A TOOLKIT FOR RECRUITING AND HIRING
A MORE DIVERSE WORKFORCE

(Adapted from "A Toolkit for Recruiting and Hiring a More Diverse Workforce," University Health Services, University of California, Berkeley; April 2013)

This toolkit contains resources to help guide and support the recruitment and hiring of more diverse employees. Each section of the toolkit covers a step in the recruiting and hiring process and includes information and tips on how to improve current recruiting activities.

All the suggestions may not apply to every open position, but hiring managers should, at minimum, do the following:

- Undertake targeted recruitment activities
- Select a diverse hiring committee and educate the committee on methods of assessing potential candidates during interviews
- Include at least one diversity-related question during the interview

JOB DESCRIPTION TIPS

The job description is the opportunity to make a strong first impression. It is crucial to create a compelling job description that describes your organization's commitment to diversity, equity and inclusion. Promote your organization as a place that an applicant would want to work. The job description is the first step in selling the position and the organization to a potential candidate. The tone, language, and the details that are included or excluded in a job posting create an image of the organization and its values.

Recommendations for job descriptions:

- Highlight the existing diversity present and underscore your organizations commitment to have the staff and employees mirror the local community or clients served.
- Provide examples as to how your department values diversity and inclusion.
- Emphasize the importance of experience working with diverse populations (not just race and ethnicity, but also sexual orientation, gender identity, religious affiliation, etc.).
- Emphasize experience and skills over academic or professional degrees (if possible).
- Demonstrate a commitment to diversity by offering incentives (financial or other) for specialized skills (such as language ability) or experiences. *See Box 1*
- Consider including experience with diversity (or specific underrepresented groups – depending on position) as a required qualification, not as optional or recommended.

Box 1. Job Description Strategy

The Lynn Community Health Center in Lynn, Massachusetts, made bilingual capability something that – like years of work experience – influences the level on the salary scale at which an employee will be placed, which helped the center attract and hire the diverse new staff it sought.

RECRUITING BEST PRACTICES

These best practices have been collected from academic sources and best practices from other recruiting toolkits and internet resources.

ADVERTISING FOR DIVERSITY

- Advertise with professional organizations.

- Ask professional organizations for names of potential candidates.
- Include affirmative action policy or statement in advertisements and websites.

TARGET RECRUITMENT ACTIVITIES TO UNDERREPRESENTED POPULATIONS

- Discuss hiring goals with Human Resources and obtain the profile of the department, the demographics of current staff and any affirmative action goals.
- Include the ways in which the work would help underrepresented populations in all messages.
- Partner with minority-serving institutions in the area to develop recruitment plans.
- Attend job fairs at local community, junior, and 4-year colleges that serve primarily underrepresented populations.
- Ask existing staff to speak or guest lecture at classes at local community, junior, and 4-year colleges that serve primarily underrepresented populations.
- Provide opportunities for potential candidates to get a sense of diversity in the workplace or broader community (such as a tour or attendance at an event).
- Create a diverse recruiting and/or hiring team.
- Personalize recruitment; call applicants and follow up.
- Reach out and find candidates. Use the internet and social media tools like LinkedIn to find competitive candidates.
- Recruit continuously – not only when there are openings. Maintain professional networks and make note of potential candidates from underrepresented groups. If possible, build and develop relationships with potential candidates, keeping them in mind for future openings and/or asking them to assist in recruiting from their own networks.
- Maintain a file of resumes and contact information for potential candidates from underrepresented groups.

ON-THE-JOB MENTORSHIPS AND CAREER LADDERS

- Increase (and publicize) ability for advancement.
- Provide information on training and mentorship opportunities.
- Create career development and mentorship opportunities within the organization.
- Provide mentors for staff from underrepresented groups (compensate mentors, if possible).
- Offer compensation (or other benefits) for participation in diversity recruitment and community outreach endeavors including participation in conferences, committees, or coalitions related to diversity and the reduction of disparities.

DEMONSTRATING AN ORGANIZATIONAL COMMITMENT TO DIVERSITY

- Make your organization's commitment to diversity public.
- Integrate elements of diversity, equity, and inclusion into management and employee performance reviews and professional development plans.
- Review policies that affect work/life balance and make changes to reflect changing family structures, home situations, and cultural norms.

BEFORE THE INTERVIEW

CREATING A HIRING COMMITTEE

Ensure a diverse composition. (See Box 2).

