

INCREASING EQUITY AT THE WORKPLACE

RECRUITMENT AND HIRING SYSTEM TOOLKIT



OVERVIEW: EMPLOYMENT SYSTEMS AND LEVERS FOR CHANGE



Director

Marcie Pitt-Catsouphe, PhD
Samuel L. Bradley, Jr., DSW
Kathleen Christensen, PhD

Work Equity is an initiative of the Center for Social Innovation at the Penn State College School of Social Work.
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Question?

Please contact marcie@bc.ed

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Introduction to Our Approach: Employment Systems and Levers for Change

Work Equity Audit College has prepared a toolkit to help employers strengthen the equity of employment systems in the workplace.

As indicated in Figure 1, we have elected 10 employment system focus areas. This Toolkit focuses on the equity of the **Recruitment and Hiring System**.

Recruitment and hiring efforts:

both formal and informal practices related to determining job announcements, creating of application, selecting applicants for interview, and making job offers.

We recognize that organizations have access to different mechanisms that have the potential to address some of the root causes of inequities embedded in organizations' employment systems. We refer to these mechanisms as **Levers for Change**. (See Figure 1.)



Figure 1: Employment Systems and Levers for Change

We consider Levers for Change to be different ways that your organization can strengthen the equity of your Recruitment and Hiring System.

We use the following definition of the **Legacy for Change**:



Policies

Formal (typically written) policies that establish expectations for various processes, including the equity of employment systems, such as policies that govern recruitment and hiring.



Practices

Written or unwritten specification of steps used to complete tasks, including activities that could affect the equity of employment systems, such as “best practices” related to the supervision of employees.



Planning and Evaluation

Planning, data collection and interpretation of information related to the equity of employment systems, such as conducting “audits” of compensation.



Assignment of Roles and Accountabilities

Designation of one (or more) person(s) who is accountable for Diversity-Equity-Inclusion (DEI) activities related to the equity of one (or more) employment system(s), such as the selection of an HR person to assess the equity of annual employee performances.



Workplace Culture

Values and principles espoused by the organization, including values related to Diversity-Equity-Inclusion, such as statements by top managers about the importance of workforce diversity for innovation.



Workplace Climate

Employees’ sense of their everyday work experiences, particularly experiences that affect perceptions of inclusion (that is, a sense of: belonging to the organization, being treated with respect, etc.), such as being invited to offer opinions about decisions that affect employees’ jobs.



Communications

Access to information, including information about the equity of employment systems, such as information about possible promotion opportunities.

We will **re-evaluate** the **Legacy for Change** for the **Recruitment and Hiring System** in **Step 3** and **4** of his



Steps of Your Recruitment and Hiring System Equity Initiative

The Recruitment and Hiring System Equity Toolkit is organized in 5 steps. (See Figure 2.)

