Inclusive Recruiting & Hiring

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Agenda

Goals

What is Diversity & Inclusion

      Exploratorium's Statistics

Break

Hiring for Diversity at the Exploratorium

      Unconscious Bias

      Recruiting

      Interviewing

Q&A + Resources

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Training Goals

- Increase hiring teams' self-awareness about D&I hiring practices
    - Learn how to be more proactively inclusive
    - Gain understanding of our blind spots
- Improve and standardize recruiting and hiring practices
    - Learn about the Exploratorium's hiring processes
    - Find where to access necessary resources for hiring
    - Provide tools and resources for increasing staff diversity

Would you rather travel in space or scuba dive?
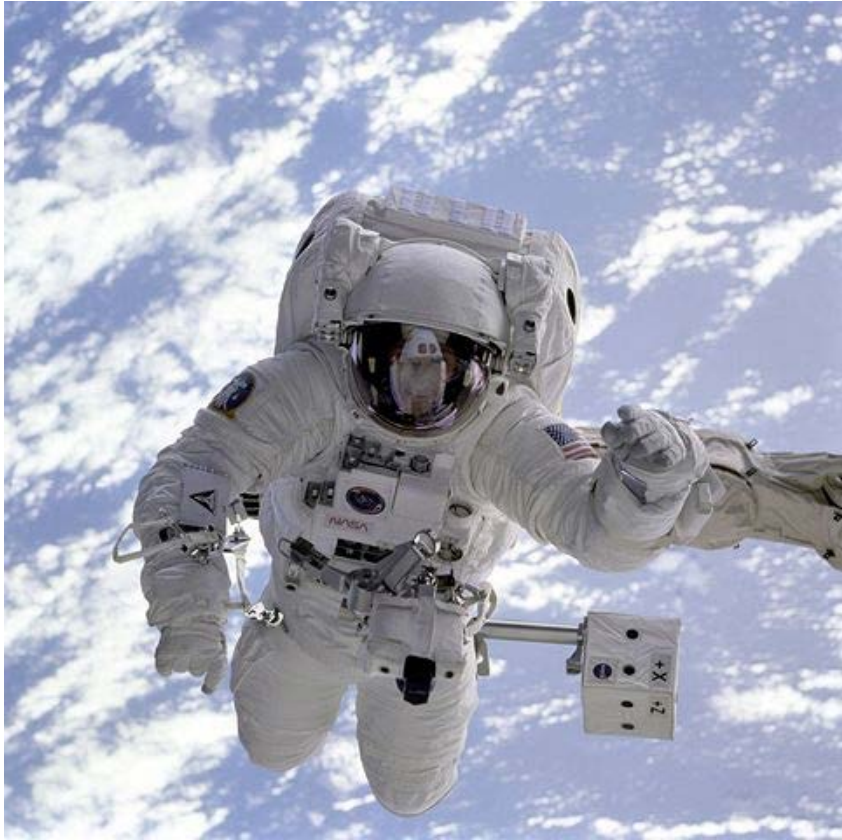
Diversity & Inclusion Initiative

- Increase diversity in staff, programs, and visitors

- Support staff in recruiting, hiring, and retaining diverse staff

- Coach staff in building cultural competency

- Provide inclusion training for staff

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Core Values: Inclusion and Respect

