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# Hiring Practices: How DEI should be included In each component of the Hiring Process

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# DEI Principles

- **Principle 1:** DEI must be enacted as a pervasive institution- and system-wide principle that begins with the transformation of the individual and their recognition of their role in a larger ecosystem.
- **Principle 2:** Enacting DEI requires a continual process of learning, disaggregating data, and questioning assumptions about relevance and effectiveness.
- **Principle 3:** DEI practice and policies are designed to accommodate differences in the contexts of employees growing, not to treat all employees the same.
- **Principle 4:** “DEI-mindedness” that focuses on intersectionality should be the guiding paradigm for language and action.
- **Principle 5:** Clarity in language, goals, and measures is vital to effective equitable practices.

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# Book Insights

- Take time to select insights from the book and incorporate them into this presentation.
- Mobilizing our team
- Creating an egalitarian space where

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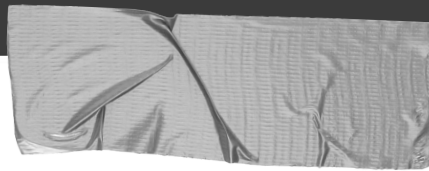
# Hiring for Diversity

- We want to eliminate barriers and ensure opportunities for everyone.
- Creating equity within our organizations means ensuring impartiality and fairness for all communities we hope to hire and advance. This means addressing historical inequity and oppression that has existed in our systems to date. It means developing structure and consistency across the hiring process, building policies that ensure accessibility for all groups, and taking ongoing steps to intentionally address bias in decision making.

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# Racial Equity Definition

- Racial Equity (definition can be used for equity in all cases) is defined as both an outcome and a process. As an outcome, we achieve racial equity when race no longer determines one's socioeconomic outcomes and when everyone has what they need to thrive no matter where they live.
- As a process we apply racial equity when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.



# Key Points for Book Reference

1. **Scouting and Recruiting**
2. **Resume Reviewing**
3. **Interview Process**
4. **Onboarding**
5. **Internal Communication**
6. **Maintaining Clarity of a Role**
7. **Email Communication**
8. **Upward Mobility**
9. **Add Your Own**

# 1. Scouting and Recruiting; Definition

- Recruiting is defined as finding suitable people and getting them to join a company or an organization. OR to persuade (someone) to join you in some activity. Scouting is defined as exploring in order to obtain information OR to find by making a search.
- Diversity, equity and inclusion matters in the world of scouting and recruitment because these individuals have massive control over how diverse organizations end up. If a recruiter is failing at their job either due to conscious or unconscious bias then it's highly likely that the majority of the organization looks similar, has similar experiences, and perceives the world from a very similar lens.
- The goal of recruiting is to cast as wide a net as possible to ensure a diverse candidate pool. There must be great intention behind which networks, groups and organizations you contact regarding your positions. In some cases you could tailor your outreach to specific communities and explain why you are interested in them. Avoid tokenizing diverse/underrepresented communities or only contacting candidates because of their identities. Be sure to include keywords to build a list of candidates

# 1. Scouting and Recruiting; Suggestions

- **Boomerang Program:** Think about the people in your organization who come from underrepresented groups who did an amazing job and left voluntarily. Have you ever thought about asking them to come back?
- The grass may not always be greener on the other side. Inviting former employees them to apply for an open position or when a promotional position could be a great move for the company and for the candidate. Key words: Upward Mobility, loyalty, valuing employees.



# 1. Scouting and Recruiting Suggestions

- Challenge all employees to take a deep dive into their networks to not only reevaluate how diverse it is but to connect it to places in the organization that have serious under representation and invite those individuals to apply to an open position and have them gain the job on their own merit. We want to avoid taking shortcuts within the hiring process just to fill a quota or just because the individual who was referred comes from an underrepresented community.
- **Referral Program:** Be very transparent about underrepresentation within the organization and where there is underrepresentation. Make it aware that referrals are always welcome and if there is someone in their network that would be a superstar within the organization to let leadership know.

