

# INCREASING EQUITY AT THE WORKPLACE

RECRUITMENT AND HIRING SYSTEM  
TOOLKIT



STEP :  
GENERATE IDEAS FOR  
INNOVATION



## Directors

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## 4.0 Introduction

We have organized Step 4 of the Toolkit for the Recruitment and Hiring System into two sections.

**Section 1:** The tasks in this section will help your organization generate ideas for innovations that can strengthen the equity of your overall Recruitment and Hiring System, using the seven Levers for Change.

**Section 2:** Recognizing that innovations in recruitment and hiring practices – one of the Levers for Change – can be catalysts for deep change in the equity of the Recruitment and Hiring System, your organization will focus particular attention on recruitment and hiring in Section 2.



Figure 10: Step 4 of the Recruitment and Hiring System Toolkit

### 4.1 Role and Responsibility

The process of design thinking values the diverse perspectives which can emerge from group conversations and debates. (See “Overview of the Recruitment and Hiring System Toolkit.”)

In consultation with your Equity Initiative Committee, the Leader(s) of your Equity Initiative should decide how to best engage different groups of employees in discussions about innovations that can strengthen the equity of your organization’s Recruitment and Hiring System.

**Option 1:** Your organization could invite the members of your DEI Committee to participate in one (or more) brainstorming activity.

**Option 2:** You might convene discussion groups (for example, brown bag lunches, focus groups, etc.) with employees who are affiliated with specific demographic and social identity groups to discuss innovations in your Recruitment and Hiring System that could address some of their priorities and preferences.

**Option 3:** Your Equity Initiative Leader(s) could create a “suggestion box” to invite ideas from employees throughout the organization.

## 4.2 Step 4 Task (Section 1 and Section 2)

### Section 1: Take a Closer Look at the Equity of Your Recruitment and Hiring System

As noted in the Overview of this Toolkit, Work Equity recognizes that your organization has at its disposal 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. (Please see the "Overview of the Recruitment and Hiring System Toolkit" for the discussion of the Levers for Change.)



Each of the nine questions in the audit of the Recruitment and Hiring System (Step 1) addresses one of the seven Levers for Change:

1. Policies (Question #1)
2. Practices (Question #2)
3. Planning/Evaluation (Question #3)
4. Assignment of Roles and Accountabilities (Question #4)
5. Workplace Culture (Questions #5 and #6)
6. Workplace Climate (Question #7)
7. Communication (Questions #8 and #9)

### Task 1: Rank Levers for Change from the Audit Items

#### Directions:





The Leader(s) of your Equity Initiative should put the average scores of your organization's responses to the Audit questions for recruitment and hiring that you calculated in Step 1.

First, in Worksheet #7 (next page) enter the scores into Column A for each of the Levers for Change (that is, the scores for each of the items computed for Worksheet #3). Then complete Column B, ranking each of the Levers for Change by comparing the scores for each Lever.





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## Rec\_j men and Hi ing S\_i em Toolkj Wo k hee #7

### Ranking he Sco e fo he Le e fo Change in he Rec\_j men and Hi ing S\_i em

	<u>Col mn A:</u> Wha_a io o gani_a ion co e fo each le e fo change? (from Worksheet 3)  P he e co e in he open bove belo.	<u>Col mn B:</u> Ho_ong i each le e fo change? Rank o de_hem fo_eake_o onge. 1 =_eake_le e (lo_e_mean co e) 7 =_onge_le e (high_e_mean co e)
 <b>Policy Lever for Change</b>		
1. To_ha_even doe io o gani_a ion ha e_j en policie_hich en_e ha ec_j men and hi ing p oce_e a e fai and cond_c ed_j ho_bia o di c imina ion?		
 <b>Practice Levers for Change</b>		
2. To_ha_even ha io o gani_a ion adop ed ec_j men p ac ice_ha_a ac di e e applican fo open po_j ion?		
 <b>Planning and Evaluation Lever for Change</b>		
3. To_ha_even doe io o gani_a ion o_inel ta_dj he fai ne of ec_j men and hi ing?		
 <b>Assignment of Roles and Accountabilities Lever for Change</b>		
4. To_ha_even doe io o gani_a ion hold one o mo e em plo_ee (e.g., pe_i o ; Di ec_o of DEI_e c.) acco_n able fo monj o ing he fai ne of ec_j men and hi ing?		
Worksheet continued on the next page		