Everyone is welcome at the Exploratorium; we don't ask our visitors, staff, or partners to leave any part of themselves behind when they enter. We celebrate and respect all of our diverse contributions, experiences, histories, and backgrounds. This spirit of inclusion yields stronger, more representative conversations, decisions, projects, and programs.
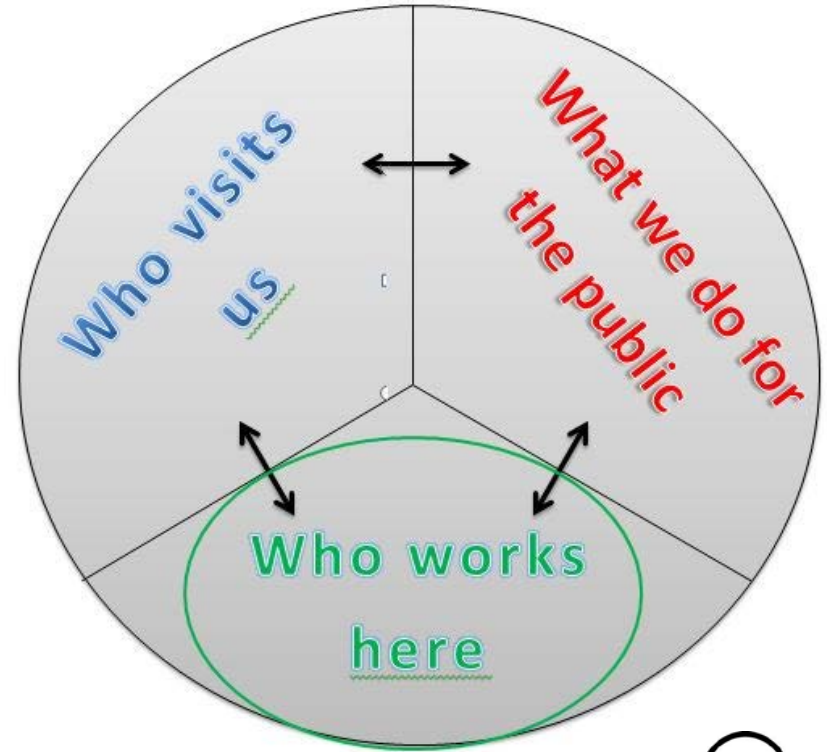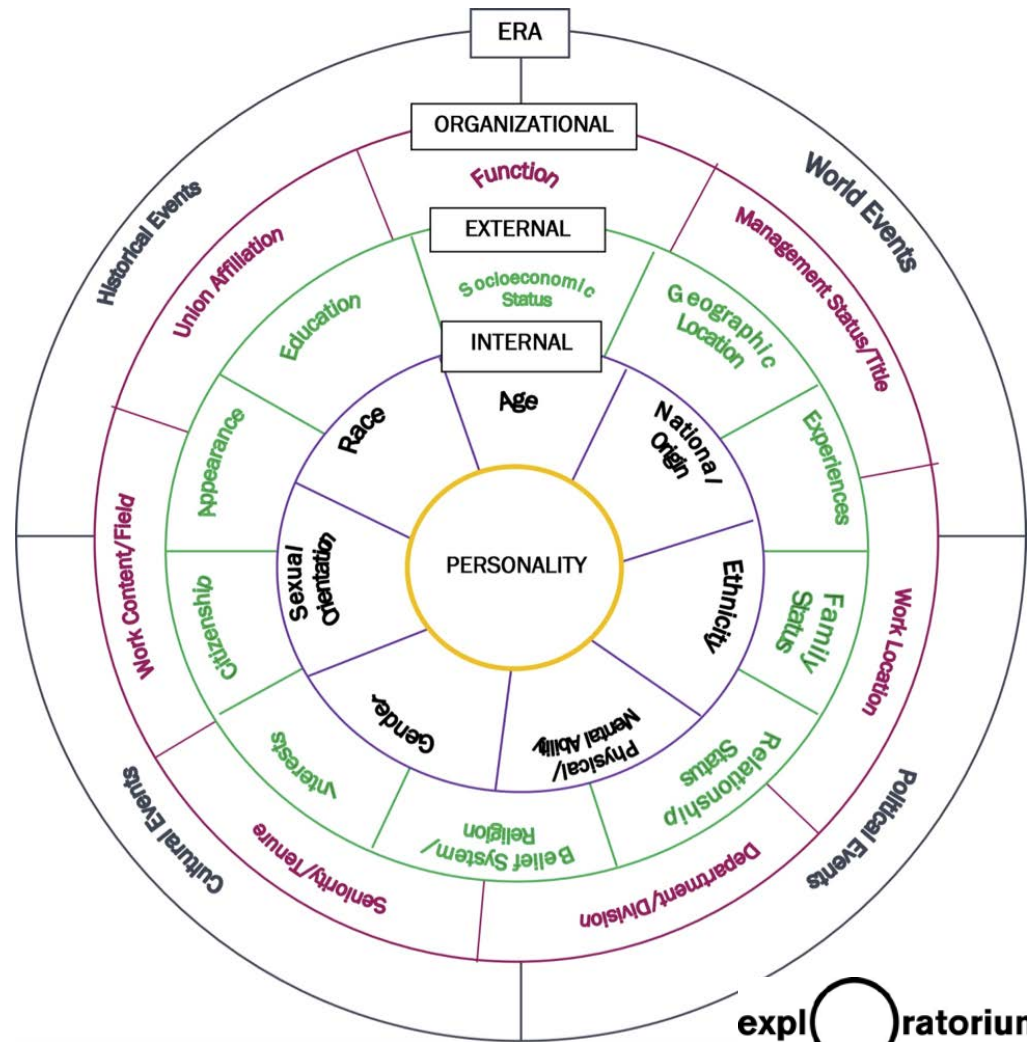
Benefits of a Diverse Workplace

