INCREASING EQUITY AT THE WORKPLACE

RECRUITMENT AND HIRING SYSTEM TOOLKIT

OVERVIEW:
EMPLOYMENT SYSTEMS AND LEVERS FOR CHANGE

Di ec o

Marcie Pitt-Catsouphes, PhD
Samuel L. Bradley, Jr., DSW
Kathleen Christensen, PhD

Work Equity i an ini ia i e of he Cen e fo Social Inno a ion a he Bo on College School of Social Wo k.

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Introduction to Our Approach: Employment Systems and Levers for Change

Work Equity at Boston College has prepared toolkits to help employers strengthen the equity of employment systems at the workplace.

As indicated in Figure 1, we have selected 10 employment systems for equity assessment. This Toolkit focuses on the equity of the **Recruitment and Hiring System**.

> Recruitment and hiring refers to:
> - both formal and informal practices related to disseminating job announcements, screening of applications, selecting applicants for interviews, and making job offers.

We recognize that your organization has access to seven mechanisms that have the potential to address some of the root causes of inequities embedded in your organization's employment systems. We refer to these mechanisms as **Levers for Change.** (See Figure 1.)

Figure 1: Employment Systems and Levers for Change

We consider Levers for Change to be different ways that your organization can strengthen the equity of your Recruitment and Hiring System.

We e he follo ing de ni ion of he Le e fo Change:

Policies

Formal (typically written) policies that establish expectations for various processes, including the equity of employment systems, such as policies that govern recruitment and hiring.

Practices

Written or unwritten speci cation of steps used to complete tasks, including activities that could a ect the equity of employment systems, such as "best practices" related to the supervision of employees.

Planning and Evaluation

Planning, data collection and interpretation of information related to the equity of employment systems, such as conducting "audits" of compensation.

Assignment of Roles and Accountabilities

Designation of one (or more) person(s) who is accountable for Diversity-Equity-Inclusion (DEI) activities related to the equity of one (or more) employment system(s), such as the selection of an HR person to assess the equity of annual employee performances.

Workplace Culture

Values and principles espoused by the organization, including values related to Diversity-Equity-Inclusion, such as statements by top managers about the importance of workforce diversity for innovation.

Workplace Climate

Employees' sense of their everyday work experiences, particularly experiences that a ect perceptions of inclusion (that is, a sense of: belonging to the organization, being treated with respect, etc.), such as being invited to o er opinions about decisions that a ect employees' jobs.

Communications

Access to information, including information about the equity of employment systems, such as information about possible promotion opportunities.

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Recruitment and Hiring System

Steps of Your Recruitment and Hiring System Equity Initiative

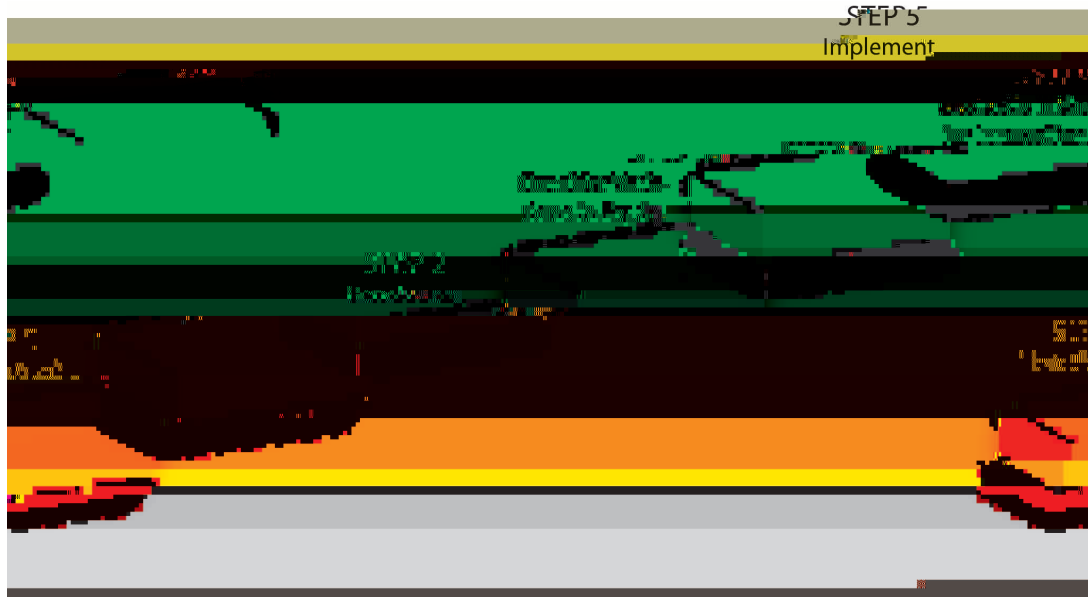The Recruitment and Hiring System Equity Toolkit is organized into 5 steps. (See Figure 2.)