## Worksheet #7 (continued)

	Column A: What is the organizational culture for each level of change? (from Worksheet 3)  Please circle in the open boxes below.	Column B: How long will each level of change? Rank order them from easiest to longest. 1 = easiest level (lowest mean score) 7 = longest level (highest mean score)
  <b>Workplace Culture Levers for Change</b>		
5. To what extent do the actions of organizational leaders indicate the belief in a connection between DEI initiatives and the effectiveness and hiring?		
6. To what extent does the organization have a dedicated job application area for leaders in the workplace?		
<b>Average Score of Two Items Above</b> Use the average of questions 5 and 6. Then rank the Level of Change in Column B.		
 <b>Workplace Climate Lever for Change</b>		
7. To what extent does the organization welcome diverse applicants during the hiring process?		
 <b>Communication Lever for Change</b>		
8. To what extent does the organization provide applicants with the ability to access information related to their application?		
9. To what extent does the organization make the decision-making process related to hiring an open application available to all potential employees?		
<b>Average Score of Two Items Above</b> Use the average of questions 8 and 9. Then rank the Level of Change in Column B.		

The members of your Equity Initiative Committee can consider the rankings of the Levers for Change in your Recruitment and Hiring System and identify opportunities to build on those that are already **strong** (that is, those that are **ranked the highest**). Summarize the observations below.

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The members of your Equity Initiative Committee can identify ways to strengthen those Levers for Change that are currently **weak** (that is, those that are **ranked the lowest**). Summarize the observations below.

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#### Considering Unions

For those organizations that have successfully entered into collective bargaining with unions, some or all of their workforce will be governed by the terms of the resulting contract. According to the National Labor Relations Board (NLRB), the following subjects are required by law and the NLRB to be included in the contract. These include: wages, overtime, bonuses, grievance procedures, safety and work practices, as well as procedures for discharge, layoff, recall, or discipline. Any attempt to audit the equity of employment systems such as Compensation and Benefits, Performance (including appeals), and Separation in a unionized workplace need to take into account the terms of the union contract. Some or all of their workforce will be governed by the terms of the resulting contract. According to the National Labor Relations Board (NLRB), the following subjects are required by law and the NLRB to be included in the contract. These include: wages, overtime, bonuses, grievance procedures, safety and work practices, as well as procedures for discharge, layoff, recall, or discipline. Any attempt to audit the equity of employment systems such as Compensation and Benefits, Recruitment and Hiring, Performance Assessment (including appeals), and Separation in a unionized workplace need to take into account the terms of the union contract.

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## Task 2: Highlight Ideas for Innovation in the Recruitment and Hiring System

### Recruitment and Hiring System Toolkit Worksheet #8

Your Ideas for Innovation in Leadership Change in the Recruitment and Hiring System

#### Directions:

The members of your Equity Initiative Committee can use the worksheet below to specify possible innovations that can address root causes of inequities.



	Leadership Change	Your Ideas for Innovation	Organizational Stakeholders (including decision makers) in this Innovation
	Recruitment and Hiring Policies		
	Recruitment and Hiring Practices	<p>Please Note:            Tasks below elaborate on practice innovation because they can have a multiplier effect, opening the door for change in other parts of the Recruitment and Hiring System.</p> <p>You might also generate ideas for Practice Innovation that will be completed Tasks.</p>	
	Planning and Administration (e.g., data collection) Related to Recruitment and Hiring		
	Assignment of Role and Accountability for the Equity of Recruitment and Hiring		
	Workplace Culture Related to Recruitment and Hiring		
	Workplace Climate of Inclusion Related to Recruitment and Hiring		
	Communication Related to Recruitment and Hiring		



## Section 2: Recruitment and Hiring Practice Innovation

### Task 3: Consider Ideas for Practice Innovation in Recruitment and Hiring

Directions:

Your organization may want to adopt a design thinking process to imagine possible innovations in recruitment and hiring.