Increasing the diversity of our staff and volunteers serves to:

- Expand ideas and approaches to attract broader visitorship

- Build relationships with different communities

- Increase levels of creativity and innovation

- Improve employee retention

- Build toward a more sustainable economic model

Dimensions of Diversity

Adapted from: Loden, Marily & Rosener, Judy, "Workforce America! Managing Employee Diversity as a Vital Resource," McGraw-Hill Professional Publishing, 1990

Looking at Definitions

Culture refers to integrated patterns of human behavior that include the language, thoughts, communications, actions, customs, beliefs, values, and institutions of racial, ethnic, religious, or social groups.

Diversity encompasses all those differences that make us unique, including but not limited to race, color, ethnicity, language, nationality, sexual orientation, religion, gender, socio-economic status, age, and physical and mental ability. A diverse group, community or organization is one in which a variety of social and cultural characteristics exist.

Cultural Competence is a process of lifelong learning. It results in knowledge, skills, behaviors, and attitudes that allow us to work effectively with others from different cultural backgrounds, increases the ability of organizations to maximize the benefits of diversity within their workforces, and improves the services we offer to our various stakeholders.

Inclusion denotes an environment where each individual member of a diverse group feels valued, is able to fully develop his or her potential and contributes to the organization's success.

Source: Cultural Compentence Learning Institute (CCLI) - http://community.astc.org/ccli/philosophy-approach/history-and-de

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Diversity Statistics

Statistics we have for now

- Binary Gender

- Ethnicity/Race

Your Organization's statistics**

- Your organization's statistics compared to the community's demographics

- Your organization's statistics at different managerial & non-managerial levels

- You may also want to compare your frontline staff separately or any specific areas of your organization with higher levels of diversity

- Your organization's statistics compared to visitorship

- You can look at also the EEO diversity statistics from your Applicant Tracking System

Reflection Questions

- What does this information make you feel or think about the Exploratorium?

- What about this information surprised you?

- How might this information inform your work?

- How do you think this information may influence your future hiring decisions?

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BREAK

10 mins - Snack + Bio Break!!

Biases

- Unconscious Bias

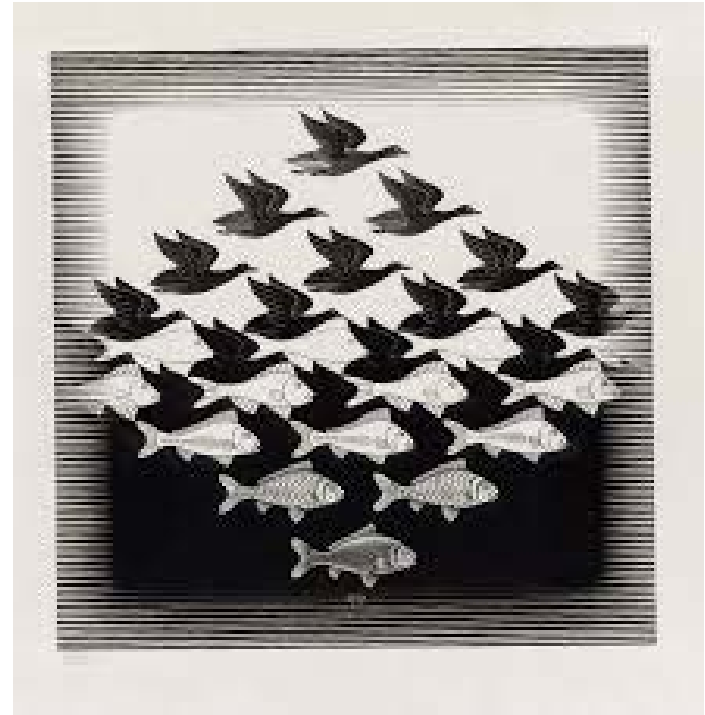- Conscious Bias

- Affinity Bias

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What is Unconscious Bias?

The shortcuts our brain uses to make decisions quickly.

How does this factor into recruiting and hiring?

We have a tendency, when faced with limited information about a person, to map them to our past experiences working with people we feel are similar.

