



A Guide to Inclusive Hiring

Why
prioritize
inclusive
hiring?

How do I
know where
to start?

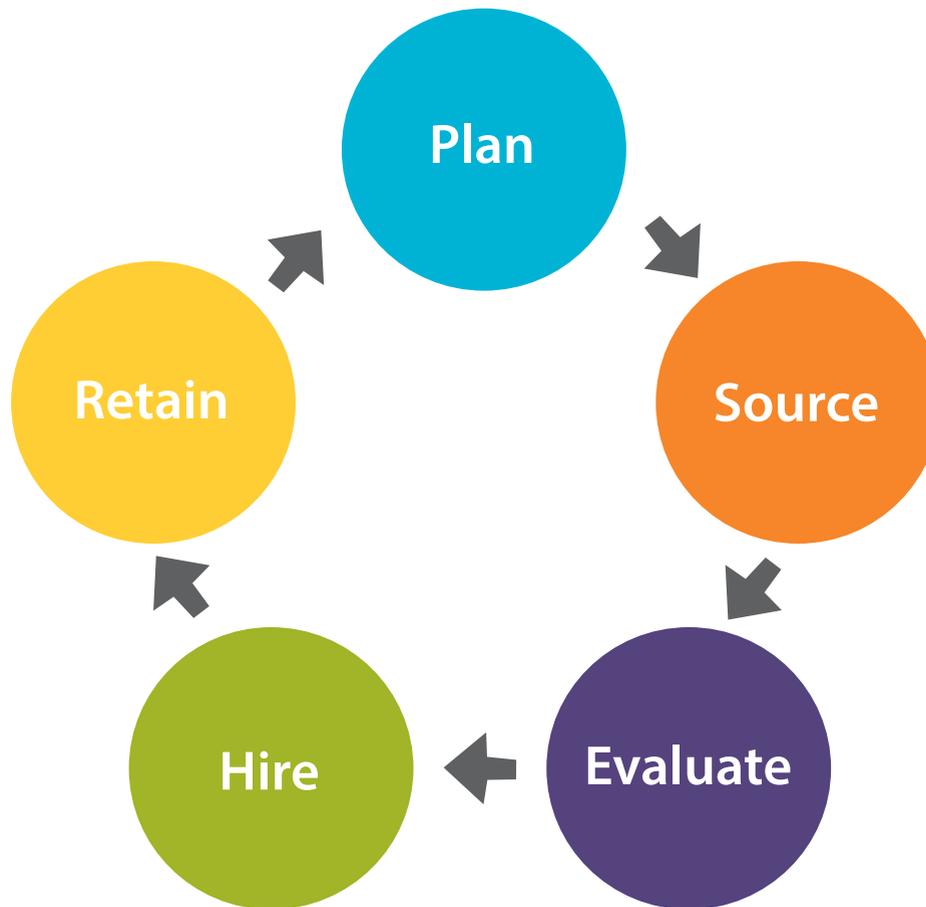
What are
the recent
trends in
recruitment?

Where
can I get
assistance?

Find these answers and more inside!

Spring/Summer 2016 Edition

Inclusive leaders drive organizational growth in the 21st Century



Diverse hiring and retention strategies build momentum for organizational development.

The benefits of inclusive work cultures resonate throughout any size organization, translating to customer satisfaction and market opportunity. Public sector, large and small employers will gain knowledge and usable tactics through the tools and resources contained in this guide.

•Develop awareness and set goals

Begin from any point on the spectrum outlined in this guide. The information included in these pages will serve as a valuable resource as you move through your current and future hiring cycles.

"Diversity fosters creativity. We need to generate the best ideas from people in all levels of the company and incorporate them into our business practices."

-Frédéric Rozé, chief executive officer,
L'Oréal USA



Plan



Framing the business case for inclusion

Diversity and inclusiveness in the workplace are not a guarantee. Employers from all sectors compete for talent.

Large corporations, government, and small business compete for talent on both a regional and a global scale.

The business case for diversity realigns employee affinity groups to business resource groups.

- In a recent Forbes Insight Survey of 321 private sector leaders, respondents overwhelmingly agreed that a diverse and inclusive workforce bring the different perspectives that a company needs to power its innovation strategy.

Workplace productivity is directly related to strong diversity and inclusion efforts:

- A high-performing culture maximizes all employee capabilities
- Empowerment is the ability to perform: it is achieved through engagement, performance and inclusion
- Diversity of thought and of differing work styles drive productivity

Source

Inclusive workplaces define organizational culture

Glassdoor recently surveyed 1,081 site users about diversity, concluding that a diverse company is important to both candidates and employees. Two-thirds of respondents, consisting of both active and passive job seekers, said diversity is important to them when evaluating employers and job offers.

Ten Key Inclusive Hiring Principles and Practices

1. Cast a broad net: build long-term relationships with employment service agencies, and network for strategic alliances. Refer to the employment resources listed on this page for recruiting partners!
2. Assign best and most-respected leaders to diversity recruiting projects. Choose leaders who have forged a record of diversity, and who have excellent political skills.
3. Establish and strengthen multicultural competence and respect. Cultural competence means the ability and skills to work with diverse people.
4. Send a clear business mandate: compensation of HR and recruiting professionals is tied to successful diversity hiring. Extend these requirements to contracted recruitment and placement agencies.
5. Review your recruiting process to ensure it is efficiently planned, effectively implemented, intentionally managed, and measured.
6. Eliminate all obstacles at the beginning of the hiring process: recruiters must know that the organization is serious about diversity.
7. Review job postings to ensure they are based on the key knowledge, skills and abilities required for each position.
8. Train recruiters to avoid negative judgment of employment gaps on resumes.
9. Be aware of hidden and unintentional biases in candidate screening: provide training to recruiting and management staff.
10. Hold job postings open until a robust level of diversity is represented in the candidate pool.