*Design thinking is a process that can help your Equity Initiative Committee to move from insight to action by brainstorming ideas for your organization to pilot. You can leverage design thinking to create customized equity solutions for your organization.*

The members of your Equity Initiative Committee can use Worksheet #9 (next page) to guide conversations about selected best practices innovations.



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### Rec\_j men and Hi ing S\_i em Toolkj Wo k hee #9 Op ion fo Pa\_c ice Inno\_a ion



	I_ hi op ion a ailable? Ye o No	If hi op ion i no a ailable, co ld j be adop ed b i_ o o gani_a ion? Ye o No
In an e_o o di e if i_ o applican pool, ha i_ o gani_a ion e_abli hed ela ion hip_j h o he o gani_a ion_ha ep e en he in e_e of job applican _ ho iden if i_ j h di e en ace /e hnci ie ?		
In an e_o o di e if i_ o applican pool, ha i_ o gani_a ion e_abli hed ela ion hip_j h o he o gani_a ion_ha ep e en he in e_e of job applican _ ho iden if i_ j h di e en gende and ex al o ien_a ion ?		
In an e_o o di e if i_ o applican pool, ha i_ o gani_a ion e_abli hed ela ion hip_j h o he o gani_a ion_ha ep e en he in e_e of job applican _ ho a lia e_j h di e en eligio o gani_a ion ?		
In an e_o o di e if i_ o applican pool, ha i_ o gani_a ion e_abli hed ela ion hip_j h o he o gani_a ion_ha ep e en he in e_e of job applican _ ho iden if i_ j h di e en ablj ie /di ablj ie ?		
In an e_o o di e if i_ o applican pool, ha i_ o gani_a ion e_abli hed ela ion hip_j h o he o gani_a ion_ha ep e en he in e_e of job applican _ ho a e of di e en age ?		
Doe i_ o gani_a ion di e en ia e. nece a a e _ de i ed ed ca_ional e i emen fo job_o ha candida e_j h o k expe ience (b_ pe hap no all of_ he fo mal ed ca_ion expe ience) can be con ide ed? (Fo ex_ample, doe i_ o gani_a ion a k applican _ o comple e a _ o k a k fo _ hich he ia e compen_a ed?)		
Ha i_ o gani_a ion de eloped a p oce fo_ he blind e ie_ of applica_ion (fo ex_ample, emo ing info ma_ion_ha migh gge_ he age of an olde applican_o_ he ace of an applican_) o ed ce bia ?		
Ha i_ o gani_a ion p o ided e o ce and/o_ aining abo_ implicj bia_ o people_ ho in e ie_ job applican_ ?		
Doe i_ o gani_a ion ha e a p oce fo no if_ing job applican _ ho _ e e no o_ e ed he po_j ion in a _ a_ ha i_ e pec f l (fo ex_ample, a king candida e if he i_ an_ o be incl ded in a_ alen pool da_aba e fo po_ible f_ e job opening )?		
Doe i_ o gani_a ion ga he and hen e ie_ da_ a abo_ job applica_ion , in e ie_ , and hi e _j h a ange of di e_j ie_ in mind?		

**Task 4: Prioritize Your Ideas for Recruitment and Hiring Practice Innovation**

**Directions:**

The members of your Equity Initiative Committee can use the worksheet below to list their top ideas for recruitment and hiring practice innovation.

The Leader(s) of your Equity Initiative can develop an “elevator speech” that can be used to present your recommendations to top managers, decision-makers, and other key stakeholders.



