RECRUITMENT & HIRING
FOR A 21ST CENTURY WORKFORCE

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OLD WAYS WON'T OPEN NEW DOORS
WE CAN’T DIVERSIFY ON THE WINGS OF GOOD INTENT.

WE MUST HAVE A STRATEGY.
ROADMAP

WORKGROUP MEMBERS

2-3 FACTORS (focus areas)
Up to 5 SMART Actions
Accomplishable over the next 12 months
ATTRACT
SELECT
DEVELOP
RETAIN

FRAMEWORK
OF DEI STRATEGY
How do you attract and source candidates?
If you want to make it through, JUST BE YOURSELF!
REFERALS

PEOPLE’S NETWORKS ARE HOMOGENOUS

...AND STEREOTYPES MAY LEAD US TO CALL TO MIND PEOPLE WHO FIT CERTAIN IMAGES.
94% of companies have a referral pool less racially/ethnically diverse than the overall applicant pool.

85% of companies have a pool of recruiter-sourced candidates less diverse than the overall applicant pool.
STRATEGIES

➢ Proactively **encourage** diversity in referrals

➢ **Partner** with diversity-focused organizations

➢ **Set goals** for representation
  - In specific programs/internships or
  - Phases of the interview process (Rooney Rule)

➢ **Consider** diversity in university targets
The **Rooney Rule** is an NFL policy that requires teams to interview a certain number of minority candidates for head coaching and senior football operation jobs.

**IMPACT**

22% up from 6%
STRATEGIES

- Go Beyond EEOC
- Depict Company Culture
- Use Inclusive Language
- Clear Criteria
DEPICTION OF CULTURE

- PHOTOS
- ICONS
- LANGUAGE

The Tyranny of the Fleece
INCLUSIVE LANGUAGE
Communications Director
Job listing for a Marketing role in an unknown location

Fewer people apply to listings that use formal phrases like "the candidate" or "the applicant," Try using "you" instead.

Collaborative individual with excellent communication skills to use their creativity and implement environment of the organization and engage and excite citizens across Wisconsin. Depending on the candidate, this position could either be a senior position (Communications Director) or a junior position (Communications Manager).

Who We Are
We Are a nonprofit, nonpartisan organization dedicated to electing conservation leaders, holding decision makers accountable, and encouraging lawmakers to champion conservation policies that effectively protect Wisconsin’s natural resources and public health.

What You’ll Do
The Communications Director/Manager will work closely with the Executive Director and program staff to develop and execute earned media strategies and assist in member communications. This position's duties include leading the day-to-day communications strategy and operations, assessing and responding to incoming media requests, and implementing an aggressive member communications program.

Marketing and Member Communications: Write
WOMEN WILL APPLY
100% CRITERIA MET

SOURCE: https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified
MEN WILL APPLY

60% CRITERIA MET

SOURCE: https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified
GENDER BIAS IN HIRING & PROMOTION

• McKinsey report found that **men are often hired or promoted based on their potential**, women for their experience and track record.

“If women have watched that occur in their workplaces, it makes perfect sense they’d be less likely to apply for a job for which they didn’t meet the qualifications.”

- Tara Mohr, women’s leadership expert, author of *Playing Big: Find Your Voice, Your Mission, Your Message*

What Kind of Mindset Do You Have?

**Growth Mindset**
- Love learning
- Highly determined
- Committed to improvement
- Recognizes failure as learning
- “I can learn anything I want to.”

**Fixed Mindset**
- High achiever
- Brilliant/Genius/Expert
- Have skills
- Fears failure
- “I’m either good at something, or I’m not”
GROWTH MINDSET
Belief that intelligence and skills are malleable traits

• Women, 2x more likely to be hired

• Positions 11x faster to fill
ACTIVITY:
WRITING BETTER JOB DESCRIPTIONS
98% of companies have an applicant pool more racially/ethnically diverse than the current workforce. 41% of companies have an applicant pool with more gender diversity than the current employee population.
## TRACK PASS-THROUGH RATES

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<td>32%</td>
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Lower-Tech Ways to Assess Passthrough Rate

- Invite post submission
- Assess post interview
- Assess onboarding experience
WARNING: As you implement fairness, folks who’ve been benefiting from exclusion can feel threatened.
WHITE FRAGILITY

“A state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves.

This phenomenon ensures that conversations about race are derailed, and the status quo of white supremacy is upheld.”

- Dr. Robin DiAngelo
“Stereotypes lead to errors in decision making. Instead of helping us make good decisions, stereotypes lead us to make decisions that favor certain types of people – and disadvantage others.”
POLICE CHIEF STUDY

EDUCATION
- NO NAME

EXPERIENCE
- NO NAME

EDUCATION
- MALE

EXPERIENCE
- FEMALE

EDUCATION
- FEMALE

EXPERIENCE
- MALE
STEREOTYPES
BIAS + POWER = !!!

