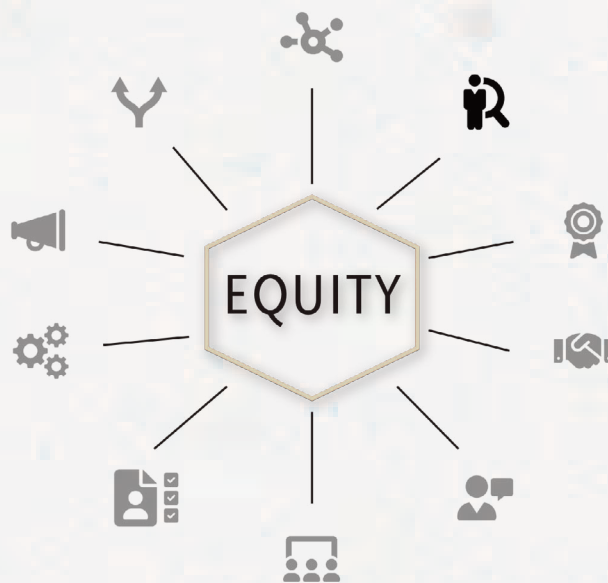


INCREASING EQUITY AT THE WORKPLACE

RECRUITMENT AND HIRING SYSTEM
TOOLKIT



**STEP 4:
GENERATE IDEAS FOR
INNOVATION**



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WORK EQUITY

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Work Equity is an initiative of the Center for Social Innovation at the Boston College School of Social Work.

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Questions?

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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.

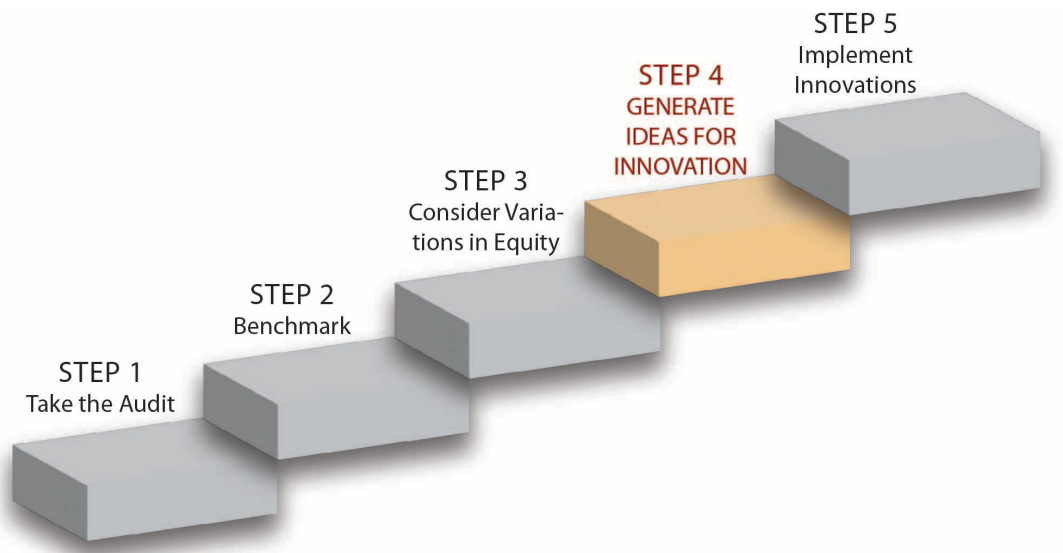


Figure 10: Step 4 of the Recruitment and Hiring System Toolkit

4.1 Roles and Responsibilities

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 Tasks (Section 1 and Section 2)

Section 1: Tasks to Assess 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.

Continue to next page 






Recruitment and Hiring System Toolkit Worksheet #7

Ranking the Scores for the Levers for Change in the Recruitment and Hiring System

	Column A: What was your organization's score for each lever for change? (from Worksheet 3) Put these scores in the open boxes below.	Column B: How strong is each lever for change? Rank order them for weakest to strongest. 1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)
 Policy Lever for Change		
1. To what extent does your organization have written policies which ensure that recruitment and hiring processes are fair and conducted without bias or discrimination?		
 Practice Levers for Change		
2. To what extent has your organization adopted recruitment practices that attract diverse applicants for open positions?		
 Planning and Evaluation Lever for Change		
3. To what extent does your organization routinely audit the fairness of recruitment and hiring?		
 Assignment of Roles and Accountabilities Lever for Change		
4. To what extent does your organization hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of recruitment and hiring?		
Worksheet continued on the next page 		

Worksheet #7 (continued)



	<p><u>Column A:</u> What was your organization's score for each lever for change? (from Worksheet 3)</p> <p>Put these scores in the open boxes below.</p>	<p><u>Column B:</u> How strong is each lever for change? Rank order them for weakest to strongest.</p> <p>1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)</p>
 <p>Workplace Culture Levers for Change</p>		
5. To what extent do the actions of your organizational leaders indicate that they believe there is a connection between DEI initiatives and the fairness of recruitment and hiring?		
6. To what extent does your organization have a desire to be recognized by job applicants as a leader in workplace equity?		
<p>Average Score of Two Items Above Use the average of questions 5 and 6 when you rank the Levers for Change in Column B</p>		
 <p>Workplace Climate Lever for Change</p>		
7. To what extent does your organization welcome diverse applicants during the recruitment and hiring process?		
 <p>Communication Lever for Change</p>		
8. To what extent does your organization provide applicants with equitable access to information related to their application?		
9. To what extent does your organization make the decision-making processes related to hiring transparent to applicants as well as current employees?		
<p>Average Score of Two Items Above Use the average of questions 8 and 9 when you rank the Levers for Change in Column B.</p>		

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.



