

INCREASING EQUITY AT THE WORKPLACE

RECRUITMENT AND HIRING SYSTEM TOOLKIT



STEP 3: CONSIDER VARIATIONS IN EQUITY



BOSTON COLLEGE

School of Social Work

WORK EQUITY

Directors

Marcie Pitt-Catsoupes, PhD

Samuel L. Bradley, Jr., DSW

Kathleen Christensen, PhD

Work Equity is an initiative of the Center for Social Innovation at the Boston College School of Social Work.

www.bc.edu/workequity

Questions?

Please contact us at workequity@bc.edu

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3.0 Introduction

This section of the Recruitment and Hiring System Toolkit helps your organization to address possible variations in the equity of your Recruitment and Hiring System.

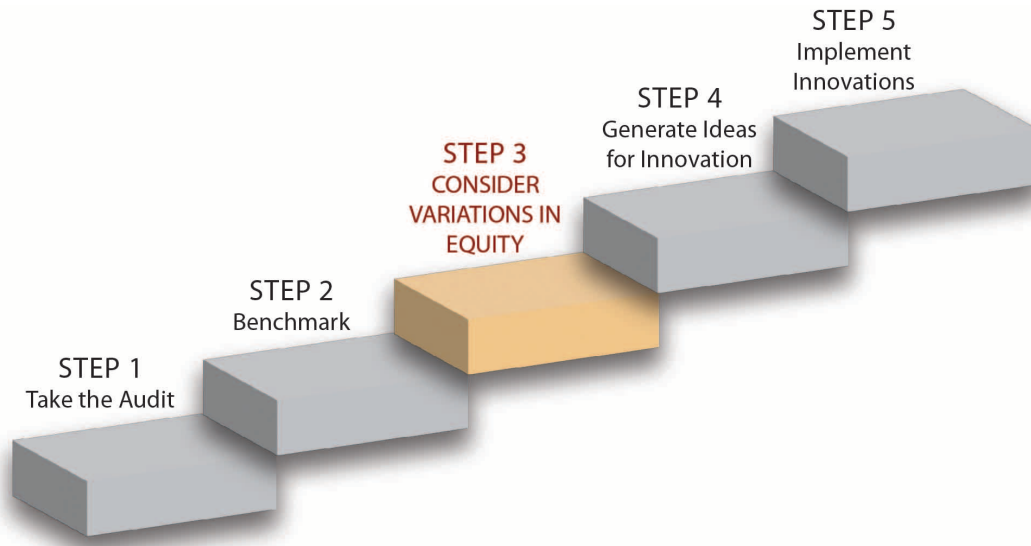


Figure 8: Step 3 of the Recruitment and Hiring System Toolkit

3.1 Roles and Responsibilities

In consultation with the members of the Equity Initiative Committee, the leader(s) of the Equity Initiative will decide who could be invited to conversations about employees' experiences with the Recruitment and Hiring System and how those experiences might vary by employees' affiliations with demographic and social identity groups.

Option 1: You could use the questions in Worksheet #6 below to guide a discussion with the members of your Equity Initiative Committee.

Option 2: The Equity Initiative Committee could convene discussion groups (for example, brown bag lunches, focus groups, etc.) with employees who are affiliated with specific demographic and social identity groups.

3.2 Step 3 Task

The responses to the Audit questions about your organization's Recruitment and Hiring System provide you with some insight about the equity of recruitment and hiring for employees, overall.

But is this enough for you to understand the equity experiences of your employees?

Your organization might want to consider whether its Recruitment and Hiring System is "equally fair" to people with different social and demographic identities, including people affiliated with different:

- races/ethnicities,
- gender identities,
- sexual orientations,



- ages,
- religious affiliations,
- national backgrounds,
- abilities/disabilities, and
- job classifications (for example, part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees).

Worksheet #6 (following pages) focuses on the seven Levers for Change in your organization's Recruitment and Hiring System.

1. Policies
2. Practices
3. Planning, Data Collection, and Evaluation
4. Roles and Accountabilities
5. Culture
6. Climate
7. Communications

(Please see the Overview Booklet of the Recruitment and Hiring System Toolkit for the discussion of the Levers for Change.)

