispanic professionals, and few companies can meet their Hispanic recruitment goals solely by hiring such individuals away from other employers. However, many employers have developed successful systems for recruiting and hiring Hispanics who already have work experience.

Companies doing professional recruitment typically must establish individual networks which fit their specific needs; these are likely to include Hispanics in key positions in the public and private sectors as well as non-Hispanics whose jobs make them acquainted with Hispanic professionals. Some companies use newspaper or magazine advertisements, finding these especially helpful when they appear in technical or professional journals likely to be read by Hispanic professionals, or in the publications of Hispanic organizations. Many companies have their own professional recruitment staff as well as college recruiters; some make extensive use executive search firms.

Some companies depend on employees other than full-time recruiters to help them identify and recruit experienced professionals. Time Inc. has found that the most effective writers for its magazines are typically individuals who have five to seven years of writing experience. Often they are not journalism graduates, but free-lance writers, novelists, or persons with technical training (such as scientists) who write well. Time has effectively used a senior writer to recruit talented minority writers. This individual has been very effective because he is committed to hiring Hispanics and other minorities, is able to judge writing talent from writing samples, and has established an extremely effective personal network of key people nationwide who identify potential candidates for him. He works on a six-month cycle, spending half his year as a writer of essays for Time, and half as an expert professional recruiter.

Corporate experiences with "headhunters" have been mixed. Experts from several companies report that many executive search firms are ineffective in recruiting Hispanics because they "don't understand the Hispanic community" or how to identify Hispanic candidates, and often don't take the time for adequate follow-up or for the network development needed for effective Hispanic recruitment. Another concern is that using a "headhunter" does not help a company develop an ongoing network of contacts, and thus does not result in establishment of recruitment systems and procedures which the company can use in the future. Many companies believe that recruitment requires developing strong community contacts, and that this must be done by the company's own recruiters for maximum benefit. However, some large corporations report using executive search firms effectively in recruiting Hispanics "provided the search people understand that the company expects them to seek out Hispanic candidates." Coca-Cola USA is among the major corporations reporting a high level of success using Hispanic search firms for Hispanic recruitment.

D. College Recruitment

Many companies use college recruitment for meeting the majority of their professional employee needs. For example, with recruitment which focuses on engineers and other scientists, Rockwell Aerospace attempts to hire a majority of its professionals right out of college, citing a study which shows that if employees stay with the company for the first three years out of school, 92% will stay for the remainder of their careers. Like other high-technology companies with very large college programs, Rockwell does college recruitment year round, every year, stressing that "college recruitment can't be like a faucet -- you can't turn it on and off. You have to do it continually; the company must be convinced that it can always use recent college graduates, regardless of business conditions."

Hispanic college recruitment offers companies an opportunity to hire talented individuals as they finish their undergraduate or graduate degrees. However, effective college-based recruitment has its challenges. A major one is how to identify schools with significant Hispanic enrollments. One problem for companies, especially those with limited Hispanic recruitment experience, is that -- unlike Blacks -- Hispanics cannot readily be found by targeting "traditionally Hispanic colleges." There is no counterpart to the Black colleges in the Hispanic community. While some 58 colleges and universities on the U.S. mainland, and all those in Puerto Rico, have Hispanic enrollments of 25% or more, the majority of the mainland schools are community colleges or four-year institutions without graduate programs, and many do not offer strong programs in disciplines corporations are most interested in, such as business, engineering, mathematics, and science.

This need not mean limiting Hispanic college recruitment to schools in Puerto Rico and such mainland institutions as Florida International University and New Mexico State University. Rather, it means that a company which is interested in hiring individuals with technical training typically must recruit Hispanics at universities where Hispanics are a minority of the student body, but where a significant number of Hispanics are enrolled in programs of particular interest to the employer. A number of large universities, for example, are less than 25% Hispanic but still have several thousand Hispanics among their undergraduate and graduate enrollment. Some of these are readily identified -- for example, there are significant Hispanic enrollments in many state and some private universities in the Southwest and Far West, and in other states and cities with large Hispanic populations, such as Miami and New York. Identifying such schools requires some library research; information on college enrollment can be obtained from the U.S. Department of Education, although the data tend to be analyzed several years after they are collected. Establishment of a network of contacts at various schools is also invaluable; a telephone call to a senior faculty member within a particular department can yield information on the number of Hispanics due to receive degrees in that field.

