



THE INCLUSIVE MANAGER'S HIRING CHECKLIST

INTRODUCTION

Our clients often request tools to help them recruit and hire candidates from diverse lived experiences. Diversity matters for so many reasons. A diverse workforce increases an organization's access to the variety of ideas and approaches that lead to innovation. It gives organizations perspectives about cultural preferences that lead to new product placement and increased market penetration. It demonstrates your commitment to inclusivity to customers and potential customers. A diverse workforce ensures that your organization's culture is consistently practicing its values. Finally, diversity begets diversity. Having a diverse workforce is one of the best ways to position your organization to recruit for diversity. As people from diverse backgrounds share their positive experiences, the word will spread.

Though the benefits of a diverse workforce are easy to name, the "how" in recruiting for diversity can be daunting. We at DeEtta Jones and Associates designed this checklist to help you get started with the how. The checklist, which outlines various points along the hiring process, is a tool for managers, human resources professionals, hiring committees, and leaders. The advice is practical and easy to adopt. Best of all, most of the changes cost little or nothing to implement.

Check out the [Inclusive Manager's Toolkit](#) for additional tools to support your ongoing equity, diversity, and inclusion goals. The DeEtta Jones and Associates team offers in-person and online courses that will improve your organization's ability to attract and retain a diverse workforce, equip managers with inclusive tools, and transform your organization's culture.



INCLUSIVITY IN THE PLANNING STAGE

- ☐ Does your organization have an Equity, Diversity, and Inclusion (EDI) statement?
- ☐ Does the hiring manager or recruitment committee understand and support your organization's EDI statement and goals?
- ☐ Does the hiring committee include people from underrepresented groups?
(Underrepresented groups include a variety of diverse identities, such as race and ethnicity, religious affiliation, women, veterans, people with disabilities, and members of the LGBTQ community.)
- ☐ Has the hiring committee been trained regarding the best practices for avoiding bias and discrimination in the recruitment process?
- ☐ Has the hiring committee been required to evaluate and address their own biases (e.g., by using an Equity Lens)?
- ☐ Has the position description been carefully reviewed and revised to reflect current and future expectations for the position rather than expectations informed by the persons who have previously held the job?
- ☐ Has the hiring committee eliminated any unnecessary job skills or requirements (e.g., college degree, years or type of previous experience, etc.) that might negatively impact recruitment of underrepresented groups?
- ☐ Has the job posting removed questions about criminal history or other factors unrelated to job performance that may limit the number of applicants from underrepresented groups?

INCLUSIVITY IN THE LISTING/ADVERTISING STAGE

- ☐ Does the job posting highlight your organization's commitment to equity, diversity, and inclusion?
- ☐ Does the job posting avoid words that might discourage women, people of color, and other members of underrepresented groups from applying?
- ☐ Has the hiring committee posted the job in places (listservs, websites, colleges, etc.) where applicants from underrepresented groups will be able to easily view or access it?
- ☐ Have members of the hiring committee attended job fairs or other events hosted by underrepresented groups?
- ☐ Has the hiring committee asked current employees from underrepresented groups to spread the word about the position?
- ☐ Has the hiring committee worked with the marketing team to ensure that people from diverse groups are featured in the organization's website, publications, and social media?

INCLUSIVITY IN THE SCREENING STAGE

- ☐ Is there a plan to ensure that all résumés are evaluated fairly, such as using blind review?
- ☐ Have committee members been instructed to avoid judging applicants based on their names, addresses, or other factors unrelated to skill or performance?
- ☐ Has the hiring committee been told to resist arguments regarding school prestige?
- ☐ Has the hiring committee eliminated unnecessary screening procedures (e.g., background checks, credit checks, etc.) that are more likely to impact underrepresented groups?
- ☐ Has the hiring committee carefully and thoughtfully discussed the criteria for screening applicants and come to a shared agreement about how criteria will be applied?
- ☐ Does the hiring committee have communication tools for addressing individual and collective biases that surface and ensuring that they do not negatively impact the process?

INTERVIEWING STAGE

- ☐ Has the hiring committee been provided training or otherwise ensured that everyone involved in the interview process understands, values, and supports your organization's EDI statement?
- ☐ Have all interviewers been trained on how to avoid questions or topics that may be inappropriate or illegal, such as those related to age, national origin, pregnancy, marital status, and the like?
- ☐ Have interviewers been instructed to ask all candidates the same or similar questions?
- ☐ Have all interviewers been asked to evaluate the candidates using the same rubric or criteria?

INCLUSIVITY IN THE SELECTION AND OFFER STAGE

- ☐ Has the hiring committee created a system to ensure that all conversations about candidates are free from implicit and explicit bias (e.g., describing women in disparaging terms while praising men for the same behavior)?
- ☐ Has the hiring committee agreed to evaluate candidates using the same criteria?
- ☐ Has the committee developed a system to ensure that conversations around "fit" or "hit the ground running" are not code for bias?
- ☐ Has the committee attempted to ensure that new hires from underrepresented groups are not offered less pay or less prestigious titles for the same work?

ACTION ITEMS FOR INCLUSIVITY AFTER THE RECRUITING PERIOD

- ☐ Did the hiring process reflect the organization's equity, diversity and inclusion goals? If not, why not? What could be improved in future searches?
- ☐ If the hiring process did reflect the company's equity, diversity and inclusion goals, what worked? What should be shared and repeated for future searches?
- ☐ Was a candidate from a diverse lived experience selected? If not, why not? What could the organization do to improve its chances with applicants from underrepresented groups in the future?
- ☐ Has the entire organization committed to making the workplace inclusive? (This work ensures that hires from underrepresented groups will stay. Visit www.DeEttaJones.com for organization-wide tools to help you build a more inclusive workplace culture.)



ABOUT DEETTA JONES

DeEtta Jones is Founder and Principal of DeEtta Jones and Associates (DJA), a consulting firm that helps organizations enhance workplace culture and performance. DeEtta brings deep subject matter expertise and more than 25 years of consulting experience that translate into research-based wisdom conveyed in ways that are practical for leaders at any stage of their journey.

In 2019, DeEtta launched the Equity Toolkit,[™] an online learning series that equips leaders with the essential skills and tools for organizational transformation. DeEtta's experience also includes designing and launching 13 leadership programs, facilitating strategic planning and organizational culture consulting engagements for hundreds of organizations, and delivering training for tens of thousands of managers and leaders all over the world. She is now one of the most sought-after speakers and consultants in her field.

Before founding DJA in 2005, DeEtta served for 10 years as Director of Diversity and Director of the Office of Leadership and Management Services at the Association of Research Libraries, a not-for-profit representing the largest research institutions in North America. Prior to this, she was Director of Multicultural Education at Colorado State University and Director of Human Rights Advocacy and Education for the City of Fort Collins.

DeEtta has an MBA from The Johns Hopkins University. She earned her M.S. in Student Affairs and B.S. in Psychology from Colorado State University.



**“ PROCESSES AND
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FOR ALIGNMENT OF OUR
ESPOUSED VALUES AND HOW
WE DEMONSTRATE THEM. ”**

- DeEtta Jones

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