Evaluate Your Current Practice: The Recruiting Cycle*

	Assess	Respond		Identify process along continuum		
		Yes	No	Basic	Progressive	Leading
Plan	Does your organization align on inclusive recruitment and hiring strategy?	Yes	No	Organization has no formal or informal strategy for hiring diverse job candidates.	Organization is aware of diversity, but lacks alignment at leadership level.	Business and talent leadership define diverse talent needs together and are strongly aligned.
	Do you build sustainable talent pipelines to diverse hiring sources?	Yes	No	Organization does not include diversity in their talent pipeline.	Organization is aware of diversity, but lacks alignment at leadership level.	Organization uses diverse pipelines to fill talent gaps.
	Do your job postings align with the knowledge, skills and abilities required for the job?	Yes	No	Recruiters work with hiring managers to maintain accuracy and update KSAs in each job profile.	Organization (i.e., talent function) analyzes the tasks and skills necessary for job success and confirms alignment with job profiles	Organization evaluates successful job performance and creates job profiles based on identified talents, skills, and abilities.
Source	Do you ensure that job postings are fair, appealing, and accessible to diverse candidates?	Yes	No	Organization does not use inappropriate advertising (e.g., requiring current employment) that discourages candidates from applying.	Organization sends job postings to staffing organizations as a method of reaching out to less traditional audiences.	Organization sends job postings to local employment partners to ensure job access to diverse candidates.
	Do you use local and national intermediaries to find talent?	Yes	No	Organization has no relationship with local and national intermediaries.	Organization has awareness of national and local intermediaries and uses them informally/infrequently to source talent.	Organization has established formal relationships with intermediaries. Organization also provides regular feedback to intermediaries about the quality and success rates of candidates.
	Do you attract and engage with diverse job seekers?	Yes	No	Organization's brand and job openings attract job seekers, but does not specifically target or engage with diverse candidates.	Organization builds a socially responsible brand and uses social media to attract and recruit from a larger talent pool, which includes diverse talent.	Organization's brand demonstrates commitment to recruiting diverse talent, including specific talent community programs and career advancement.
Evaluate	Do you use filters in your initial screens of candidates?	Yes	No	Organization uses filters but does not use inappropriate screening procedures that automatically eliminate candidates, such as gaps in employment history.	Instead of resume filters, organization works with employment service providing agencies to screen and evaluate candidates.	Organization uses predictive technology to enable skills-based hiring and help project candidate success on the job.
	Do your phone screen and interview processes include diverse evaluators?	Yes	No	Organization uses a standard phone screen and interview process that does not take diversity and inclusion into consideration.	Organization strives to understand complete candidate profile and assets through diverse selection committee.	Organization provides guidelines to recruiters for specific interview committee composition.
	Are credit checks part of due diligence?	Yes	No	Organization performs credit checks for relevant roles only. Credit checks are performed for final round candidates only, and abide by Fair Credit Reporting Act obligations.	Organization evaluates a more robust credit history to gain a complete picture of financial profile for final round and only for relevant roles.	Organization investigates history behind a poor credit score to determine of the applicant has undertaken a good-faith effort to meet his or her financial obligations.
Hire	Does your offer process communicate opportunities for career advancement?	Yes	No	Organization presents traditional offer package including salary, compensation and benefits.	Organization specifically communicates opportunities for advancement supported by tuition reimbursement and other benefits.	Organization presents offer to candidates and highlights the potential for an accelerated career path given strong performance.
	Do you have an onboarding process for diverse new hires?	Yes	No	Organization has no specific processes.	Organization has an informal onboarding process for diverse new hires but no specific strategies to support diversity.	Organization assigns mentors who will help new employees transition successfully. Develops and provides onboarding materials to the managers of the diverse employees.
Retain						

*Adapted from Deloitte "A Guide to Recruiting and Hiring the Long-Term Unemployed: a Handbook for Employers," at <http://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-employer-handbook-recruiting-and-hiring-the-long-term-unemployed.pdf>

Hire and Retain: 2016 Trends for Inclusive Leaders



- Intense competition for talent requires organizations to shift from basic cultural competence to advanced cultural dexterity in hiring and retention practices.

- Workplace inclusion has changed tactics from a box-ticking exercise to a true necessity. In 2015, we saw organizations understand the real value of minority groups, including women and veterans. This isn't just a volume exercise for industries that are plagued by a lack of skilled talent, such as STEM, but also a strategic one. New data is constantly supporting why diversity positively impacts business performance, and in 2016 we will see its impact.

www.futurestep.com/news/korn-ferry-futurestep-predicts-top-talent-trends-in-2016

- Enhanced team creativity, employee and customer retention, better and more productive communication are the results of successful recruitment and retention planning.

The Inclusive Leader

Biggest challenge: To create growth



To have growth: You need to differentiate



To differentiate: You need to innovate



To innovate: You need diversity



To activate diversity: You need inclusion



To manage all this: You need inclusive leadership

Employment Partners Recruiting Network

American Indian OIC

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612.341.3358

CLUES - Comunidades Latinas Unidas en Servicio

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DEED - Workforce Center

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and
777 East Lake Street
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East Side Neighborhood Services

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EMERGE

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HIRED

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Minneapolis Urban League

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Pillsbury United Communities

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Project for Pride in Living

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RESOURCE

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SEARCH

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