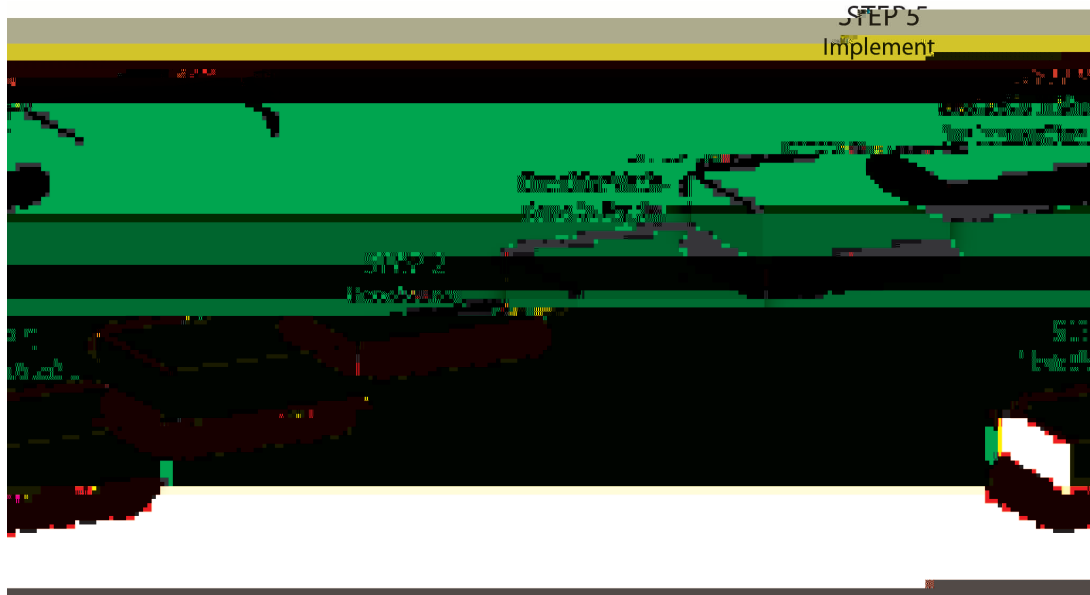


Figure 2: Steps in the Recruitment and Hiring System Toolkit

Each of the steps in the Toolkit reflect a design thinking process:

- gathering information** about the existing and opportunities (Step 1: Take the Audit),
- gaining insight about possible **root causes** of inequities (Step 2: Benchmark),
- gaining **deeper understanding** of employee experience (Step 3: Consider Variation in Experience),
- brainstorming and refining ideas** for innovation in your Recruitment and Hiring System (Step 4: Generate Ideas for Innovation), and
- pilot testing** (Step 5: Implement Innovation).

Roles and Responsibilities for Your Equity Assessment

It is possible that one person, for example, a department manager, might decide to conduct some or all the 5 steps of the Toolkit as a group:

1. systematically think about the equity of the Recruitment and Hiring System, and
2. generate and have ideas about the equity of Recruitment and Hiring System and generate the proposal of implementation of the organization.

However, organization has to make (or encourage) a commitment to innovation in DEI will probably, and it is important to engage a group of people (possibly from different areas of the organization) in each of the Toolkit activities.



Organization should make decision about assigning the following roles and responsibilities:

- Leader(s) of Your Recruitment and Hiring System Equity Initiative:** Typically, the Leader will:
 - (1) invite/elect people to participate in the Recruitment and Hiring System Equity Initiative,
 - (2) manage the project (for example, scheduling meetings and preparing materials),
 - (3) monitor progress with the help of the Toolkit, and
 - (4) ensure communication related to the Equity Initiative is prepared and distributed to the appropriate audience.
- Members of Your Equity Initiative Committee:** The Leader(s) of the Equity Initiative might decide to invite the members of an existing committee (such as a Diversity-Equity-Inclusion Committee) to participate in the Equity Initiative. In some situations, however, it might be necessary for the Leader(s) to expand the membership of an existing committee or form an entirely new task force committee. The members of the committee should have diverse perspectives and experience that could be relevant to the work.
- Stakeholders in Your Equity Initiative:** The Leader(s) of the Equity Initiative might periodically consult with and/or get feedback from employees at the organization to assess the organization's Equity Initiative Committee. For example, peers might have interesting perspectives about the strengths and weaknesses of different aspects of the organization's Recruitment and Hiring System.
- Top Managers at Your Organization:** It will be the responsibility of top management to communicate their support for the Recruitment and Hiring System Equity Initiative and to articulate how the organization's place aligns with the business goals and strategies.

The Process

Organization might complete the help sheet on the following page.

Decision:

The Equity Initiative Leader(s) can use Worksheet #1 (next page) to clarify a agenda for the completion of each step. This worksheet should be reviewed by the Equity Initiative Committee and adjustments should be made, as needed.

