

## INCLUSIVE HIRING RESOURCES GUIDE

*The **Inclusive Hiring Resources Guide (IHRG)** developed by the Talent Acquisition & Diversity team (TAD) in partnership with members of the recruitment community and the Office of Diversity, Inclusion, and Belonging (ODIB) provides recruiters and hiring managers with the resources and tools to help mitigate biases in our hiring practices and create a more diverse workforce.*

### Create Requisition/Prepare to Recruit Stage

- Review the description to ensure that the basic qualifications are objective, specific, accurate and necessary to the job being filled, non-comparative in nature (e.g. avoid better/worse language, less/more qualifications, non-discriminatory).
- Ensure the position description has been reworked and vetted to remove bias and promote inclusion
  - Use education and experience equivalencies to provide alternative options for potential candidates to meet the qualifications and consider competencies, transferable skills, and equivalent experience when developing requirements.
  - Eliminate any unnecessary job skills or requirements (e.g., college degree, years or type of previous experience, physical and mental qualifications, Harvard experience).
  - Ensure the position description uses gender neutral language. Consider using a gender decoding tool or tool to filter for inclusive language (e.g., [Textio](#), [Gender Decoder](#)).
  - Include a statement to highlight an organizational commitment to DIB+E.
  - Consider including a commitment to valuing diversity, equity, and contributing to an inclusive work and learning environment as a required qualification for all position descriptions and job postings (e.g., “Demonstrated commitment to valuing diversity and contributing to an inclusive working and learning environment”).
- Schedule a recruitment intake/strategy meeting. This is an opportunity for the recruiter and hiring manager to develop and document a strategic recruitment plan that would include diversity outreach/Good Faith Efforts especially for positions with [Affirmative Action Placement Goals](#). Work with the HR recruiter to consult the listing of university-wide [Good Faith Efforts and OFCCP's Employment Referral Resources](#) for women, people of color, veterans, and individuals with disabilities (access – HR Staff Only).
- Ensure that the hiring manager or recruitment committee understands and supports Harvard's diversity, inclusion, belonging and equity (DIB+E) statement and [Affirmative Action goals](#).
- Consider requesting that the hiring committee attend inclusive hiring trainings or sessions regarding the best practices for avoiding bias and discrimination in the recruitment process (e.g. [Inclusive Hiring Initiative](#))
- Confirm that the hiring committee includes 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). Interviews should include [diversity related questions](#) to assess a candidate's commitment to DIB+E.

- Include a reasonable accommodations statement in the position description. To the best of your abilities, you must provide accommodations to candidates who require them. For example, candidates may have mobility, hearing, or vision needs. If a candidate indicates that they will require accommodations for their interview process, work with them and listen to their needs.
- In those cases when it's necessary to utilize external search firms for high level or specialized positions be sure to communicate that diversity recruitment is a critical priority. Ask the firm about their commitment to diversity, their experience and success in recruiting and placing diverse candidates, and meeting affirmative action obligations.

### Generating Candidates/Sourcing Stage

- If applicable, include your unit/department's diversity, inclusion, belonging and equity (DIB+E) statement on the unit/department website and position description (additionally, social media accounts, if available).
- Share the position description with Harvard's [Employee Resource Groups](#) (ERGs) for distribution to their networks.
- Consider allocating a budget for external advertising targeting underrepresented groups (e.g. listservs, websites, colleges).
- Ensure you finalized, documented, and implemented the diversity outreach strategy discussed at the intake meeting.
- As candidates begin to apply, confirm that the pool is made up of a diverse, qualified pool of candidates. If not, continue outreach.

### Interview Stage

- Prepare your interviewers for success. Interviewers should be [trained \(Hiring Manager Packet\)](#) on interview techniques, the role's requirements, and the legal do's and don'ts of interviewing. They should be your best ambassadors when it comes to your values and culture, including your DIB+E initiatives. Research suggests eliminating panel/group interviews when possible and utilizing structured interview questions and evaluation rubrics.
- Confirm that interviewers have been [trained on how to avoid questions](#) (Hiring Manager Packet – Page 17) or topics that may be inappropriate or illegal, such as those related to age, national origin, pregnancy, marital status, and the like.
- Prepare the candidate for success. Provide them with an agenda beforehand, and a list of the people they'll be meeting with, to help ensure a positive candidate experience.
- Consider the experience of the candidate when creating the interview process and search timeline. Avoid having multiple interviews across many days, where a currently employed candidate may have to block off many varied hours and potentially put their current job in jeopardy. After the interview, get back to the candidate with next steps in a timely way (within 3 days is a good window, if possible).
- Allot time for 15-30 minute informational interviews with diverse candidates.
- Designate a point person to provide timely communication with interviewed candidates.