**Targeted Initiatives:** can we share more about where we source from and do more to cast a wider net outside of LinkedIn? Ex. referral partnership with community partners, advertising on D&I focused job boards, sponsoring events

# 1. Scouting and Recruiting; Questions

- Questions to think about:
  - How far are people moving through the process?
  - How can we be sure to make individuals feel comfortable enough to advocate for themselves in the workplace?
  - How can we make sure scouting and recruitment is a positive process for all?
  - What strategies can be used to make sure we are not overlooking anyone in the scouting and recruiting process?
  - How trained are the recruiters as far diversity sensitivities? (Dan)
  - to Dan's point, are the recruiters/talent team knowledgeable about diversity hiring? If not, what are we as a company doing to equip them with the necessary tools? (Yori & Jelena)
  - As the company grows, and we have more team members and hiring managers: How do we continue to monitor our process to ensure it remains equitable? (Dave)
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## 2. Resume Reviewing; Suggestions

- Resume Reviewing starts with recruiters removing any applications that slipped through the software check or don't meet the company's qualifications. It is a good idea to sort the resumes so recruiters can contact higher-matching candidates first. When hiring managers review resumes, they often skim to find the most relevant information. Resumes should be looked at in depth and probably gone over more than once.
- A good idea would be to use a rubric to score a candidate's aptitude for the job. Avoid hiring based on 'fit' as it unfairly advantages candidates similar to the current culture. Find evidence in a candidate's application materials to support your scoring. Acknowledge and move past your bias about a candidate's schooling, experiences, or skills.
- Acknowledging the systemic/social barriers your candidates have had to overcome is a pivotal step in including DEI into the hiring process. Reexamine your stance on job hopping, alma maters, nontraditional educations or paths to tech, contributions to open source, and awarding points for side hustles and passion projects. The lack (or presence) of these things in candidates resumes are due to the systemic challenges they face in their day-to-day lives.

## 2. Resume Reviewing; Suggestion

- Evidence indicates that things traditionally included in resumes, like educational pedigree, have no bearing on job performance. The type of degree that the candidate has may not directly apply to the open position but they may have relevant experiences or transferable skills that do. Additionally, it's all too common for companies to test Underrepresented groups in ways that other candidates are not. Interview panels and hiring teams are typically unwilling to take systemic challenge into account when it comes to individuals that come from underrepresented groups –interviewers often require that they have 110% of qualifications to make it through.
- Before starting to hire for a role, discuss some potential transferable skills to keep an eye out for. Understanding transferable skills will help increase the overall relevant applicant pool, and discussions which of these skills are most relevant can prevent bias from playing a factor in any decision to interview. (KH)

## 2. Resume Reviewing; Questions

- Questions to think about:
  - How can we reform our thoughts on professionalism and how resumes should be to be more inclusive of underrepresented groups?
  - How can we be sure that unconscious/conscious bias does not affect resume review?
  - What do we consider “qualified” when reviewing resumes for a particular role? (Kynzie)
  - How flexible are we when it comes to the criteria we use to review resumes? Are we sticking to the traditional ways of making those determinations or are we open to considering candi who may not fit the cooke-cutter criteria used traditionally? (Dan)

# 3. Interview Process; Suggestion

- The interview process typically includes the following steps: writing a job description, posting a job, scheduling interviews, conducting preliminary interviews, conducting in-person interviews(Or virtual interviews) following up with candidates and making a hire. To make things as equitable as possible be sure the job requirements and qualifications are fair written in inclusive language for all. This includes thinking about the disabled community for example. When writing the job description be sure to be clear, concise and unbiased.
- Using a rubric to score candidates' interviews and assessing their aptitude for the job can be beneficial. Ask standard, fair questions to all candidates that avoid bias and discrimination. Ask behavioral/conversational questions that assess knowledge and skills, rather than hypotheticals.Be honest about your organizational work culture and position regarding equity, diversity, and inclusion and the steps you are taking to improve.
- Reduce interview bias through software that records interviews and assist in structuring them

