Inclusion on Purpose

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Dialogue

Hiring practices are certainly not the ending point -- but they are an important beginning point.

> Make the hiring process transparent from start to finish.

Many organizations don't do this -- or even if the process is transparent internally, it's not at all clear to the candidate.

> Include an authentic equal opportunity statement.

How does this help?

> Refrain from using words in job listings that have been shown to negatively impact women and people from underrepresented groups as well as discourage them from applying

Examples: rockstar, ninja, hacker, guru, manage, build, aggressive, fearless, independent, analytic, and assertive.

> Where possible, emphasize skills and experience over professional degrees.

Companies that have moved on this: Merck, IBM, Accenture, UPS

What's the inclusion connection here?

> Only review résumés or move to interviews when there is a diverse representation of backgrounds. Refuse to interview unless at least 50 percent of the candidates are from nonwhite, non-US, nonmale backgrounds.

> Anonymize gender- and racial- specific data when looking at résumés, where possible.

> Have a diverse interview loop and avoid panel interviews.

Traditionally, we think this helps. Why avoid?

> Refrain from asking questions or having conversations about culture fit or criteria (both official and in discussions) around culture fit. Seek to bring culture add—people who are different and will add diversity to your team.

Again, counter to what a lot of organizations think on this.

> Articulate your decisions out loud.

What works with this?

What have you changed your mind on?

Quotes

> Make the hiring process transparent and inform candidates about the process. State all the information required to apply, how many interviews to expect, tests that may be administered, timelines on when to expect a follow-up from the organization, salary range, and whether the salary and benefits are open to negotiation.

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Refrain from asking questions or having conversations about culture fit or criteria (both official and in discussions) around culture fit. Seek to bring culture add—people who are different and will add diversity to your team.

Articulate your decisions out loud. This reduces bias in decision-making and also helps catch potential biases in action.

References