



Introduction

This practice overview provides general guidance and should be used as a reference. It may be refined in accordance with your current HR policies.

Need to Know

This guide is designed to support employees involved with the hiring process. This defines processes for expanding diversity in talent pools, mitigating biased practices in recruiting and screening candidates, and establishing metrics for the organization.

This document will guide hiring managers through recruitment, screening, interviewing, and selecting candidates. It will be used after a job description has been written and skill requirements have been outlined.

Diversity hiring is hiring **based on merit with special care taken to ensure procedures have mitigated biases** related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are **unrelated** to their job performance.

The goal of diversity hiring is to create more equitable processes for sourcing, screening, and recommending candidates in order to avoid overlooking, ignoring, turning off, or accidentally discriminating against **qualified, diverse candidates**.

Accountability

Our workplace is committed to cultivating and fostering a culture of diversity and building a workforce reflective of the community we serve. We are committed to introducing equitable practices that provide access to employment for all qualified individuals. Hiring managers have an important role in contributing to the diversity of our workplace. Every person's actions in hiring, screening, interviewing, and selecting new talent impacts our position as a diverse, equitable, and inclusive organization.

Step 1: Sourcing for Diversity Recruiting

1. Review job posting for biased language, overstated qualifications.
2. Assess the current demographic make-up of your department/team and identify if there are any parts of your community not proportionately represented on your team.
3. Target recruitment efforts using groups or resources that serve your target candidate pool.
4. Include salary information in your job posting in order to attract appropriately qualified candidates.

Applying this Practice: After you have ensured you have a job posting free of biased language and overstated qualifications, you review the current make-up of your team. Your branch is located in a community with a high population of Hispanic people; however, only one of your 12 team members is Hispanic. In order to recruit Hispanic applicants to your candidate pool, you connect with the local Hispanic Chamber of Commerce; ask Hispanic employees to refer contacts for the role; and reach out to the National Association of Latino Credit Union Professionals to post the job.



Step 2: Screening for Diversity Hiring

Throughout the initial screening process, replace candidate names and any physical location information with numbers or symbols to use as identifiers on resumes. This will remove the possibility of bias that might come with a candidate's name identifying the gender, race, socioeconomic status, or age of a candidate.

Before creating the final shortlist for interviews, evaluate the diversity of your candidate pool. Do you have at least two women and two people of color in the pool? Do your candidates bring skills that would complement those already on your team? If your pool is not diverse, continue sourcing candidates using groups or resources that are likely to add diversity to your candidate pool **before you move to final interviews.**

Applying this practice: As you review dozens of resumes that come in, you are looking at skills and qualifications for alignment with your requirements, rather than candidates' names. When you have identified a group of candidates (based on their resumes) that you would like to advance to the next level, conduct an initial screening interview. If your pool does not have sufficient diversity, pause your search before advancing to the next level and return to the sourcing phase, specifically recruiting for candidates who would add diversity to your candidate pool.

Step 3: Interviewing for Diversity Hiring

1. Trained, diverse interview panels design questions and interact with candidates who are considering joining the organization. Hiring managers should consider the feedback of each interviewer, recognizing that different cultural and professional backgrounds, experiences, and positions in the organization create differently informed perceptions of each candidate. Panelists will receive training prior to participating in an interview.
2. Send at least half of your interview questions to candidates in advance. This may increase comfort for many candidates, including those who are introverted, who do not speak English as their first language, or who have speech impediments.

Applying this practice: When you first post your job, identify a cross-functional team of interviewers who represent the diversity of our community and our workforce. Invite these individuals to participate on your panel by sharing the job description, job posting, and some information about the current make-up of your team and the ideal candidate who would add the critical diversity necessary to build a high-performing team. Ensure each panelist participates in a Basics of Interviewing training through the HR Department. When your panelists have been confirmed, host a meeting to define questions and structure of the interview. Share the application of each candidate who will be interviewed so they may review candidate credentials prior to the interview. When inviting candidates to the interview, include information about who will make up their interview panel, the questions you have selected to share in advance, and specific information about the interview (location, timing, agenda, any materials they should provide).



Step 4: Negotiating an Offer

1. Pay equity is central to our commitment to DEI. All salary offers are guided by our compensation philosophy and emphasize paying by position rather than based on an individual's negotiation skills or past salary level.
2. Hiring managers should never ask about previous salary levels during the hiring process.

Applying this practice: Offers are made to candidates by the HR department and include disclosure of our compensation philosophy and clarity of the pay range. Candidates should be familiar with the expected pay level due to transparency in salary in the job posting.

Tracking Success

Effective diversity hiring is hiring that results in long-term employees enriching our team and growing their own skills and careers. This can be measured through metrics in retention, turnover, and promotions. Effectiveness in diversity hiring can also be measured by looking at organizational and team demographics to identify any places where the organization should improve.

Baseline Information to Know:

1. What is the demographic make-up of the community we wish to serve?
 - a. What percentage is female?
 - b. What percentage is male?
 - c. What percentage is non-binary?
 - d. What are the racial demographics?
 - e. What different languages are spoken in our community?
 - f. What ethnicities are represented in our community?
2. How are our community demographics reflected in our organization?
 - a. As a whole?
 - b. In member-facing roles?
 - c. In our management team?
 - d. On our senior leadership team?
 - e. Within specific functional teams (e.g. Marketing, IT, Lending)?
3. What is the current percentage of non-entry level positions filled internally (i.e. promotions)?
4. Evaluating all internal promotions in the past 12 months, what is the demographic make-up of employees who were promoted compared to the overall organization? Do they reflect our community? Our overall workforce?



5. Employee Retention Rate

- a. What is the overall employee retention rate?
- b. Are there any notable differences in retention among:
 - i. Women vs. Men?
 - ii. People of color vs Non-people of color?
 - iii. Hispanic vs. Non-Hispanic?
 - iv. Known LGBTQ individuals vs. Heterosexual individuals?

Measuring Success:

Baseline information provides insights into workforce diversity as well as inclusion (including whether some groups may be experiencing lower levels of inclusion). This allows specific goals and metrics to be set at organizational and department levels. Leaders are made aware of these annual goals and provided with tools and training to achieve goals. Each hiring manager will be held accountable for achieving the goals, with performance evaluations tied to these goals.

Questions

Please contact the Human Resources department with any questions and concerns about this guide or how to follow take action on this process in your next hire.