# 3. Interview Process; Suggestions

- Measuring the candidate based on their qualifications and transferable skills. For example: A person of color may be bilingual/use AAVE(African American Vernacular English) or be able to Code Switch (When Black people switch the way they speak, act, and interact with colleagues within the companies they work for.) Which has been used as a survival tactic but directly correlates to communication and adapting to new skills/environments as transferable skills .
- Having diverse individuals involved in the interview/hiring leadership means greater depth and breadth of experience and perspective, which in turn allows for a greater ability to relate to interviewees, employees, clients and prospective clients. Experience, perspective and relatability facilitate innovation, which is critical to maintaining a company.
- Some candidates would benefit from special accommodations due to disability. By posting about inclusive culture in a JD and asking candidates if they need anything to make the interview process easier, ensures that these interviewees feel comfortable being their genuine selves (KH)

# 3. Interview Process; Questions

- Questions to think about:
  - How can we make sure that we are being supportive to interviewees throughout the entire interview process?
  - How can we do a better job of highlighting and supporting interviewees identities during the interview experience?
  - How can we ask interviewers for their feedback while encouraging them to be honest about their experience? (KH)
  - How can we make sure there are interviewers who represent the diversity of the interviewees? - Andree
  - How trained are the interviewers with regards to diversity sensibilities? For example, just because someone has an accent that you are not used to, does not mean they are not smart. (Dan)
  - If someone has not amassed years of experience in a given field (likely because they were not afforded that opportunity), are we willing to look at other achievements in evaluating that candidate?
  - Should we use a panel of, say, three people to do the initial screening instead of one person? That is a single point of failure. I have been in situations where, not too long ago, when one person made that call (which by the way I sensed from the moment they sat down -- I think my name vs accent/ethnicity threw them off) which I felt was not well thought of.



# 4. Onboarding; Definitions

- Onboarding is the action or process of integrating a new employee into an organization or familiarizing a new customer or client with one's products or services. Having a great onboarding process is imperative to a new hire's success. If you've both told them about and shown them the inclusive culture the company has through the interview process, it is imperative to follow through during the onboarding process.
- Develop an onboarding plan to orient new employees to the organization and the job.
- Provide opportunities for new employees to build connections with current staff.
- Inform new hires about your racial equity work and ask for their input and participation.
- Create an individual engagement plan for each new hire to ensure their success in the role.
- As employers develop onboarding experiences it's wise to take into account the experiences of underrepresented communities that are already employed with the company. The onboarding process is an opportunity to include questions and opportunities to share out about company culture and personal culture. Prioritizing understanding employees leads to stronger inclusive environment and a better sense of belonging.

# 4. Onboarding; Suggestions

- Sharing your DE&I goals and company values is another very important part of onboarding. If your company has diversity, equity, and inclusion goals/policies, make those clear from the start. Just as you would give new hires an overview of the current state of the business and whatever financial targets there are, outline how you're building a more diverse, equitable and inclusive workplace. Sharing information (the good and the bad) will send the message that your company knows there's work to be done, is not afraid to be transparent about it and that they are committed to support underrepresented groups.
- Take a poll or survey after onboarding (2 weeks, 30 days, 60 days) directly from those onboarded to see how impactful onboarding was for the job they interviewed and were hired for, as well as to uncover gaps in the onboarding process (-GA)
- Allow time for the new hire to digest all onboarding material and information. When a new hire is onboarding into a new role they have to make sure they are equipped to do their job, have the right mindset and clarity about their duties to their roles and now implement a DEI perspective (if not already there) into their onboarding. Giving time to navigate all these respo can be crucial for a truly equitable onboarding experience. - Andree
- Including diverse perspectives is also a pivotal part of onboarding. DEI is not just this surface level thing that can be fixed by simply hiring individuals from underrepresented groups because DEI is not simple whatsoever. For new employees trying to picture themselves succeeding at the company, the training lineup matters. The team should come from a broad range of backgrounds and use it as a way of showing that everyone isn't just welcome, they're empowered to succeed in every way. Encouraging leaders or high-performers to share their perspectives is one way to do this, such as inviting someone from an affinity group to lead a session on their department.
- After making a job offer, it's important to lay out the requirements and timeline the company is expecting for onboarding. Some candidates will have different requirements to get references or get their legal documentation ready to start a new job. (KH - HfD 107-108)