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Unconscious Bias @ Work

Video from Google's professional development series on Unconscious Bias:

https://www.youtube.com/watch?v=NW5s_-Nl3JE

Implicit Bias Tests

Project Implicit®

Presidents IAT — *Presidents* (**'Presidential Popularity' IAT**). This IAT requires the ability to recognize photos of Donald Trump and one or more previous presidents.

Gender-Career IAT — *Gender - Career*. This IAT often reveals a relative link between family and females and between career and males.

Religion IAT — *Religion* (**'Religions' IAT**). This IAT requires some familiarity with religious terms from various world religions.

Sexuality IAT — *Sexuality* (**'Gay - Straight' IAT**). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Arab-Muslim IAT — *Arab-Muslim* (**'Arab Muslim - Other People' IAT**). This IAT requires the ability to distinguish names that are likely to belong to Arab-Muslims versus people of other nationalities or religions.

Weight IAT — *Weight* (**'Fat - Thin' IAT**). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.

Skin-tone IAT — *Skin-tone* (**'Light Skin - Dark Skin' IAT**). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

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Recruiting & Interviewing

- Tips to:
  - Reduce Bias
  - Increase Diversity

- Where to find resources

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Recruiting for Diversity

Recruiting

- Ensure your job description reflects the qualifications you really need
- Cast a wide net
    - o OD's Wiki page has a huge list of places to post
    - o Where do YOU think we would find candidates
- Be in recruiting mode all the time - Create a pipeline for future roles

Selection

- Include a wider array of candidates – Look to add candidates with a variety of backgrounds into the talent funnel
- Keep your bias in check when reviewing resumes. Don't make assumptions.

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Explo Recruiting

Advertising

- How long do jobs need to be posted?

- Where can we post?

- Recruiting costs charged to your department.

Hiring Resources:

Hiring Process Checklist - *A Guide to the Hiring Process*

Request for Hire Form

New Hire/Rehire Status Form ("Green Sheet")

Current Employee Change of Status Form ("Green Sheet")

IT/ OPs New Hire form

For managers to complete and submit along with Employee Status Form - *TWO weeks in advance.*

Recruiting Websites used by Organizational Development

**Any posting costs will be charged to your department, not OD.

Interviewing Tips

Jazz Link

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Reducing Bias in Interviews

Before the Interview

- **Examine your beliefs and assumptions** - Build an understanding of your own personal biases.

- **Plan ahead** - Create interview & evaluation plan. Ensure a consistent interview experience for all candidates, Script questions ahead of time

- **Agree on success criteria** - Everyone should agree on the definition of a good answer that shows the candidate embodies the company's values.

  -What will make a successful candidate? Are there holes in the team we need to fill? What skills do we need? What are we looking for?

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Reducing Bias in Interviews

During the interview

- **Same environment for each interview** – Same setting, same questions
- **Use Hiring Teams** – Each member asks the same questions in each interview
- **Avoid "small talk"** – Chat when the structured interview content is completed.

- **Focus on success criteria** – Ask questions that determine if the candidate meets success criteria instead of whether they possess certain past experiences or traits. Avoid personal/lifestyle questions.

- **Listen intently** - Work hard to validate assumptions while candidates are still in the interview room.

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Reducing Bias in Interviews

After the interview

- **Stick to the evaluation plan** - Evaluate candidates using only specific, factual evidence gathered during the structured interview process.

- **Evaluate candidate right after interview** - Make time to evaluate candidate against success criteria in a timely fashion.