Given the relatively large number of colleges and universities which have sizeable but not majority Hispanic populations, it is likely that effective college recruitment of Hispanics will require visits to many schools. A corporation doing large-scale campus recruitment may either assign several college recruiters to do Hispanic-focused recruitment, or structure such recruitment so that Hispanic recruitment is done as a part of overall college

recruitment. This second alternative requires careful selection, training, and sometimes pairing of recruiters to be sure that Hispanics are appropriately targeted during all college visits.

Experienced Hispanic recruiters from companies including General Motors emphasize the importance of assuring that recruiters receive special training in how to review the credentials of an Hispanic student, stressing that without such training, promising candidates may be overlooked. For example, some recruiters may typically not consider any student whose grade point average is below a certain level, such as 2.7, even when the student is working two jobs as well as going to school full-time. Similarly, recruiters should be aware that Hispanic students may have unskilled rather than career-relevant work experience simply because such jobs may pay better. The recruiters should also be sure to ask about community volunteer activities, which may reflect valuable practical experience. Unless they understand the special challenges faced by Hispanic or other low-income students, recruiters may exclude from consideration individuals who would make outstanding employees.

There are also some reported problems in doing focused Hispanic recruitment at schools which do not see themselves as Hispanic; there may be resentment by college placement staff if only Hispanics are being sought out. Several corporate experts stress the importance of doing broad recruitment at any school, and of making it clear that the corporation is seeking qualified individuals for jobs; they are convinced that Hispanic and other minority students would resent the implication that they are being recruited because they are minority rather than because they are qualified. They recommend the use of well-trained recruitment teams which frequently include Hispanics but which are able to recruit Hispanics, other minorities, women, and White males.

Another campus recruitment challenge is how best to locate Hispanic students. Many Hispanics don't use their college's career planning and placement office, so while they can be reached on the college campus, other contact points must be identified. Rockwell Aerospace reports finding 70-75% of its students through some kind of Career Day or similar event; Circle K also participates actively in such events. Many employers make extensive use of Hispanic student organizations. Those seeking to hire engineers or other individuals in a specific discipline are likely to contact local chapters of the Society for Hispanic Professional Engineers (SHPE), the Mexican American Engineering Society (MAES), or other minority-focused professional organizations. Many schools have Hispanic student organizations and some have Hispanic centers. Hispanic faculty and staff may be a major source of referrals, and one student interested in the company can often identify other potential employees.

There is often considerable competition for Hispanic graduates, and companies having a special relationship with a school may receive help from staff in the recruitment process. Many companies provide grants to colleges and universities, often to departments or graduate schools of particular interest to their industry. In addition, some companies concerned with minority recruitment provide large grants to schools with large minority enrollments, and even summer jobs for college or university staff to help them understand corporate needs. Dart & Kraft has used an approach with a Black university which could be replicated at a heavily Hispanic school. It gave a large donation to the school to help it strengthen certain programs, as well as scholarship funds for students, and brought professors into the company on

internships so they could become familiar with the company and its employee needs. Several corporations, including AT&T and Gulf Oil (now part of Chevron), were instrumental in assisting Pan American University in Edinburg, Texas, to establish and obtain accreditation for its graduate business program. AT&T provided a District Manager as a professor on loan to Pan American to help it meet accreditation requirements, and has also provided an executive on loan to the University of Texas at Austin. Such assistance can increase educational opportunities for Hispanics, and is likely to encourage cooperative relationships which can increase recruitment success.

E. "Pipeline" Programs

Both the professional and college recruitment approaches described above can be very effective in identifying Hispanics who are already educated and trained for professional positions. However, because Hispanics are the most undereducated major subpopulation, equitable Hispanic access to professional, technical, and managerial jobs will require increasing the number and proportion of Hispanics who complete high school, enter college, complete college, and go on for graduate degrees. While the NUMBER of Hispanic high school graduates entering college has increased in recent years, the PERCENTAGE has decreased, and Hispanics are still more likely than Whites or Blacks to attend community colleges -- and not make the transition for four-year institutions. They also drop out of college at unacceptably high rates, often for financial reasons.*