# 4. Onboarding; Suggestions

## Why Have One?

A cultural mentor is someone outside of your expertise that helps you understand how things work at Mathison so you can navigate our culture and start having an impact sooner. While a manager will certainly support much of this, a cultural mentor is a peer that can provide a second lens to helping you understand the following:

- What behaviors are valued? What behaviors are less accepted?
- What have they done to enable change in the organization?
- Lessons learned as they ramped up at Mathison in the first 30-60 days
- What is Mathison's communication style?
- How decisions get made? Who are key decision makers versus influencers as specific decisions/discussions arise?

## How Does it Work?

These conversations will happen organically as things come up over your first few months. The following is the commitment they are making to you, but you can always reach out with questions or ideas to run by them.

- Month One - 30 min weekly sessions
- Month 2-4 bi-weekly 30 min sessions

## Who Is A Good Cultural Mentor?

Cultural mentors are typically a peer that you will be working with peripherally. They have the time to be committed to you and helping you onboard as seamlessly as possible. Most importantly, they are someone that is well respected in the organization and has been able to make change at Mathison. (EAS)

# 4. Onboarding; Questions

- Questions to think about:
  - How can we make sure that DE&I is engrained in every process and function that an organization has, especially onboarding?
  - What steps can be made during the onboarding process to be sure that we are being as inclusive and supportive as possible?
  - How can we be sure that the onboarding experience is enjoyable for everyone involved, even more so the new hire?
  - Who should be involved in onboarding to create the most inclusive and equitable onboarding experience? (Kynzie)
  - How can we create space for the new hire to settle in and not feel overwhelmed by the amount of information being thrown at them? (April)
  - What are virtual personal touches that we can add to the onboarding experience for a new hire(s)? Treating them to coffee via Venmo or sending a bouquet of flowers or a Homesick candle that says “New Job”? (April)

# 5. Internal Communication; Suggestions

- Internal communications is the function responsible for effective communications among participants within an organization. Internal communication strategies play a large role in shaping the organization's culture, which in turn shapes the organization's impact in communities. Communicators have the power to create inclusive organizational environments by establishing channels of communication, uplifting voices throughout the organization, and modeling DEI language.
- Having flexibility is important and can better adapt to growth of an organization. These next few suggestions can be used as a checklist or even starting point for a discussion on DEI communication.
  - **Style guides create consistency and raise awareness about what it means to use inclusive language.** Every word your organization publicizes, whether it's internal or external, should reflect the current programs and core values. Think about inclusivity and diversity in both your language and images. Don't rely on common stereotypes and anecdotes. Think about how commonly used phrases can uphold stereotypes. Pay attention to the details and be consistent. Small things like capitalizing Black, or using Latinx instead of Latino, can make a massive difference. Consider sending around an **internal language guide** so that all members of the organization are on the same page on terminology.
- Create a guide for all team members on the org's expectations and standard practices when it comes to communication. When should you send a slack vs. an email vs a text message? Is it okay to slack someone in the middle of the night? If your boss slacks you in the middle of the night, do you have to respond? Etc. These sorts of social norms can easily be agreed upon and can reduce the anxiety some feel when engaging with the organization. - Isaac

# 5. Internal Communication; Questions

- Questions to think about:
  - In what ways do you think internal communication can/needs to be strengthened?
  - How can we be sure to keep internal communication inclusive to all?
  - How many forms on internal communication can we have (Slack, email, Zoom, etc.) while still remaining inclusive? (Kynzie)
  - Are in-person meetings beneficial to building an inclusive culture? (Kynzie)
  - As a leader/manager, how am I always challenging and growing my communication skills? (Andree)