Figure 2: Steps in the Recruitment and Hiring System Toolkit

Each of the steps in the Toolkit reflects a design thinking process:

- **gathering information** about existing issues and opportunities (Step 1: Take the Audit),
- gaining insight about possible **root causes** of inequities (Step 2: Benchmark),
- getting **deeper understanding** of employee experience (Step 3: Consider Variation in Equity),
- **brainstorming and refining ideas** for innovation in your Recruitment and Hiring System (Step 4: Generate Ideas for Innovation), and
- **pilot testing** (Step 5: Implement Innovations).

Roles and Responsibilities for Your Equity Assessment

It is possible that one person, for example, a department manager, might decide to work on some or all the 5 steps of the Toolkit as a way to:

1. systematically think about the equity of the Recruitment and Hiring System, and
2. generate ideas to have ideas about the equity of Recruitment and Hiring System and garner the support of top leaders of the organization.

However, organizations that want to make (or keep) a commitment to innovation in DEI will probably find it important to engage a group of people (possibly from diverse areas of the organization) in each of the Toolkit activities.

Recruitment and Hiring System

Your organization should make decisions about assigning the following roles and responsibilities:

- **Leader(s) of Your Recruitment and Hiring System Equity Initiative:** Typically, the Leader will:
  (1) invite/select people to participate in the Recruitment and Hiring System Equity Initiative,
  (2) manage the project (for example, scheduling meetings and preparing materials),
  (3) monitor progress with the steps in the Toolkit, and
  (4) ensure that communications related to the Equity Initiative are prepared and distributed to the appropriate audiences.

- **Members of Your Equity Initiative Committee:** The Leader(s) of the your Equity Initiative might decide to invite the members of an existing committee (such as a Diversity-Equity-Inclusion Committee) to participate in the Equity Initiative. In some situations, however, it might be necessary for the Leader(s) to expand the membership of an existing committee or to form an entirely new task force or committee. The members of the committee should have diverse perspectives and experiences that could be relevant to the work.

- **Stakeholders in Your Equity Initiative:** The Leader(s) of your Equity Initiative might want to periodically consult with and/or get feedback from employees at the organization who are not officially on the Equity Initiative Committee. For example, supervisors might have interesting perspectives about the strengths and weaknesses of different aspects of the organization's Recruitment and Hiring System.

- **Top Managers at Your Organization:** It will be the responsibility of top managers to communicate their support for the Recruitment and Hiring System Equity Initiative and to articulate how equity at the workplace aligns with key business goals and strategies.

The Process

Organizations might complete these steps over several months.

> Directions:
> The Equity Initiative Leader(s) can use Worksheet #1 (next page) to clarify a target date for the completion of each step. This worksheet should be reviewed by the Equity Initiative Committee and adjustments should be made, as needed.

