

Building Diverse Candidate Pools

Attracting qualified candidates that represent the
community you serve





Our Communities

*Creating better communities around the world begins with a commitment to equity and inclusion. ICMA strives to ensure that our members and the overall profession reflects the diversity of the people we serve. We work to mitigate the effects of bias in all areas of local government by developing and promoting programs and initiatives in the areas of **service delivery, hiring practices, leadership development, community engagement, workplace culture.***

~ ICMA on Equity and Inclusion

Purpose behind diversifying candidate pools

- Highly talented workforce has the freedom to be selective in the job market
- Your community interacts with your workforce every day. Does your workforce represent your community?

Purpose behind diversifying candidate pools

- Recruitment and Retention – Glassdoor (2014)
 - 67% of candidates want to join a diverse team
 - 57% of employees want to prioritize diversity
- Leadership – DeLoitte Talent Management (2016)
 - Leaders in diverse organizations are 3.8x more likely to coach people on to improved performance
 - Leaders in diverse organizations are 3.6x better in navigating personnel performance issues
 - Leaders in diverse organizations are 2.9x more likely to identify and build leaders

Intent matters.

- Highly talented workforce has their choice of employer. What are you doing to stand out?
- How do you recruit and retain a changing workforce?



Strategies: Recruitment Outreach

- Posting Language (Chairman vs. Chair)
- Use AI platforms (NEOGOV, SGRecruiter)
- Blind review for minimum qualifications
- Employee referrals
- Advertise with organizations that support underrepresented populations (League of Women in Government, Local Government Hispanic Network, National Forum of Black Public Administrators), used hashtags in LinkedIn and on social media



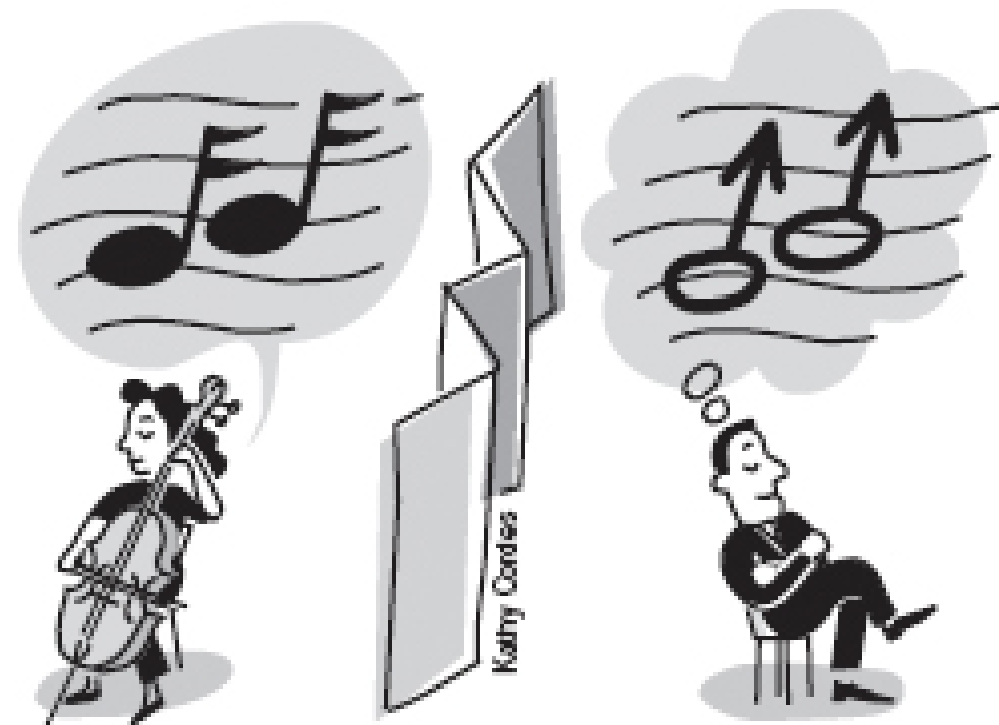
Strategies: Recruitment Process

- Remove names from the first round of applicant review
- Evaluate areas historically lacking in diverse work groups (Public Works, Police, Fire)
- Offer implicit bias training to hiring panels
- Select photos showing diverse makeup of community for job advertisements
- Diversify interview & hiring panels



Orchestrating Impartiality: A Case Study

- 1970: Top 5 orchestras are less than 5% women
- 1980: Top 5 orchestras have 10% women
- 1997: Top 5 orchestras are up to 25-30% women



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- What changed?

Small changes make a big impact

Why So Few “Diversity Candidates” Are Hired
Video from Harvard Business Review



Partnering with Local
Governments to Recruit,
Assess and Develop
Innovative, Collaborative,
Authentic Leaders

Discussion

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