

Keys to Creating a Diverse and Inclusive Hiring Process in Order to Increase Diversity and Belonging

Presented by: Larry O'Brien

Senior Facilitator and Coach with BluePoint Leadership Development

Email: lobrien@bluepointleadership.com

Our Objectives

Today we will explore:

- The biggest obstacles to hiring for diversity
- Ways to attract a more diverse pool of candidates
- How to de-bias the recruitment and selection process

WORD CLOUD

Why do you want to hire more diverse candidates?

WORD CLOUD

What are the biggest obstacles you experience hiring for diversity?

Best Practices

Sourcing

If...	Then...	Measure...
Some leaders are not engaged in sourcing and attracting diverse candidates.	Embed recruiting efforts within business unit action plans Provide Unconscious Bias/Diversity & Inclusion training for hiring managers	Representation metrics by area. Create and Measure diversity leadership goals
You hear, “there just aren’t enough qualified candidates out there.	Write results-based job descriptions instead of experience-based. Include flexibility in job requirements to give latitude for transferable skills Add ability to grow into a role as criteria for selection. Limiting your job requirements to “must-haves” to broaden your candidate pool.	Diverse candidate pool Representation metrics by area

Best Practices

Sourcing (continued)

If...	Then...	Measure...
<p>Sourcing locations are not diverse enough.</p>	<p>Don't always ask the same people for referrals; use new hires.</p> <p>Expand beyond industry search to avoid over-specialization.</p> <p>Develop relationships with target schools and diverse professional organizations(e.g. HBCUs, HSIs (Hispanic Serving Institutions), women's colleges, Black MBAs), Internships programs with colleges and high schools.</p> <p>Actively use ERGs to help recruit diverse candidates.</p> <p>Hire a Diverse Recruiting team.</p>	<p>Diverse candidate pool</p> <p>Diverse candidates being hired or placed at all levels</p> <p>Increase in BIPOC and Women applications</p> <p>Diverse Workforce Representation</p>

Best Practices

Attraction

If...	Then...	Measure...
<p>You are not attracting diverse applicants.</p>	<p>Use diversity & inclusion language/expectations in your job descriptions (e.g. “proven ability to work successfully with diverse populations and demonstrated commitment to promote and enhance diversity and inclusion.”).</p> <p>Formally communicate your organization-wide commitment to D&I internally and externally.</p> <p>Use diversity statements in job advertisements and branding locations.</p> <p>Demonstrate culture of inclusion in ads, websites, social media, etc.</p>	<p>Diverse candidate pool</p> <p>Increase in BIPOC and Women applications</p> <p>Diverse Workforce Representation % of diverse candidates at each recruiting stage</p>

Best Practices

Attraction

If...	Then...	Measure...
<p>Your job descriptions have not been revised recently or reviewed with diversity and inclusion in mind.</p>	<p>Add “ability to grow into a role” as criteria for selection.</p> <p>Limit your job requirements to “must-haves” to broaden your candidate pool.</p> <p>Write results-based job descriptions.</p> <p>Include flexibility in job requirements to give latitude for transferable skills</p> <p>Watch out for gender-coded words in your job description.</p> <p>Use descriptors more inclusive of different genders like “this person,” “the successful candidate” or “they.”</p>	<p>Diverse candidate pool</p> <p>Increase in BIPOC and Women applications</p> <p>Diverse Workforce Representation</p>

Best Practices

Selection

If...	Then...	Measure...
<p>The company is committed to Diversity and Inclusion, but representation is not improving fast enough.</p>	<p>Be transparent (internally) about the search process, especially for senior roles.</p> <p>Examine whether or not there might be bias in the description of “qualified candidate.”</p> <p>Consider holding positions open until a diverse slate is achieved.</p> <p>Inclusion training for recruiters, interviewers and hiring managers.</p> <p>Make diverse candidates the norm (identify under-representation, set targets for qualified candidates at each step).</p>	<p>% of job offers extended to diverse candidates</p> <p>% turnover rate of diversity hires within a year</p> <p>Average diverse applicants’ satisfaction rate (from a survey)</p> <p>Average manager satisfaction score (from a survey) after a diversity hire</p>

Best Practices

Selection (Continued)

If...	Then...	Measure...
<p>You are attracting diverse candidates, however they are not being selected or hired.</p>	<p>Create Just In Time tools for people to de-bias themselves, ie, review the list of biases prior to a resume review or interview or complete a mini self reflection form before and after.</p> <p>Consider aspects of “Blind Hiring” including: Selecting demographic information to hide, Obscuring academic information, Collecting relevant data about your candidates’ skills, Avoiding social media pre-screening, Anonymizing initial interviews.</p> <p>Audit interview guides for bias. Redefine the job requirements by taking D&I into consideration.</p> <p>Use diverse panel interviews.</p>	<p>% of diverse candidates at each recruiting stage</p> <p>% of diverse candidates interviewed by hiring managers</p> <p>% of job offers extended to diverse candidates</p>

Things to Watch-out For

Common mistakes

- Organizations that hire diverse candidates but don't focus on creating/maintaining a culture of inclusion and belonging.
- Emphasizing hiring for diversity and it results in women and BIPOC hires being seen as a “diversity hire”.
- Hiring and promoting diversity candidates who are not yet ready.
- Not involving all ethnicities and genders in organizational diversity & inclusion goals; only relying on women and BIPOC.

Thank You.
Any Questions?

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