Task 1: Consider Variations in Employees' Equity Experiences

Directions:

Worksheet #6 (following pages) asks people in your organization to think about the extent to which the Levers for Change in your Recruitment and Hiring System seem to result in either privileges or disadvantages for people in different groups.

For each of the following questions, think about the different demographic and social identity groups in your workforce. Insert comments if your committee members/other employee groups think that there could be variation that results in a lack of equity.

Continue to next page 



Recruitment and Hiring System Toolkit Worksheet #6

Equity of Recruitment and Hiring System – Levers for Change



Lever for Change in the Recruitment and Hiring System: Policies

Are your organization’s policies related to recruitment and hiring fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

Recruitment and Hiring System Toolkit Worksheet #6 (continued)



Lever for Change in the Recruitment and Hiring System: Practices

Are recruitment and hiring practices fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

Recruitment and Hiring System Toolkit Worksheet #6 (continued)



Lever for Change in the Recruitment and Hiring System: Planning and Evaluation

Is the planning and evaluation of recruitment and hiring fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):



Recruitment and Hiring System Toolkit Worksheet #6 (continued)



Lever for Change in the Recruitment and Hiring System: Assignment of Roles and Accountabilities

Is the assignment of roles and accountabilities for the Recruitment and Hiring System fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

Recruitment and Hiring System Toolkit Worksheet #6 (continued)



Lever for Change in the Recruitment and Hiring System: Workplace Culture

Are your organization's values and principles related to recruitment and hiring fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

Recruitment and Hiring System Toolkit Worksheet #6 (continued)



Lever for Change in the Recruitment and Hiring System: Workplace Climate

Is the workplace climate pertaining to recruitment and hiring fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

Recruitment and Hiring System Toolkit Worksheet #6 (continued)



Lever for Change in the Recruitment and Hiring System: Communication

Are communications regarding recruitment and hiring fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

 **Go to Step 4 of the Recruitment and Hiring System Toolkit: Generate Ideas for Innovation**

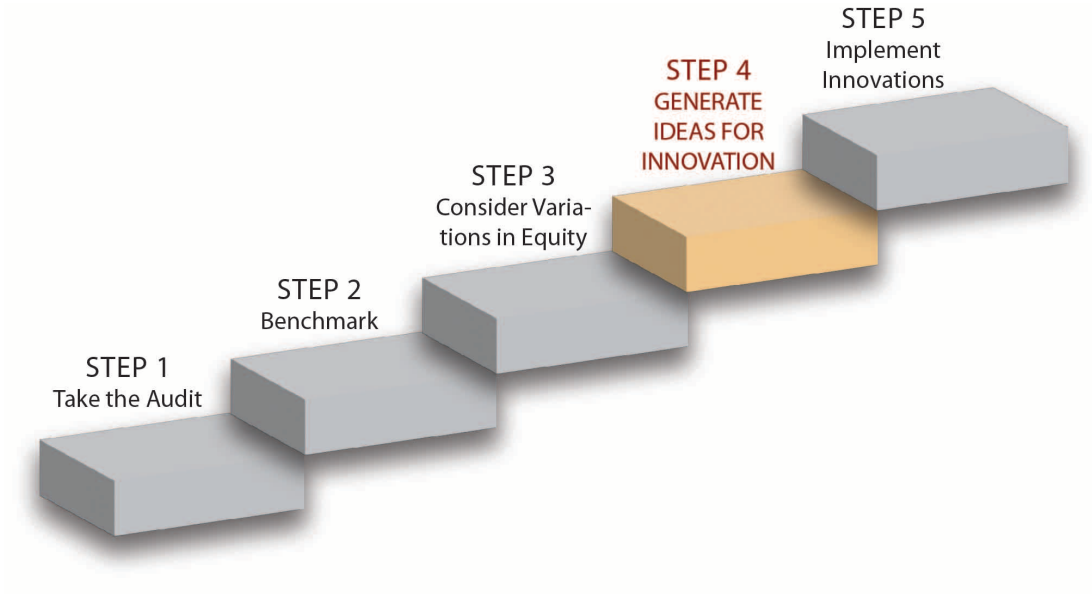


Figure 9: Step 4 of the Recruitment and Hiring System Toolkit