

Hiring Revolution / RESOURCE

A Guide to Disrupt Racism + Sexism



FLOW OF ENGAGEMENT ACTIVITIES →

Depending on the role for which you are hiring, we recommend reviewing the grid below for each hire and carefully considering **how you need to engage** in order to make a hiring decision.

Type of Engagement	What are you wanting to understand/learn?	How long is the engagement and what is the format?	Who conducts/leads it?	How does what you learn get reported back and influence what happens next?
Phone Screen				
Scenario Review				
Material Review				
1:1 Interview				
Group Interview				
Presentation of Some Sort				

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Now ask yourself:

- *Would you engage in all of these ways for each open role you have right now? Why or why not?*

- *Based on the role for which you are hiring, which activities would you want to do, in which order, in order to funnel down the candidate pool to an eventual list of finalists?*

- *How could you imagine making the engagement phase of the interview process efficient for your job candidates?*

- *How many conversations or interactions do you need to have before making a final choice? One? Three? Five? Why?*

We sometimes pretend, in this really litigious society, that we are doing due diligence by seeing a candidate five times, or that it's evidence that an applicant is "for real." In effect, we are projecting the assumption that job candidates are lying or have to prove something to us.

Think about things like checking references versus verifying employment. What's the difference? Why does that matter? What are we hoping to learn? In taking seriously our own responsibility as decision makers, we can do better than forcing people through an obstacle course!

As we get thoughtful about what types of engagement we want to include in our process, we must also revisit the kinds of engagement that should definitely NOT be included in our process moving forward.

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Stop the Pageants!

What is your goal when you are put a job candidate through a circus? Are you asking people for their first impressions of the meet-cute you just orchestrated? This is a recipe for cultural conformity disaster! All such instances measure is how good someone is at matching dominant cultural cues. Do they “fit in”? Are you “comfortable” around them?

Stop parading people around. Instead, shift to thoughtful, goal-directed engagement.

Don't make people submit themselves to random lunches, happy hours, and meet-and-greets and then ask random people to weigh in on your job candidates. This is not a popularity contest or a hazing.

Deliberately select individuals or groups for the candidate to meet and host a discussion about something relevant to the role with a clear set of expectations and a rubric for learning the team's perspective on the value-add.

Each person you ask about a candidate brings their own cultural programming and bias to the interaction. If a job candidate is different in a number of ways from the majority of people in your company, folks might find them more surprising than comfortable. More often than not, folks weighing in about fit are engaged in a subconscious desire to protect comfort and reinforce preferences for whiteness and masculinity.

Don't conflate “getting buy-in” with engagement.

Too often we have watched hiring professionals add more people into the mix, accidentally conflating number of votes with inclusion. Remember: **No one operates outside of the structures of bias, racism, misogyny, and preferences.** We bring our biases to our group interactions.

If you're expecting candidates to engage more with more staff people in your process, be certain you have a precise reason for *why*.

For example:

There might be a real reason why you want Todd to meet Jennifer or Jerome to connect with Elliot. *Have* a reason.

If someone has final approval or veto power on this hire, what kind of interaction do they need to have with your job candidate in order to give the sign-off required?

Is contact necessary at all? Or is it about reviewing relevant materials, receiving analysis from your team of Hiring Helpers, and talking through your compare and contrast of qualified candidates?

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Equity!!! There is no one-size-fits-all option that works best for everyone. Can you imagine a world where different candidates engage in different ways and you are clear about how that does not advantage or disadvantage a particular candidate?



Identical is not the goal. You may not need to ask every candidate every single question on your list: based on their application materials, you might know some answers already. And you may not need to see everyone on camera if one of your candidates doesn't have access to a webcam. You can still compare and contrast candidates, mindful of your preferences along the way.