Recruitment and Hiring System

Recruitment and Hiring System Toolkit Worksheet #1

Sample Workplan for Completing Tasks for the Recruitment and Hiring System Toolkit

Step/ Task	People Involved/Responsible	Target Date for Completion
Form the Recruitment and Hiring System Equity Initiative Committee		
Prepare a letter/email inviting employees to join the Recruitment and Hiring System Equity Initiative.		
Con rm the membership of the Recruitment and Hiring System Equity Initiative Committee.		
Step 1: Take the Audit		
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
Step 2: Benchmark		
Copy average scores onto Worksheet. (Worksheet #4)		
Compare your organization's scores to data from the National Study of Workplace Equity. (Worksheet #5)		
Discuss the results of your benchmarking with the Equity Initiative Committee.		
Step 3: Consider Variations in Equity		
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
Step 4: Generate Ideas for Innovation		
Convene a meeting(s) to generate ideas for innovation.		
Determine strengths of Levers for Change. (Worksheet #7)		
Consider innovations in Levers for Change in the Recruitment and Hiring System. (Worksheet #8)		
Consider ideas for recruitment and hiring practice innovations. (Worksheet #9)		
Prioritize ideas for innovation in the Recruitment and Hiring System. (Worksheet #10)		
Step 5: Implement Innovations		
Specify metrics to measure possible change associated with the pilot of innovation. (Worksheet #11)		
Consider impact of recruitment and hiring innovation on other Levers for Change. (Worksheet #12)		
Implement pilot.		
Monitor implementation process.		
Convene meeting to consider possible implications for the equity of other employment systems.		
Communicate outcomes associated with pilot. (Worksheet #13)		

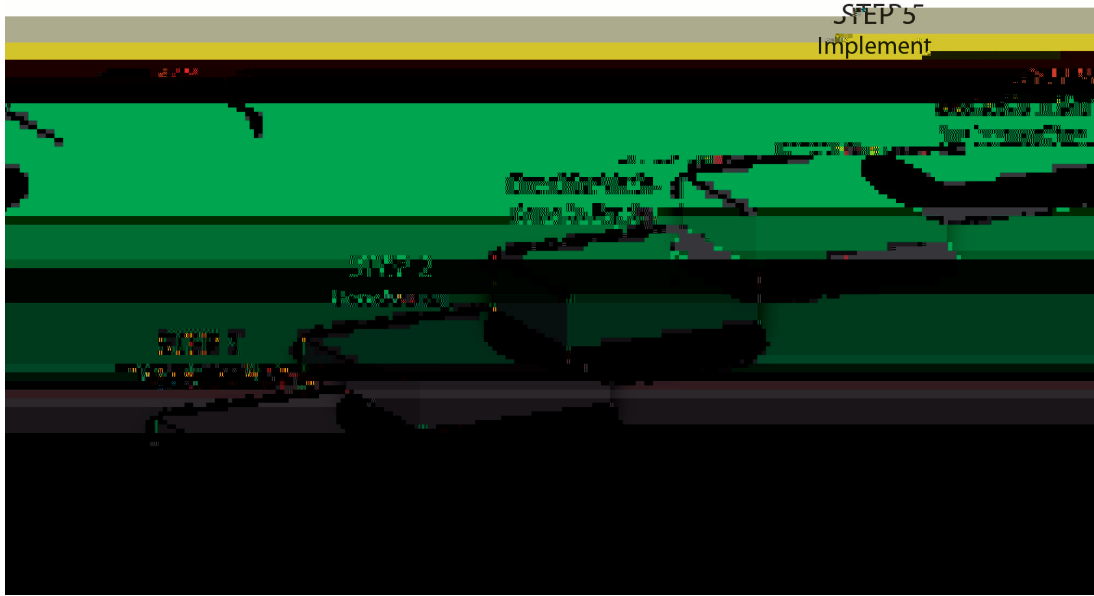## Go to Step 1 of the Recruitment and Hiring System Toolkit: Take the Audit.

Figure 3: Step 1 of the Recruitment and Hiring System Toolkit