**Recommendation and Hiring Summary Toolkit Worksheet #10**  
**Your Idea for Recruitment and Hiring Practice Innovation**

Ideas for Possible Innovation	Implementation Factors
Idea # 1: Summary of Key Components	<ul style="list-style-type: none"> <li>• Purpose (Goal /Objective)                      Definition _____</li> <li>• Expected (Measurable) Outcome                      Definition _____</li> <li>• Pre-implementation Preparation (e.g., informational material, training, etc.)                      Definition _____</li> <li>• Announcement /Enrollment                      Definition _____</li> <li>• Step 1, 2, 3, etc. of Implementation                      Definition _____</li> <li>• Estimate of Time and Resource Needed for Implementation                      Definition _____</li> </ul>
Idea # 2: Summary of Key Components	<ul style="list-style-type: none"> <li>• Purpose (Goal /Objective)                      Definition _____</li> <li>• Expected (Measurable) Outcome                      Definition _____</li> <li>• Pre-implementation Preparation (e.g., informational material, training, etc.)                      Definition _____</li> <li>• Announcement /Enrollment                      Definition _____</li> <li>• Step 1, 2, 3, etc. of Implementation                      Definition _____</li> <li>• Estimate of Time and Resource Needed for Implementation                      Definition _____</li> </ul>
Worksheet continued on next page	

## Recommendation and Hiring System Toolkit Work Sheet #10 (continued)



Ideas for Possible Innovation	Implementation Factors
Idea # 3: Summary of Key Components	<ul style="list-style-type: none"> <li>• Purpose (Goal /Objective) Definition _____</li> <li>• Expected (Measurable) Outcome Definition _____</li> <li>• Pre-implementation Preparation (e.g., informational material, training, etc.) Definition _____</li> <li>• Announcement /Enrollment Definition _____</li> <li>• Step 1, 2, 3, etc. of Implementation Definition _____</li> <li>• Estimate of Time and Resource Needed for Implementation Definition _____</li> </ul>

### Task 5: Present Idea(s) to Leaders, Decision-Makers, and Other Stakeholders

Share your ideas for innovation with people/groups that might be stakeholders and decision-makers in recruitment and hiring, as well as people who will determine whether the innovation can be pilot tested.

### Go to Step 5 of the Recommendation and Hiring System Toolkit: Implement Pilot of Innovation

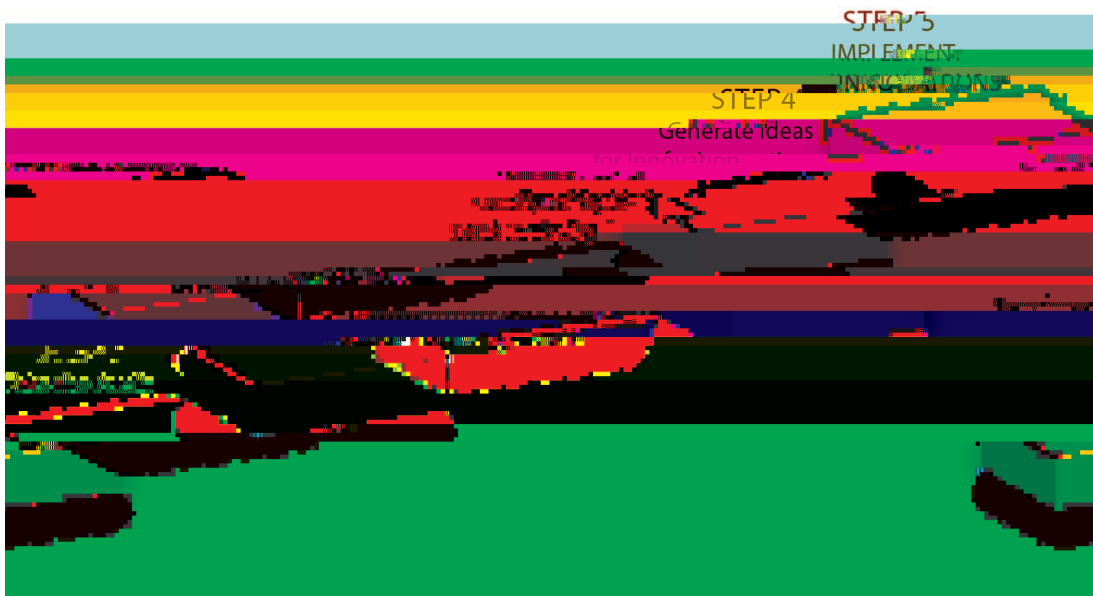


Figure 11: Step 5 of the Recommendation and Hiring System Toolkit