Go to next page for Worksheet #1

Recruitment and Hiring System Toolkit Worksheet #1

Sample Workplan for Completing Tasks for the Recruitment and Hiring System Toolkit

Step/ Task	People Involved/Responsible	Target Date for Completion
Form the Recruitment and Hiring System Equity Initiative Committee		
Prepare a letter/email inviting employees to join the Recruitment and Hiring System Equity Initiative.		
Confirm the membership of the Recruitment and Hiring System Equity Initiative Committee.		
Step 1: Take the Audit		
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
Step 2: Benchmark		
Copy average scores onto Worksheet. (Worksheet #4)		
Compare your organization's scores to data from the National Study of Workplace Equity. (Worksheet #5)		
Discuss the results of your benchmarking with the Equity Initiative Committee.		
Step 3: Consider Variations in Equity		
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
Step 4: Generate Ideas for Innovation		
Convene a meeting(s) to generate ideas for innovation.		
Determine strengths of Levers for Change. (Worksheet #7)		
Consider innovations in Levers for Change in the Recruitment and Hiring System. (Worksheet #8)		
Consider ideas for recruitment and hiring practice innovations. (Worksheet #9)		
Prioritize ideas for innovation in the Recruitment and Hiring System. (Worksheet #10)		
Step 5: Implement Innovations		
Specify metrics to measure possible change associated with the pilot of innovation. (Worksheet #11)		
Consider impact of recruitment and hiring innovation on other Levers for Change. (Worksheet #12)		
Implement pilot.		
Monitor implementation process.		
Convene meeting to consider possible implications for the equity of other employment systems.		
Communicate outcomes associated with pilot. (Worksheet #13)		

Go to Step 1 of the Recruitment and Hiring System Toolkit: Take the Audit.

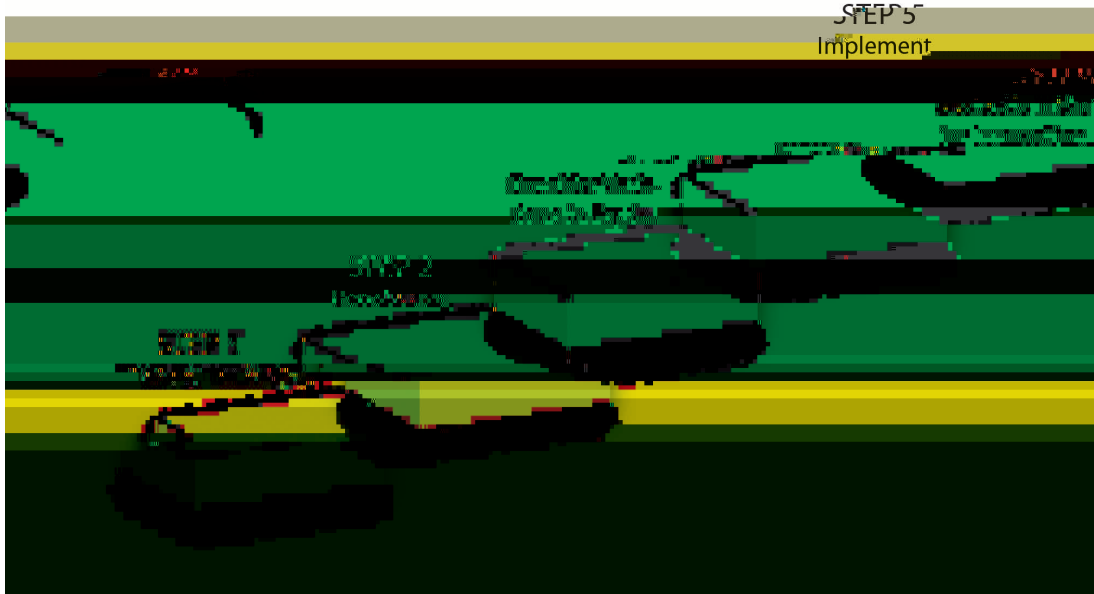


Figure 3: Step 1 of the Recruitment and Hiring System Toolkit