

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 for Equity, Diversity, Inclusion, and Belonging (OEDIB), provides recruiters and hiring managers with resources and tools to help mitigate biases in our hiring practices and create a more diverse and inclusive workforce.*

Stage 1: Create a Requisition and Prepare to Recruit

- Review the job description to ensure that the basic qualifications are objective, specific, accurate and necessary to the job being filled, and are non-comparative in nature (e.g. avoid better/worse language, less/more qualifications, non-discriminatory).
- Ensure that 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).
 - 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”).
 - 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.
- 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 includes diversity outreach/Good Faith Efforts, particularly for positions with [Affirmative Action Placement Goals](#). Work with your 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 (please note that only HR Staff have access to this link/webpage through the HR Intranet).
- Ensure that the hiring manager and committee (if applicable) understands and supports Harvard's diversity, inclusion, belonging and equity (DIB+E) statement and [Affirmative Action Programs](#).
- 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](#)). Additional resources can be found through the [Harvard Training Portal](#), offered by the Center for Workplace Development, Harvard Manage Mentor, and LinkedIn Learning.

- 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).
- Include a reasonable accommodations statement in the position description (and/or in your email signature when reaching out to candidates). To the best of your ability, and in consultation with [University Disability Resources](#), 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 cases where it is 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 their track record of meeting affirmative action obligations.

Stage 2: Generating and Sourcing Candidates

- Ensure that you finalized, documented, and implemented the diversity outreach strategy discussed at the intake meeting, and share it with other members of your team that are involved in the recruitment process to ensure shared understanding and alignment.
- 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).
- Consider allocating a budget for external advertising targeting underrepresented groups (e.g. listservs, websites, colleges).
- Allot time for 15-30 minute informational interviews with diverse candidates.
- Network through career fairs and listservs/newsletters, and by developing partnerships with local and national organizations.
- Through the TAD team, share the position description with Harvard's [Employee Resource Groups](#) (ERGs) for distribution to their networks.
- As candidates begin to apply, confirm that the pool is comprised of a diverse, qualified pool of candidates. If not, continue outreach.

Stage 3: Interviewing

- Prepare your interviewers for success. Interviewers should be trained (refer to the [Hiring Manager Packet](#)) on interview techniques, the role's requirements, and the legal do's and don'ts of interviewing. Interviewers should also be equipped to include [diversity-related questions](#) to assess a candidate's commitment to DIB+E. Your interviewers 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 questions to avoid ([Hiring Manager Packet – Page 17](#)) or topics that may be inappropriate or illegal to discuss 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 (including job titles), to help ensure a positive candidate experience.
- Consider the experience of the candidate when creating the interview process and search timeline as well. 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 manner (within 3 days is a suggested window, if possible).

- Ensure timely communication with all candidates, including designating a point person to provide timely communication to candidates that are interviewed.

Stage 4: Selection

- Evaluate candidates using the same, objective 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). For example, having interviewers debrief individually first, then debrief together with a neutral moderator present.
- Develop a system to ensure that conversations around “fit” or “hit the ground running” are not code for bias. Making selection decisions without objective 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.

Stage 5: Post-Selection

- Consider providing feedback to the non-selected candidates.
 - Inform candidates when they are no longer being considered for the role, regardless of where they are in the process, in a timely manner.
 - Be kind and supportive in your delivery of the feedback.
 - Ensure that all candidates who are released from the process have a disposition form with a disposition code added to their candidate profile in Harvard Careers.
- For future reflection and planning:
 - Did the hiring process follow the strategic recruitment plan and/or meet Affirmative Action goals, as discussed during the initial 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?

Stage 6: Onboarding (Remote and On-Campus)

- Make new employees feel welcome. Ensure the basics, such as their email address and workstation, are ready to go upon their first day.
- 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, etc.



- Consider the 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. Also, solicit the employee's feedback and questions. You want to create a welcoming environment where they can openly share their thoughts and preferences with you.

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 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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