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

Considering Unions

For those organizations that have successfully entered into collective bargaining with unions, some or are 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 are 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 Levers for 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.

	Levers for Change	Your Ideas for Innovation	Organizational “Stakeholders” (including decision makers) in this Innovation
	Recruitment and Hiring Policies		
	Recruitment and Hiring Practices	<p>Please Note: Task 3, below, elaborates on practice innovations because they can have a “multiplier effect,” opening the doors for changes in other parts of the Recruitment and Hiring System.</p> <p>You might want to save your ideas for Practice Innovation until you have completed Task 3.</p>	
	Planning and Assessment (e.g., data collection) Related to Recruitment and Hiring		
	Assignment of Roles and Accountabilities 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 Innovations


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.

Continue to next page 



Recruitment and Hiring System Toolkit Worksheet #9

Options for Practice Innovation

	Is this option available? Yes or No	If this option is not available, could it be adopted by your organization? Yes or No
In an effort to diversify your applicant pool, has your organization established relationships with other organizations that represent the interests of job applicants who identify with different races/ethnicities?		
In an effort to diversify your applicant pool, has your organization established relationships with other organizations that represent the interests of job applicants who identify with different genders and sexual orientations?		
In an effort to diversify your applicant pool, has your organization established relationships with other organizations that represent the interests of job applicants who affiliate with different religious organizations?		
In an effort to diversify your applicant pool, has your organization established relationships with other organizations that represent the interests of job applicants who identify with different abilities/disabilities?		
In an effort to diversify your applicant pool, has your organization established relationships with other organizations that represent the interests of job applicants who are of different ages?		
Does your organization differentiate “necessary” versus “desired” educational requirement for jobs so that candidates with work experience (but perhaps not all of the formal education experience) can be considered? (For example, does your organization ask applicants to complete a work task for which they are compensated?)		
Has your organization developed a process for the “blind” review of applications (for example, removing information that might suggest the age of an older applicant or the race of an applicant) to reduce bias?		
Has your organization provided resources and/or training about implicit bias to people who interview job applicants?		
Does your organization have a process for notifying job applicants who were not offered the position in a way that is respectful (for example, asking candidates if they want to be included in a “talent pool” database for possible future job openings)?		
Does your organization gather and then review data about job applications, interviews, and hires with a range of diversities 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.

Recruitment and Hiring System Toolkit Worksheet #10 Your Ideas for Recruitment and Hiring Practice Innovation

Ideas for Possible Innovation	Implementation Factors
Idea # 1: Summary of Key Components	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____
Idea # 2: Summary of Key Components	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____
Worksheet continued on next page	



Recruitment and Hiring System Toolkit Worksheet #10 (continued)

Ideas for Possible Innovation	Implementation Factors
Idea # 3: Summary of Key Components	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____

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 Recruitment and Hiring System Toolkit: Implement Pilot of Innovations

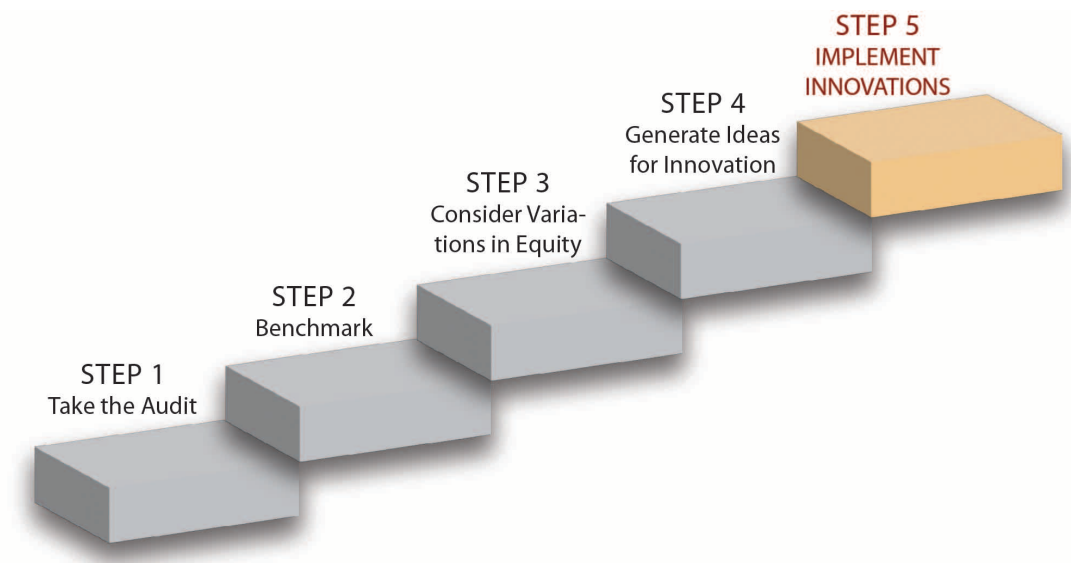


Figure 11: Step 5 of the Recruitment and Hiring System Toolkit