

Hiring Revolution / RESOURCE

A Guide to Disrupt Racism + Sexism



The Role of Each Hiring Helper →

Who is qualified to determine whether or not a candidate meets these criteria? You may need particular hiring helpers, especially when hiring for a technical role that requires expertise you may not have. In the process, a lot of people can end up getting involved.

Before your hiring team multiplies, Investigate Your Instincts about *why* you have decided each person should help, as well as when and how you need them.

It can be easy to assume that expanding the evaluation team will disrupt racist and sexist hiring practices, but **more doesn't always mean better**. Clients often tell us about “democratic” or “transparent” processes. Usually this means that a lot of people want to weigh in. The danger here is assuming that if everybody participates, we'll have the most “fair” and just process.

Big groups, small groups, and singular people can all reinforce racist and sexist hiring practices.

The involvement of other hiring decision makers and participants should be **specific, unique and goal directed**. Be explicit about how you expect each person in each role to support this group of hiring decision makers to practice moving away from preferences for whiteness and masculinity and toward our goals of diversity, equity, and inclusion.



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Example Tasks Assigned to Hiring Helpers¹

Role	What the role entails	Who will do this and why? Reflect on how your choices reinforce or disrupt racism + sexism	At which stage of the process and why?
Track All Tasks	A person who tracks all the tasks, compiles documents and facilitates committee meeting, also liaises with candidates throughout the process; will train committee on how to track <i>RPDRs (Recognize, Post, Diversity, Relationships)</i> and <i>Readiness + Value-Add Analysis</i> and will facilitate when the committee needs to reevaluate		
Budget + Boundaries	A person who tracks organizational boundaries related to how much time and money can be spent on the process, holds organizational <i>RPDRs</i> and <i>Readiness + Value-Add Analysis</i>		
Verify Expertise	A person with particular expertise who participates in the second conversation and makes recommendations on who moves to third conversation with the hiring manager and their boss		
Prep Work	Administrative staff from HR and hiring department who disseminate the materials, set up rooms and technology, and order refreshments for committee meeting		
Ultimate Decider	Hiring Manager; the person the new hire will report to will say yes or no about decisions at each stage in alignment with departmental <i>RPDRs</i> and <i>Readiness + Value-Add Analysis</i> laid out for this exact hire		

¹ Adapted from the Management Center's MOCHA framework.