# 6. Maintaining Clarity of a Role; Definitions

- Effective Diversity, Equity and Inclusion emphasizes clarity in language. It's extremely important that employers keep communication strong and open and provide staff with a clear and concise understanding of their responsibilities. A lot of times people from underrepresented communities are faced with communication barriers or unclear work expectations.
- Role ambiguity is a setback that ultimately leads to unproductivity. These gray areas, for both new and more tenured employees, sometimes create an overlapping of tasks between team members ultimately leading to confusion. Team members who are unsure of who is supposed to do what may work on the same tasks and projects, or work in different directions because there is no alignment. Role confusion will create friction and conflict and is detrimental to the company productivity and culture overall.
- Leaders can clearly define employee roles during the enrollment process of a new employee by creating a list of functions and responsibilities. Although a new employee receives a job description, this could differ from the actual job role. During the onboarding process, provide new employees with an in-depth description of the details of their new position. For tenured employees who lack clarity, evaluate that function's responsibilities, and efficiently clarify your goals for their role. Communicating prioritization for employees, so they know what responsibilities and aspects of their job are most important, is also critical to their success.

# 6. Maintaining Clarity of a Role; Suggestions

- After each role is defined, understand how each position helps achieve your team's goals – and ensure your employees understand as well. Continually clarify roles, tasks, and decisions since change can be so frequent. An aligned understanding of Role clarity priorities will drive your team to be solution-focused and engaged, rather than distracted by confusion and conflict. Also implement an open communication policy between your team members and yourself.
- Be transparent about any ambiguity in the definition of a position. Discussing areas that are not yet clearly defined upfront can help maintain clarity around a role on a smaller less organized team or company. (KH)
- Promoting transparent role clarity with each other to be successful in their role is imperative. Encouraging your team to be transparent will create an environment of accountability. Each member can hold one another accountable and know crucial deadlines. However, the team also relies on its leader to be transparent. Keep your employees in the loop, and be sure to funnel down information. Sharing information helps each individual better understand their role and how it fits into the purpose of the organization and team. Leaders who promote transparency will increase trust, resulting in employees accepting more responsibility. In the end, your employees will have the company's interests at heart.



# 6. Maintaining Clarity of a Role; Questions

- Questions to think about:
  - How can we work to avoid miscommunication or the lack thereof when maintaining clarity of a role?
  - How can we work toward listening to and recognizing those from underrepresented groups while avoiding social and microaggressions in the workplace?
  - How can we make it clear what areas certain roles focus on and what areas they do not?
  - How can we make the purpose of an employees position as clear as possible?
  - How often should we check in on role responsibilities? And what should the structure of these conversations entail? (Kynzie)

# 7. Email Communication; Suggestions

- It's easy to write and design for yourself or people like you. It's so much harder to write and design for people that are different than you. Embracing and representing those different experiences is the key to creating more inclusive email and communication programs. Also, being sure to address individuals by their preferred pronouns, and take a little extra care with the spelling and pronunciation of names.
- **Use diverse imagery:** While all of them are relatively new, most of the juggernauts in the industry, like Shutterstock, iStockPhoto, and Adobe Stock, all have a growing collection of diverse assets. Also taking/requesting pictures of current staff is a good idea. Scheduling a photoshoot for headshots or even for holidays is a good way to include everyone and also boost morale and camaraderie amongst the company. Utilizing diverse areas/backgrounds is also an idea.
- **Translate and localize content:** Using online services and computers to translate content can be quick and cost-effective, but without the help of local, native speakers, we run the risk of sending an email that can be confusing and funny on one hand or offensive and dangerous on the other. Also being inclusive of the disabled community is important when thinking about how emails are put together and what that communication may look like. By localizing content, we take into account the cultural differences between different groups of subscribers and adapt the copy, visuals, and design of an email to best include them.
- **Hire more diverse teams:** By having a more diverse team, you have representation from different experiences and viewpoints throughout the email creation process, leading to representation from those experiences in the final product. For subscribers with diverse backgrounds, that representation can be absolutely crucial to feeling seen and included by a brand.

