



CS21

When Well-Intentioned Actions Go Wrong: How to Avoid Common Missteps in Diversity Hiring

When Well-Intentioned Actions Go Wrong

*How to Avoid Common
Missteps in Diversity
Hiring*



Objectives



1

Identify the work culture needed to promote successful hiring outcomes



2

Identify how to help leaders recognize and address biases



3

Learn the types of support resources that can help new hires thrive and feel included



4

Establish accountability metrics to ensure hiring objectives are met in ways that are long-term

Misstep #1:

Failing to Translate a Commitment to Inclusion into Action



Translating Commitment into Action



Become an employer of choice to attract the most sought-after talent:

Proactively assess and redefine your culture and reputation

Be intentional about outreach and advertising to targeted communities

Develop community engagement strategies that build strong ties

Common Barriers

Expecting a single person or role to change and sustain your culture

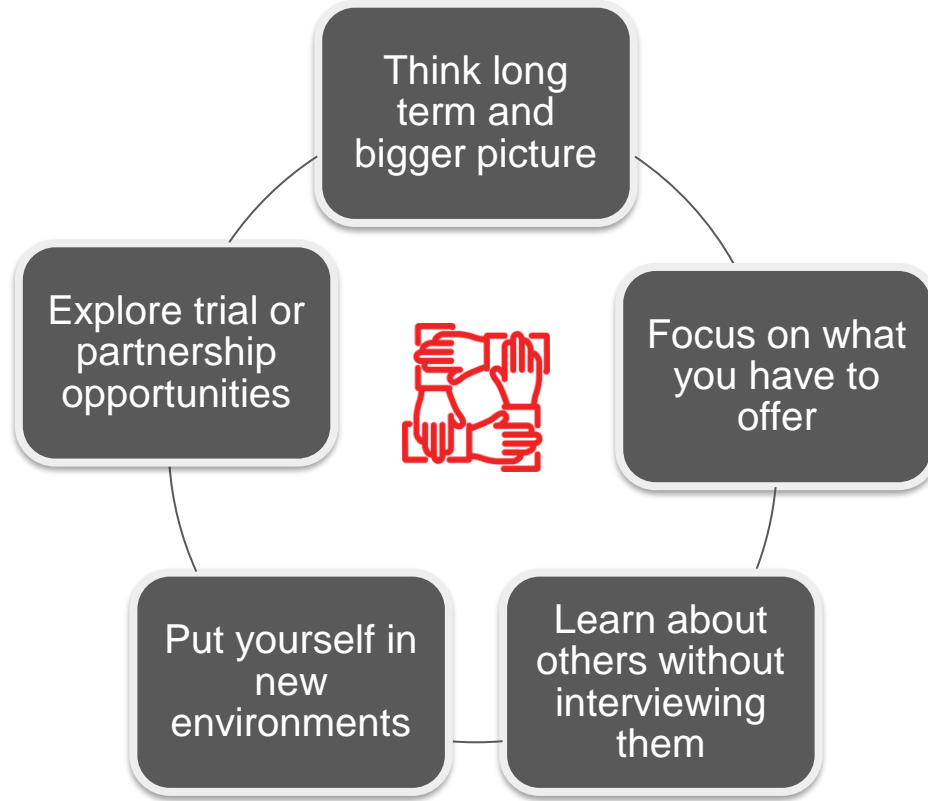
Current organizational norms support a single way of doing things

Transparency, fairness, and inclusion aren't embedded into your policies and processes

Leadership that is ineffective or out of alignment

Skills needed to sustain an inclusive culture are missing

Investing in Partnerships



Let's Discuss

What barriers are you facing as you try to create the culture changes needed to support your hiring outcomes?

Misstep #2:

Letting Biases Guide Decision-Making



Building Your Talent Pipeline

Approaches that are part of a robust sourcing strategy:

Attending
networking events

Participating in
professional
organizations

Building
relationships with
relevant community
partners

Attending or hosting
job fairs with
relevant
organizations

Direct outreach to
passive candidates

Advertising and
using job sites

Internships for
students who
historically lack
industry access

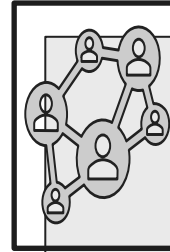
Partnering with
workforce
development
agencies and
organizations

Sponsoring your
own events

Developing Desired Attributes



What are the top 3-5 *must have* competencies (knowledge, skills, or abilities) for someone to successfully navigate this role?



What competencies would add dimension to the team and advance our collective effectiveness?

Addressing Selection Pitfalls

01

Screening people out rather than screening people in.

02

Being unable to articulate a feeling or red flag.

03

Failing to leverage screening calls.

04

Not linking interview questions or decisions to selection criteria.