## Selection Stage

- Evaluate candidates using the same evaluation criteria. Encourage hiring managers to clarify candidate feedback collection process with their colleagues/interview panelists.
- Create 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).
- Develop a system to ensure that conversations around “fit” or “hit the ground running” are not code for bias. Making selection decisions without any criteria is not permissible. If you reject someone, you must be able to state a reason. Your reason must be tied to the requirements of the job.

## Post-Selection Stage

- Consider providing feedback to the non-selected candidates.
  - All candidates who are released from the process are required to have a disposition form with a disposition code added to their candidate profile in Harvard Careers.
  - Inform candidates when they are no longer being considered for the role, regardless of where they are in the process.
  - Consider offering feedback as an option that unsuccessful candidates can opt into or not.
  - Be kind and supportive in your delivery of the feedback
- For future reflection and planning:
  - Did the hiring process meet the Affirmative Action goals as discussed during the intake meeting?
  - Was a candidate from an underrepresented background selected? If not, what were the barriers?
  - How can the organization increase the selection of underrepresented candidates in the future?

## Onboarding: Remote/Campus

- Make new employees feel welcome. Ensure the basics like their email address and workstation are ready to go.
- Consider putting together a welcome package with useful Harvard- or department-branded items, a list of employee resource groups or local lunch spots, and an organizational chart to help keep track of all the names they will be hearing around the workplace.
- Introduce the team. Make sure the team and the employee’s new manager are ready for the new employee and have a plan for their first week. Plan icebreakers such as a team lunch on the first day. Consider pairing them with a “buddy” to help the new hire acclimate, locate housing, ensure integration into social aspects of department and life at Harvard.
- Consider new hire’s [pronouns](#) during your onboarding process. Ensure any onboarding forms have pronoun options, as well as a field for a preferred (vs. legal) name. When introducing the new team member, use their correct pronouns and preferred name.
- Demonstrate transparency and clarity. Share your DIB+E goals and commitments from the very beginning, along with your department’s history, strategies, workplace expectations, and inside terms such as acronyms and Harvard jargon to help the new hire feel welcome. If you have a larger team, consider designing a longer onboarding program where new hires learn about each department and meet key leaders in the organization.



## Additional Resources

- **Harvard Resources:**
  - [Inclusive Hiring at Harvard](#)
  - [Diversity-Related Sample Interview Questions](#)
  - [Hiring Manager Packet](#)
  - [Promising Practices Guide for Leaders and Managers](#)
  
- **Harvard Business Review (HBR):**
  - [A Data-Driven Approach to Hiring More Diverse Talent](#)
  
- **Department of Labor (DOL):**
  - [OFCCP's Best Practices for Fostering Diversity & Inclusion](#)
  - [Recruitment and Hiring of Qualified Individuals with Disabilities](#)
  - [Employment Resource Referral Directory](#)
  
- **Higher Education Recruitment Consortium (HERC):** *note, managers must sign up for an account via the HERConnect Portal*
  - [Virtual Recruitment Toolkit](#)
  - [Search Committee Toolkit](#)
  - [OFCCP Compliance](#)
  - [Webinars & Webinar Library](#)
  - [Marketplace](#)
  - [Regional Events](#)

## Reference Material

- Content in this guide was adapted from **DeEtta Jones Next Generation Leadership's** equity toolkit, visit [www.DeEttaJones.com](http://www.DeEttaJones.com) for more information.
- Talent Acquisition and Diversity Best Practices: <https://hrpractitioners.harvard.edu/talent-acquisition-diversity>
- Gregg, Seibt, and Banaji, "Easier Done than Undone"; Gawronski et al., "It's in the Mind of the Beholder."
- Gaucher, Friesen, and Kay, "Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality." iv Bertrand and Mullainathan, "Are Emily and Greg More Employable Than Lakisha and Jamal?"
- Knight, "7 Practical Ways to Reduce Bias in Your Hiring Process."
- Dattner, "A Scorecard for Making Better Hiring Decisions."
- Bohnet, van Geen, and Bazerman, "When Performance Trumps Gender Bias."
- How to Take the Bias Out of Interviews (hbr.org) Iris Bohnet

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