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Questions You Can't Ask

- *How old are you?*

- *When did you graduate from _____?*

- *Are you married?*

- *Are you gay?*

- *Do you have/plan on having children?*

- *Who will take care of your children while you're at work?*

- *Is English your first language?*

- *Are you a U.S. citizen?*

- *What country are you from?*

- *Where were you/your parents born?*

- *What is your religion?*

- *Where do you go to church?*

- *What clubs or social organizations do you belong to?*

- *Do you have any disabilities?*

- *Have you ever been arrested?*

- *If you've been in the military, were you honorably discharged?*
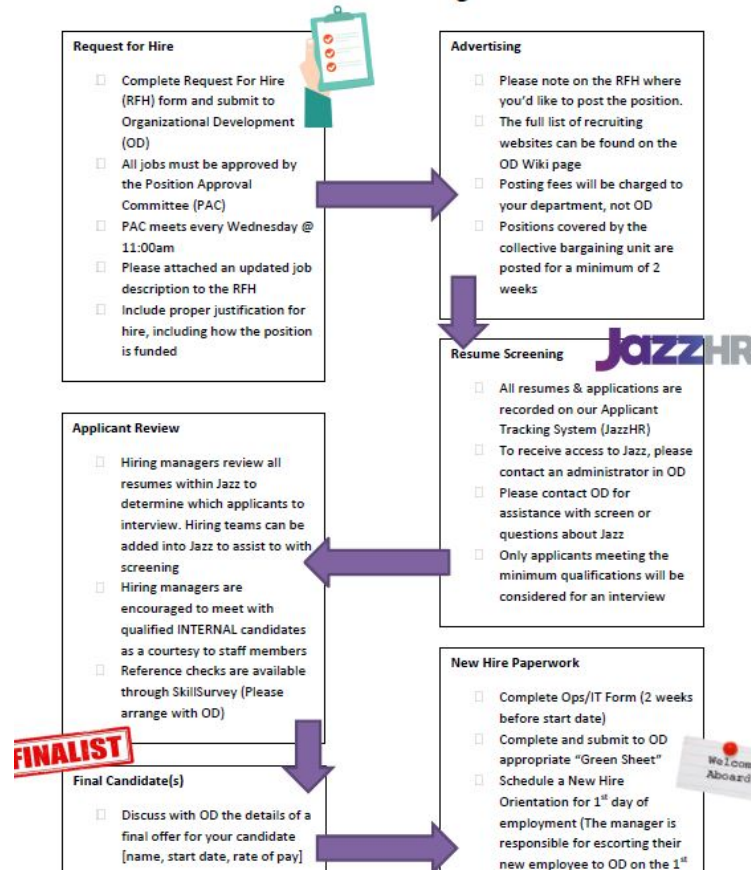
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Wiki Resources

Exploratorium Hiring Process

Pre-Recruiting

- Request For Hire (RFH)
  - Updated Job Description

- Position Approval Committee (PAC)
  - Wed @ 11am

A Guide to the Hiring Process

Request for Hire
- Complete Request For Hire (RFH) form and submit to Organizational Development (OD)
- All jobs must be approved by the Position Approval Committee (PAC)
- PAC meets every Wednesday @ 11:00am
- Please attached an updated job description to the RFH
- Include proper justification for hire, including how the position is funded

Advertising
- Please note on the RFH where you'd like to post the position.
- The full list of recruiting websites can be found on the OD Wiki page
- Posting fees will be charged to your department, not OD
- Positions covered by the collective bargaining unit are posted for a minimum of 2 weeks

Resume Screening
- All resumes & applications are recorded on our Applicant Tracking System (JazzHR)
- To receive access to Jazz, please contact an administrator in OD
- Please contact OD for assistance with screen or questions about Jazz
- Only applicants meeting the minimum qualifications will be considered for an interview

Applicant Review
- Hiring managers review all resumes within Jazz to determine which applicants to interview. Hiring teams can be added into Jazz to assist to with screening
- Hiring managers are encouraged to meet with qualified INTERNAL candidates as a courtesy to staff members
- Reference checks are available through SkillSurvey (Please arrange with OD)

FINALIST

Final Candidate(s)
- Discuss with OD the details of a final offer for your candidate [name, start date, rate of pay]

New Hire Paperwork
- Complete Ops/IT Form (2 weeks before start date)
- Complete and submit to OD appropriate "Green Sheet"
- Schedule a New Hire Orientation for 1st day of employment (The manager is responsible for escorting their new employee to OD on the 1st

Welcome Aboard!

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Q&A

Additional Resources

7 Practical Ways to Reduce Hiring Bias in Your Hiring Process
https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process?referral=03758&cm_vc=rr_item_page.top_right

How to Take the Bias Out of Interviews
 https://hbr.org/2016/04/how-to-take-the-bias-out-of-interviews?referral=03759&cm_vc=rr_item_page.bottom

Implicit Bias Tests
https://implicit.harvard.edu/implicit/takeatest.html

Guide: Raise Awareness about Unconscious Bias
https://rework.withgoogle.com/guides/unbiasing-raise-awareness/steps/introduction/

ThinkHR Internal Training Webinars (contact OD for a training invitation)

Essentials of Interviewing and Hiring: Conducting an Effective Interview and Interviewing: Doing it Right

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Coming Soon!

- Evaluation Survey

- Onboarding: First 120 Days

- Diversity and Inclusion Trainings

- Diversity and Inclusion Wiki page