# 7. Email Communication; Questions

- Questions to think about:
  - How can we continue to be supportive and cognizant of preferred pronouns inside and outside of the LGBTQ+ community?
  - In what ways can we provide a safe space and support for people from underrepresented backgrounds to open up about how they feel about working in a corporate environment?

Solutions: Offer your own preferred pronouns in email signature; this sets the expectations that pronouns aren't assumed and invites people to share their preference. NR

Accessibility issues always arise in designing and developing email templates. Also, the “Dark Mode” email client configuration also takes a back seat in design and development. Sometimes we forget to focus first on how everyone will receive the communication and focus more on how we, ourselves, like it (how it looks, reads, etc.).

# 8.Upward Mobility; Definitions

- Upward mobility includes the capacity or facility for rising to a higher social or economic position. Opportunities for upward mobility may make the difference between someone feeling like they belong and feeling isolated within the company. Understanding the barriers that people from underrepresented communities face in order to enter a professional, or corporate space is important in DEI work.
- Upward mobility is the ability for people to apply for, obtain and advance in roles that are above or below their social status. People should be given equal opportunities regardless of their socio-economic background and based on their ability to do the role.
- Equal pay for full time employees, interns and fellows should be a requirement and clarity of that pay should be provided in a job description or early on in the interview process. Unpaid internships or fellowships can be detrimental to underrepresented communities/communities of color survival and livelihood.

# 8.Upward Mobility; Suggestions

- All employees should have access to development opportunities. Discussing an employee's career interests and personal strengths can help make them feel valued. Even if your company doesn't have a lot of opportunities for upward mobility, you can still help employees develop skills and knowledge that will serve them and your business in the future. Assigning new responsibilities to help stretch an employee's skills or capabilities can be an effective way to develop their talents and increase engagement. Meet with each employee and discuss their short-term and long-term career goals. Create a development plan accordingly and follow-up regularly to check on their progress
  - A study by the Society for Human Resource Management found that 21% of employees cites a lack of PD and career development as the primary reason for leaving a job (p.234)
- Put in place a more formalised system for promotion to ensure work allocation processes are fair, providing clear pathways for progression.
- Track and monitor the socio-economic backgrounds of your team, breaking it down by seniority as well. This way not only are you hiring a diverse workforce, but you are also encouraging progression on an equal basis. Where there are gaps, look to invest in more meaningful career development for employees of lower socio-economic background.
- Create an inclusive workplace culture so that all employees feel involved. Senior management should encourage a culture where employees feel comfortable and valued, with a platform to voice opinions or concerns.

# 8.Upward Mobility; Questions

- Questions to think about:
  - How can we be sure to offer as many resources to underrepresented communities as possible?
  - How can we make sure that upward mobility is accessible to all?

# Stay interview: Employee retention suggestion

- Consider “Stay Interviews” in place of Exit interviews. Stay interviews can add context to why folks might leave — what’s keeping them at the company, and did the people who left experience that too? If not, why were the experiences different?
- Stay interviews are an effective strategy for employee retention for a number of reasons. First, they are proactive. Unlike exit interviews which attempt to find out an employee’s reasons for leaving after they’ve made a decision to quit, stay interviews pre-empt the decision. Any information gathered from the interview can be used to design interventions aimed at convincing the employee to stay or just improving certain things about the company in general.
- Secondly, they are personal. Employee surveys are great, but they are largely impersonal. Stay interviews are carried one-on-one with the employee. As such, they can reveal detailed insights which apply specifically to the employee. For the employee, this one-on-one approach makes them feel special, appreciated and valued highly which is extremely important in DEI and for underrepresented groups. Just this gesture alone can increase the employee’s chances of remaining with the organisation.