

## INCLUSIVE AND EQUITABLE RECRUITING Briefing Sheet

### ISSUE SUMMARY

Creating an inclusive and equitable hiring process leads to a more diverse workplace. An inclusive and equitable hiring process encourages reaching out to, connecting with, interviewing, and hiring a diverse set of individuals through understanding and valuing different backgrounds and opinions. By facilitating the hiring of a diverse set of individuals, a thoughtful recruiting and hiring process can increase an organization's competitive advantage by infusing it with new perspectives, approaches, and ideas that can lead to new innovations.

### RESOURCES TO EXPLORE

- **Introduction to DE&I Recruiting**
  - [Reducing Unconscious Hiring Bias in Recruiting](#) (Jennifer Kim on Lever.co blog, April 18, 2017)
  - [Diversity Sourcing Strategies](#) (Ciara Trinidad on Lever.co blog, April 25, 2017)
  - [Why you should care about diversity and inclusion](#) (Rachel Miller on Wavelength - The Asana Blog)
  - TED@UPS: [How to get serious about diversity and inclusion in the workplace](#) (Janet Stovall, July 2019)
- **D&I Recruiting Case Study**
  - [A Data-Drive Approach to Hiring More Diverse Talent](#) (Harvard Business Review, December 10, 2019)
- **Inclusive Job Posting Tips**
  - [Want to Attract Diverse Talent? Read this Checklist Before Publishing Your Job Posting](#) (Paria Rajai on Medium.com's Diversity Together, September 4, 2018)
  - [The Inclusive Manager's Hiring Checklist](#) (DeEtta Jones, Next Generation Leadership)
  - [5 Must-Do's for Writing Inclusive Job Descriptions](#) (Maxwell Huppert on LinkedIn Talent Blog, April 9, 2018)
- **Hiring Checklist**
  - [Do The Right Thing: A Checklist for Managers and Supervisors](#) (University of California, Berkeley)
- **Recruitment and Retention Toolkits**
  - [Bias-Free Hiring Quick Reference Guide](#) (Turner Consulting Group, Inc. – published on University of Michigan web site)
  - [How To Take Bias out of Interviews](#) (Harvard Business Review, April 18, 2016)
  - [11 Ways to Avoid Interviewer Bias in Your Selection Process](#) (published on the Academy to Innovate HR web site)
  - [Recruitment and Retention Toolkit, A Journey Toward a More Inclusive Workplace](#) (AICPA National Commission on Diversity and Inclusion)

## THINGS TO THINK ABOUT

- Diverse recruiting does not mean lowering the hiring bar on the quantity and quality of candidates.
- Thoughtful, inclusive hiring is not only the right thing to do, but it is a huge competitive advantage for your organization to encourage more diverse applicants and have employees with different outlooks and backgrounds.
- A diverse workforce increases innovation with new perspectives and ideas for new products, services, and processes.
- Focusing on diversity inside your hiring process can inspire changes that lead you to be more thoughtful about how you assess candidates and improve the quality of all your new hires.
- To create change, think about the power of data. Understanding your hiring process and having measurable goals for diverse recruiting will make your goals seem concrete rather than utopian.

## ACTIONS TO TAKE

- Lower the potential for biased outcomes by becoming less reliant on “shortcuts” that limit better judgment. For example, avoid reliance on “gut feeling” and consider covering the names of applicants.
- Write objective job descriptions that focus on the impact a new hire would be expected to achieve at specific milestones (months 1, 3, 6, then 12) and include a clear articulation of the skills required for the position. Avoid discretionary or optional preferences that are not actual requirements.
- Language used in a job description is sending a message. Software platforms can help ensure that your job description is gender neutral. Avoid gender-coded words, like “rockstar,” “ninja,” and “dominate.”
- Establish and train hiring decision-makers and interviewers on using objective criteria to evaluate candidates.
- Include and customize the equal opportunity employer clause. Posts with an equal opportunity statement fill 10 percent faster, on average.

## IMPEDIMENTS TO SUCCESS

- Identifying and addressing our personal and organizational unconscious biases and privileges we all have that impact hiring decisions.
- Understanding that creating a diverse workplace takes time and requires that you stay motivated toward the goal and maintain realistic expectations.
- Educating leadership that committing to diverse recruitment is worth the investment, as a diverse team creates a better company.
- It's essential that the different teams in your company stay conscious of DEI issues and maintain their efforts after hiring. A proactive, not reactive, DEI-focused company is an incentive to recruiting diverse applicants.
- Having diverse leadership and middle management is a key component to supporting diversity. Seeing those of the same race, gender or background succeed is reassuring and empowering to others in your organization.