05

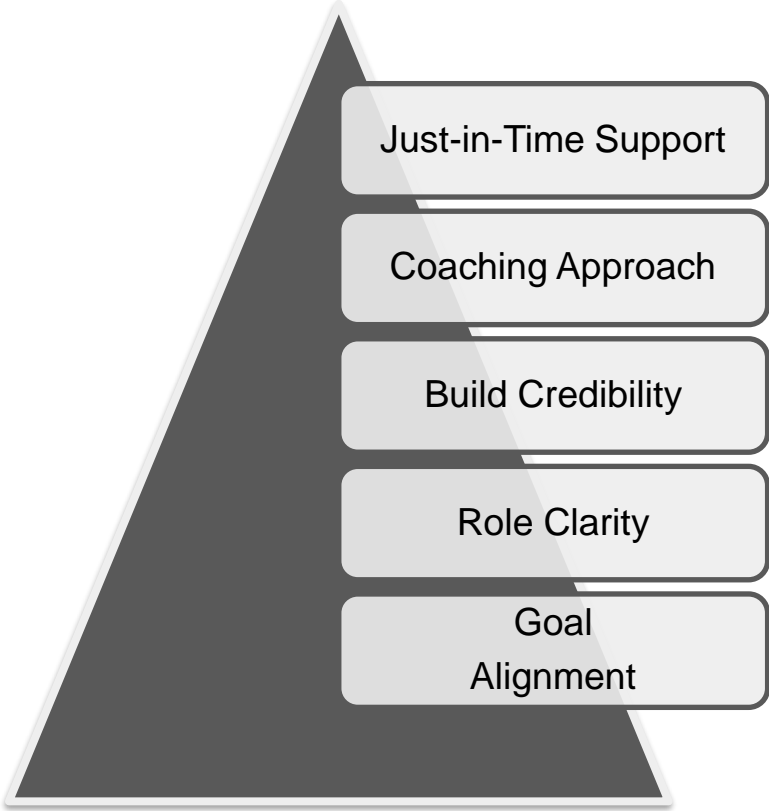
Letting a bias from a resume follow a person throughout the recruitment process.

Misstep #3:

Neglecting Your Partnership with Leaders



Building a Strong Partnership



Just-in-Time Support

Coaching Approach

Build Credibility

Role Clarity

Goal
Alignment



Let's Discuss

What has worked and *not* worked for you in how you support or partner with your leaders?

Misstep #4:

Onboarding that Indoctrinates Rather than Aligns



Implementing Thoughtful Onboarding

High Level



- Culture
- Mission
- Values
- Priorities

Mid Level



- Approaches
- Operations
- How Things Get Done

Granular Level



- Systems
- How-to
- Where to Find Things

Personal Level



- New Hire Strengths
- New Hire Aspirations
- Relationship-Building

Misstep #5:

Metrics Being Applied and Perceived as Quotas



Defining Hiring Success



Assessing Fairness and Inclusion

1. What assumptions or biases might I be bringing into this process?
2. Are all candidates being evaluated using similar criteria and a consistent level of scrutiny?
3. How are we applying multiple perspectives in the planning, screening, and selection process?
4. Does the selection criteria clearly and objectively link to the purpose and primary responsibilities of the position?
5. Are we advancing or declining a greater proportion of certain groups as our hiring process progresses?
6. How are we ensuring that all candidates have an opportunity to showcase their capabilities?
7. Would I feel comfortable with the rationale and documentation supporting the hiring decision being shared?

Hiring Metrics that Matter

Candidate and new hire satisfaction

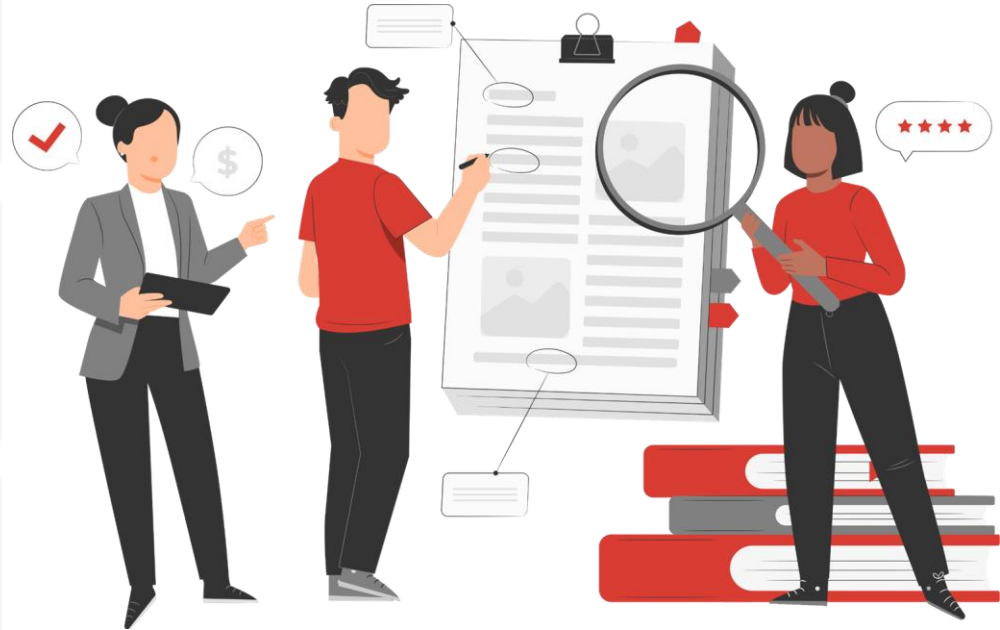
Diversity of the candidate pool at various stages

New hire retention after 1 and 2 years

Employee retention and turnover

Key reasons employees stay and leave

Diversity of your workforce at various levels



What is 1 thing
you hope to
activate from
today's session?





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