In order to keep diversity, equity, and inclusion on the radar, it is crucial to include people who are committed to these ideals on the hiring committee. Consider including people from other departments as well. Also include staff and employees from often-overlooked underrepresented groups (gender identity, religious affiliation, political affiliation, etc.) to increase others types of diversity among the hiring committee members. It is important to remember that diversity is not simply race, ethnicity and culture, but also sexual orientation, gender identity, age, language, abilities/disabilities, socioeconomic status, geographic region, or other defining characteristics.

Box 2. Questions to ask when creating a Hiring Committee

Does the committee include members who:

- Have worked on projects related to diversity, equity, and inclusion?
- Are representative of different departments within your organization?
- Are members of underrepresented groups in your community?
- Can advocate for clients of diverse backgrounds and experiences?

Note: Due to limited staff and time resources, there may be situations where there is only one or two people from underrepresented populations on the hiring committee. Be mindful that these individuals do not become the "representatives for diversity." All hiring committee members, regardless of identity group, should be responsible for considering issues related to equity, inclusion, and diversity.

EDUCATING THE HIRING COMMITTEE

Educating the hiring committee on the importance of diversity is critical to increasing diversity within the workforce. Some suggestions for educating hiring committees include:

- Provide the handout **ASSESSING CANDIDATES IN TERMS OF EQUITY, INCLUSION, AND DIVERSITY** (See page 6)
- Share the profile of the department, the demographics of current staff, and any affirmative action goals with all members of the hiring committee. Be open about specific hiring goals.
- Remind the committee members of unconscious bias and the implications of making judgements on a person's character, experiences, or background based on details unrelated to job performance and work ethic.
- Consider asking committee members to take an Implicit Association test before participating on the committee to raise awareness about unconscious bias. (Here is an example of an online Implicit Association Test: https://implicit.harvard.edu/implicit/)

THE INTERVIEW

The following interview questions have been collected from University Health Services Tang Center and internet research.

DIVERSITY-RELATED INTERVIEW QUESTIONS

- What do you see as the fundamental characteristics of organizations that create an inclusive environment?
- What do you see as the most challenging aspect of a diverse working environment? What steps have you taken to meet this challenge?
- Please share an example that demonstrates your respect for people and their differences; and how you've worked to understand perspectives of others.

- Provide an example of a time you communicated a complex concept to an individual who spoke English as a second language.
- What does social justice mean to you? How do you incorporate this principle in your work?
- What tools/techniques do you bring for promoting collaboration among underrepresented groups?
- What is your definition of a diverse client population? What behaviors, techniques, or decisions allow you to function most effectively as a provider or employee when working with a highly diverse client population? What tools have you employed in working with a diverse team?
- How do you define "diversity" from a professional perspective? Please give an example of your ethnicity and/or cultural identity impacting your work.
- Explain how diversity has played a role in your career.

Assessing Candidates in terms of Equity, Inclusion, and Diversity

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ASSESSING A POTENTIAL CANDIDATE IN TERMS OF EQUITY, INCLUSION, AND DIVERSITY (EID)

When assessing whether an applicant is open and committed to issues related to equity, inclusion, and diversity, a candidate should:

- Demonstrate an understanding and acceptance of equity, inclusion, and diversity concepts, and that they are broader than just race, ethnicity, and gender
- Demonstrate self-awareness, in terms of understanding their own culture, identify, biases, prejudices, power, privilege and stereotypes
- Demonstrate awareness of generational differences in work styles
- Demonstrate willingness to challenge and change institutional practices that present barriers to different groups
- Infuses equity, inclusion and diversity concepts in response to questions not directly prompting for them
- Able to provide concreted examples and/or experiences in these areas
- Uses inclusive language
- Seems comfortable discussing issues related to EID
- Indicates experience, commitment, and/or willingness to promote issues related to EID at your organization
- Shares successful experiences working with underrepresented populations

If interviewing for a management position:

- Demonstrates recognition that diversity is threaded through every aspect of management

Core competencies for inclusiveness:

- Show respect for people and their differences; promotes fairness and equity.
- Engage the talents, experiences, and capabilities of others.
- Foster a sense of belonging; works to understand the perspectives of others.
- Creates opportunities for access and success.

DEFINITIONS FOR DIVERSITY, EQUITY AND INCLUSION

Equity: the guarantee of fair treatment, access, opportunity and advancement for all staff, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the effective provision of opportunities for all groups at your organization.

Inclusion: the act of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued. An inclusive and welcoming climate embraces differences and offers respect in words and actions so that all people can fully participate in the organization's opportunities.

Diversity: Diversity refers to human qualities that are different from our own and those of groups to which we belong; but that are manifested in other individuals and groups. Dimensions of diversity include but are not limited to: age, ethnicity, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, parental status, religious beliefs, work experience, and job classification.