

Inclusive recruiting

The power of inclusive recruiting

Do's and don'ts

Brand and market

Step 1

- Step 1 Do's**
- Apply what you have learned in the training to create a culture (and workforce) that appreciates and supports diversity.
 - Embrace your role as brand ambassadors and help attract candidates by demonstrating inclusion.
 - Ask what you can do to outreach to diverse associations, colleges, and sites, and leverage your internal and external relationships to reach the broadest pool of diverse talent.

Step 1 Don'ts

- Don't rely on the power (and comfort zone) of your own current networks at the expense of building bridges to new talent and diverse communities.

Craft and post a job

Step 2A

- Step 2A Do's**
- Sell the job up-front. Connect back to the brand and tell prospective job applicants why this is a great opportunity for them.
 - Have open conversations during the scoping call and ensure you can articulate the diversity and potential you are seeking on the team to meet needs for the future, not just for today.

Step 2A Don'ts

- Don't "dust off" old job descriptions that are not aligned to current language or brand.
- Don't make the job requirements overly narrow and prescriptive.
- Don't inflate job experience beyond what is needed.
- Don't over-use the word "required" beyond what is truly required; use the word "preferred" whenever possible.

Selecting the hiring panel

Step 2B

- Step 2B Do's**
- Think more broadly about who is on the hiring panel. Reach out to people outside your area.

Step 2B Don'ts

- Don't assume the hiring panel members are aware of their own unconscious influences.
- Don't allow for "group think" on the hiring panel.
- Don't forget to give every member of the hiring panel equal voice in the process.

Pre-board

Step 2C

- Step 2C Do's**
- Prepare a welcoming environment.
 - Create an information packet to send to the new hire.
 - Begin to create a plan for the new hire's first 30/60/90 days.
 - Arrange for the new hire's desk, supplies and other essentials for establishing a welcoming environment on day one.
 - Commit to helping new hires learn how to navigate your organization and be successful.
 - Deliberately leverage the difference that the new hire brings to the team.

Step 2C Don'ts

- Don't leave people to 'figure it out on their own.'
- Don't forget to include new hires on key project teams and give them opportunities to show what they can do.

Source candidates

Step 3

- Step 3 Do's**
- Strive to meet aspirational goal that half the people you interview for roles are diverse.
 - Consider building relationships with diverse candidates by joining diverse groups on LinkedIn. Connect with organizations and clubs on school campuses to open up opportunities for collaboration.
 - Encourage diverse employees at the company to submit qualified diverse referrals.

Step 3 Don'ts

- Don't accept the status quo.
- Don't settle. If you are not happy with the amount of diversity on the slate, ask for more.

Pre-screen and determine the state

Step 4

- Step 4 Do's**
- Focus on broadened and true job requirements rather than personal preferences.
 - Look for reasons to "screen in" candidates rather than "screen out." How might the candidate's experience and skills enhance the team?
 - Give it time. Recognize that it may take longer to "fill the gap" in the short term but the payoff is worth it in the long term.
 - Consider potential. A learning agile candidate can transfer skills from one experience to another, even if the situation or job may be a bit different.

Step 4 Don'ts

- Don't forget that you are hiring for different perspectives and points of view.
- Don't default to "group think" - ensure that all panel member voices are heard.

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Interview candidates

Step 5

Step 5 Do's

- Remind those on your panel of their role, your expectations and the importance of being objective during this process.
- Set the stage during the interview by building rapport and explaining the process. This alleviates nervousness.
- Stay focused on competencies and experiences that relate to the job.
- Allow silence for the candidate to think of responses.
- Take objective, factual notes.
- Maintain consistency. Ask the same questions of all candidates.

Step 5 Don'ts

- Don't forget that people build rapport differently. Don't make assumptions based on communication style differences (introvert/extrovert). Some candidates will need more rapport building than others.
- Don't make subjective interpretations when taking notes.
- Don't judge a candidate on their reluctance to talk about personal accomplishments. Based on cultural and style differences, some candidates may be more comfortable talking in terms of "we" rather than "I."

Debrief with panel and select the candidate

Step 6

Step 6 Do's

- Make sure that all voices are heard in the debrief session.
- Remember the criteria that you established at the beginning.
- Check for incorrect assumptions for or against a particular candidate. Be prepared to insist that valid justifications are made regarding the ranking of each candidate against the competencies.
- Select the best candidate for the position.
- Ensure that all hiring decisions comply with applicable law.

Step 6 Don'ts

- Don't rush to judgment and make a sweeping decision. Stay objective until the end.
- Don't let one person monopolize the debrief.
- Don't jump to making the decision as a group before reviewing individually.
- Don't rush the decision-making process. We resort to short-cuts and the familiar if we rush.
- Don't let one strong opinion hinder healthy debate among the group.
- Don't make the hiring decision based on any "protected categories" (e.g. race, gender, etc.), but instead select the candidate based on qualifications, potential, and overall ability to perform.

Make the offer

Step 7

Step 7 Do's

- Tailor your message to the individual.
- Be enthusiastic and proactive in extending the offer.
- Be prepared with information about specific initiatives and policies, if asked.
- Give constructive and developmental feedback to internal candidates.

Step 7 Don'ts

- Don't wait too long to make the call.
- Don't delay giving feedback to internal candidates.

Onboard the new hire/transfer

Step 8

Step 8 Do's

- Designate an individual to meet and greet a new employee upon arrival and show him/her around (buddy system).
- Send out a welcome letter or email to make existing employees aware of the new hire.
- Have lunch pre-arranged with co-workers and peers.
- Set the tone for a learning mindset. Share information about the culture (subtle cues, how decisions are made).
- Foster connections.
- Encourage the new hire to develop influential and relational confidence.

Step 8 Don'ts

- Don't forget to ensure that the technical/hardware aspects of onboarding (started during pre-boarding) are in place.
- Have the work station set up and properly functioning complete with computer, email address, supplies, training materials, etc.
- Have business cards pre-ordered with name, direct dial, and email address complete and spelled correctly.