Understanding these facts, many companies have begun to focus considerable time and resources on a wide range of programs designed to increase the number of Hispanics who obtain postsecondary credentials. These programs range from support of community-based education efforts which work with Hispanic children in the primary grades to efforts focusing on Hispanic junior high, high school, college undergraduate, and graduate students. Most often, company recruitment personnel are directly involved with programs which target college students; many of these programs attempt to provide financial help to students so they can afford to stay in school, but others provide world-of-work orientation, help students learn how to present themselves effectively to potential employers, and offer career-related work experience. Among the many successful approaches are the following:

Many companies provide co-op jobs to college students, which provides career-related employment as well as badly needed income for Hispanics. Among the many companies with effective co-op programs are Rockwell Aerospace, AT&T, and companies within the Dart & Kraft family. Rockwell often identifies students after their freshman year, and provides co-op jobs on a continuing basis to some students until they complete undergraduate or advanced degrees. Typically, companies provide co-op jobs with the expectation that this will

* For more information about Hispanic educational status and problems, see The Education of Hispanics: Statistics and Implications, National Council of La Raza, July 1986.

frequently end with their hiring the individual upon graduation. Co-op programs provide the company with a considerable recruitment advantage, particularly in skill-shortage occupations.

Many companies provide summer jobs and internships for students at varying educational levels. Circle K has a small summer internship program for high school students; General Motors provides a number of internship programs. Company representatives stress that the most effective summer job and internship programs are those which establish an ongoing relationship with an Hispanic student which -- if successful on both sides -- is likely to lead to a job offer when the student completes a college or graduate degree.

A great many companies provide scholarship assistance, often through entities such as the National Hispanic Scholarship Fund, LULAC National Educational Service Centers (LNESEC), and specialized groups such as the Mexican American Engineering Society and Society for Hispanic Professional Engineers. Some companies also provide directed scholarship assistance, focusing it on particular departments within colleges or universities where they typically recruit, or providing financial aid to Hispanic students who may also work for the company on co-op jobs, summer jobs, or internship programs.

Often, company officials develop ongoing personal relationships with particular departments or schools, or with Hispanic community-based organizations involved in education. For example, a Rockwell official provides training in resume preparation and interviewing skills at California State University at Long Beach. A General Motors college recruitment expert serves on the national Board of LNESEC, and the company has provided summer internships for LNESEC counselors. General Motors officials also favor "mentoring" programs, and several companies have encouraged their Hispanic employees to work with Hispanic students in their disciplines. AT&T and several of the regional Bell companies provide staff on loan or as volunteers at colleges and community-based education programs. These efforts all help Hispanic students and also provide valuable recruitment contacts for the corporations involved.

Many companies also operate feeder programs for their own employees. For example, Circle K likes to bring people into the company at the store level, and then promote from within. It uses a tuition-reimbursement program to encourage its employees to attend college. A number of companies provide release time and financial assistance for college attendance, and some are becoming more willing to assist employees to obtain degrees needed for advancement, rather than supporting only coursework directly related to the requirements of the individual's current job.

These "pipeline" programs vary in cost, focus, size, and emphasis. Some involve significant direct financial expenditures, while others require extensive staff time. Some are only indirectly linked to recruitment, but the majority lead directly to increased Hispanic hiring. They have in common a recognition that the company's -- and the country's -- long-term needs for a well-educated, well-trained work force can best be met by improving Hispanic access to higher education and to corporate jobs.

V. CONCLUSION

Hispanic recruitment remains a developmental process for most employers, who learn year by year through experience how best to locate and attract Hispanic professional, technical, and managerial personnel. For most employers, effective Hispanic recruitment will require a combination of professional and campus recruitment and "pipeline" efforts. It will necessitate the development and nurturing of a network of contacts in schools, community-based organizations, professional associations, public agencies, and the private sector. It will demand well-informed and well-trained recruitment personnel, and continuing commitment to Hispanic recruitment on the part of corporate officials and employees from the top down. Over time, the effort should become more systematic, leading to increasing success and decreasing frustration.

Ongoing relationships between corporate officials and the Hispanic community are a critical component of a long-term corporate recruitment effort, and most employers will find Hispanic groups eager to enter into mutually beneficial relationships. While placing Hispanics in corporate jobs is a primary focus of only a small proportion of Hispanic organizations, they almost universally applaud genuine affirmative action efforts, and can be invaluable sources of that critical element -- the network. Moreover, given increasing competition for credentialed Hispanics, companies whose interest in the Hispanic community and in Hispanic recruitment has been clearly demonstrated should find themselves at a significant advantage in their recruitment efforts.