

# Inclusive Hiring Practices

## Practical Tips and Resources for NIVA Members

1. **Make your DEI statement of values visible on your website.** Candidates often report searching for publicly-visible information about a school or company's DEI policies to confirm that DEI commitments were a priority before attending the school, or interviewing for or accepting a position with the company. Great diversity statements include acknowledgements of systemic racism and positive, welcoming, and inclusive language that communicates that diversity in all its forms is valued and your organization has made a commitment to equity and inclusivity as well. ([Source](#))([Source](#))
2. **Mention intentional interest in bringing diverse perspectives to your team within your job postings.** Stating this intention affirms your commitment to DEI and can make a job description feel more inviting and welcoming to diverse candidates, as can including language about how you hope a candidate might feel & belong within your organization. ([Source](#))
3. **Always list salary range on job postings.** Opting not to list salary puts women and BIPOC at a disadvantage in negotiations, thereby helping to perpetuate pay gaps, and creates a barrier for candidates who can't afford to go through the application & interview process without knowing if the salary will work for them. ([Source](#))
4. **Only include degree requirements in a job posting if the degree is actually necessary for the job.** (And ask yourself if there are pay differences within your company for people with different degrees despite the same required skills). We can't effectively address education inequity if we use lack of formal education to eliminate people who may have all the skills we are looking for. Degree requirements, or even a requirement that a candidate have a driver's license or can lift heavy objects, are barriers if they're not really necessary for the job. ([Source](#))
5. **Evaluate your job descriptions for biased language.** Many job descriptions contain descriptive words that implicitly convey gendered characteristics of an ideal candidate. Words like "ninja" and "rockstar", or even "agency" and "independence" can be interpreted as masculine qualities and discourage female candidates from applying. ([Source](#))
6. **Expand your recruitment sources and methods.** Do you tend to rely on referrals or post on the same two job sites? Expand your search by posting on a wider variety of sites, partnering with organizations supporting the job searches of women, people of color, and other diverse populations, and attending networking events hosted by organizations that serve underrepresented audiences. ([Source](#))

7. **Make sure your hiring team undergoes implicit and unconscious bias training.** It's much harder to address bias in the hiring process if you don't know what you're looking out for. Make sure your team understands common biases and how to avoid them. ([Source](#))
8. **Make sure diversity is represented on interview panels.** Not only does this communicate that the diverse perspectives already on your team are valued, it can make a big difference in hiring outcomes. Since Intel's 2014 decision to require "at least two women and/or members of underrepresented minorities" on its interview panels, their diversity among new hires has significantly increased from 31.9 percent women or people of color in 2014 to 45.1 percent in 2016. ([Source](#))
9. **Interview multiple candidates from diverse backgrounds.** A Harvard study showed that in a candidate pool of 4 people including 1 woman, the woman's chances of getting the job were zero. But in a candidate pool of 4 with 2 women, the chances of a woman getting the job were 50%. ([Source](#))
10. **Ask every candidate the same interview questions,** and make sure those questions are focused on the required skills and experience. When we ask each candidate different questions based on familiarity or rapport, we are more likely to succumb to "similarity bias" - our bias toward those who are most like us. ([Source](#))
11. **Include questions in interviews that gauge a candidate's cultural & diversity understanding,** such as "tell us about your experience working with diverse populations", or "tell us how you would contribute to our organization's DEI commitments within this position". ([Source](#))