We don’t have to believe a stereotype for it to influence our decisions about people.
DOCTOR
UNCONCIOUS BIAS

"If you’re in a situation where you have a lot of information that you have to evaluate, it’s natural to look for shortcuts to take in navigating all that information."
ACTIVITY: ATTRACTING & SOURCING CANDIDATES/VOLUNTEERS/PROGRAM PARTNERS
Designing a More Objective Hiring Process

- Clarify criteria
- Use rubric
- Level the playing field for all candidates
- Define “fit” and create assessment
- Watch for bias during debrief
- Assign interviewers specific focus
Designing a More Objective Hiring Process

ACTIVITY: INTERVIEWS
Ensure All Employees Have Opportunity to Succeed

- Emphasize growth mindset
- Train managers re: feedback
- Train employees re: seeking feedback
- Survey Employees Intersectionally
- Mind “stereotype threat”
- Avoid HALO & HORNS effect
Stereotype Threat

Wow, you suck at math.

\[ \int x^2 = \pi \]

Wow, girls suck at math.

\[ \int x^2 = \pi \]
Custom Heatmaps

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<th>No. of responses</th>
<th>Baseline/All Results</th>
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DEVELOP

Ensure All Employees Have Opportunity to Succeed

BIG GROUP ACTIVITY: FEEDBACK
FEEDBACK

Vague: Feedback is not tied to specific work outcomes.

Example: Tim had a good quarter.

Team-Oriented: Feedback is oriented to team outcomes, and not individual performance.

Example: Stephanie’s team delivered an excellent final report.

Fixed Mindset: Feedback does not focus on specific tasks, skills or accomplishment but instead labels a person overall.

Example: Marcus is a great designer.

Personality/Style: Feedback is focused on communication style or personality.

Example: At times, Sarah can be a little abrasive in meetings.
FEEDBACK EXAMPLES

EXAMPLE 1: Lisa is such a great manager! She was instrumental in the implementation of our new customer relationship management system, making sure everyone on the project was well-informed about key dates and decisions. Lisa was also very proactive in her approach to the data engineering system project, suggesting improvements to the system and volunteering to take on more than what was originally asked for.

However, some people find that Lisa’s speaking style and approach can be off-putting at times. While her work itself is impressive, sometimes her approach to working with others could be softened.
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However, some people find that Lisa’s speaking style and approach can be off-putting at times. While her work itself is impressive, sometimes her approach to working with others could be softened.
EXAMPLE 2: While Alex did a decent job this quarter, there’s room for improvement. Our team’s goal is to build best-in-class marketing tools, and he doesn’t seem to have a knack for marketing like some other members of the team. He should work on getting up to speed.

On the other hand, he’s a great communicator and collaborator. He’s really talented in hearing different perspectives and coming up with a logical path forward, which has been helpful for the team as we’ve worked through challenges.
Creating an Inclusive Company Culture

- Foster belonging
- Structure socializing
- Share airtime
- Mindful onboarding
- Recognition
TRANSGENDER INCLUSION

Barriers to Inclusion

1.) Being misgendered
2.) Binary restrooms
3.) Transphobia

Strategies

1.) Don’t assume
2.) Allow self-identification
3.) Apologize, move on
4.) Implement gender-inclusive language
5.) Provide all-gender restrooms
6.) Analyze engagement data intersectionally
- Provide an Interview Guide Sheet
  - Time Commitment
  - Accessible Entrance
  - Bus Line
  - Who will be interviewing + contact info
- Provide questions in advance (anxiety & language barriers)
- Explain the purpose/format of the activity/interview component
- If recording, ask permission, inform who will review
- Allow challenge by choice (declining is allowed)
- Make sure they know they can ask questions (make space)
- Avoid unnecessary overload (panels, irrelevant brain teasers)
1. Fun & thoughtfulness know no bounds
Icebreaker

In the chat:
• Name, Organization, Location
• What’s your smallest problem at the moment?
FOSTERING BELONGING AMONG REMOTE TEAMS

1. Fun & thoughtfulness know no bounds
2. Holidays/Life Events/Just Because
3. Check in regularly
4. Engage in a real-time platform (Slack)
5. Provide lots of swag (build team identity)
1:1 CHECK IN FORMAT

• Create a running google doc for each 1:1 check in. You should have a new one for each year. This 1:1 doc should be shared with the staff member, manager, and manager’s manager.

• Each check-in should have these components:
  • This week will be successful if…
  • Key updates on projects
  • Items for your thoughts
  • Lessons learned (optional, as relevant)
  • On back burner (optional, as relevant)
  • Next steps (including deadlines)

• Each of these sections should be filled in BEFORE the meeting following these instructions (except Next Steps, which are filled in during the meeting):
• 1:1 LIGHTENING ROUND CHECK IN FORMAT

• What have you accomplished
• What are you working on
• Where are you stuck?
Creating an Inclusive Company Culture

ACTIVITY: BELONGING
FRAMEWORK OF DEI STRATEGY
HOMEWORK:

1. REVIEW “ONBOARDING” FOLDER

2. READ ARTICLES ON
   - PREVENTING AGE DISCRIMINATION
   - GENDER-BIASED HIRING
   - CREATING A TRANS-INCLUSIVE WORKPLACE
REFLECTION:

1. REVIEW CURRENT GAPS
2. IDENTIFY THE POLICIES/PRACTICES/MINDSETS PRODUCING THAT OUTCOME