

# Hiring Revolution / RESOURCE

## A Guide to Disrupt Racism + Sexism



### RPDR<sup>1</sup> →

*Four-part key to building a hiring process you can feel proud of*

<b>R</b>	<b>RECOGNIZE</b>	understand your biases, assumptions, and preferences for whiteness and masculinity
<b>P</b>	<b>POST</b>	name precisely who you are wanting to find in your job posting
<b>D</b>	<b>DIVERSITY</b>	make goals for the mix of your hiring pools and track them throughout
<b>R</b>	<b>RELATIONSHIPS</b>	build authentic trust with more communities, be proactive about getting referrals, and work smarter not harder

### RECOGNIZE [RPDR]

*Imagine a role on your team you will likely need to hire for in the next year:*

- Who do you imagine will **likely** fill this role?  
example: a white woman in her fifties with kids in middle/high school
- What kinds of people do you imagine **can do this job**?  
example: men who are physically strong and have lots of stamina
- Which kinds of **bodies** have you witnessed in a role like this?  
example: white Jewish man computer programmer
- Which kinds of **bodies** have you **never (or rarely) seen in a role like this one**?  
example: I've never seen anyone under forty in this role; I've never seen a Latinx or Black person play a role like this; the last three people in this role were straight and cisgender
- Perform this role **really well**?  
example: women
- Do it the **very best** you can currently imagine?  
example: someone who has worked at a corporate competitor for more than a decade



<sup>1</sup> This acronym will be easy to remember if you use RuPaul's Drag Race (RPDR) to jog your memory ;)

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### Key Self-Awareness Questions:

*Practice being honest with yourself – that’s how you’ll learn about your biases*

- Who pops into your mind first? And who doesn’t?
- Do the people you just imagined match the goals you’ve stated about a “diverse” workforce?
- Where are your imaginings and stated goals out of alignment?
- How does it feel to Notice and Name who you are imagining first and who you have to work harder to imagine?
- What could you put in place and into practice to close that gap?
- Knowing what you do now, can you identify where the qualities you imagined for the role could keep entire groups of people out of consideration?

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## POST [RPDR]

If you want *new kinds of candidates* for your job and your company, build job posting materials that describe, in detail, what is involved in this role at this time. Why? Because one of the ways that privilege manifests is knowing some of the insider speak, the jargon, or even someone who has had a role like this before.

Many of the titles we use these days are emerging. New sectors, growing companies, and the evolution of American workplaces means that the jobs available in the workforce are not described as simply as *doctor, teacher, firefighter* (not that *any* of those jobs are at all simple!). **If you do not build out job postings with a granular level of detail, you risk missing out on awesome candidates and accidentally preferencing people who are good at matching what their experience to your list, regardless of their actual talent.** Are you willing to find the best candidate, or are you relying on candidates’ ability and interest in playing matching games?

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Use this **Role Inventory** and your earlier investigation into the job’s true context to build a detailed set of job posting materials to attract the candidates you are attempting to reach.

Question	Relevance to Race + Gender	Answer
Is this a new or existing role?	What races or genders have we ever assumed or imagined can have this role and be good at it?	
With whom will this person interact with each day?	How will this person and their peers/supervisor work across different races and genders?	
How often will they interact with their supervisor and other people higher up than their supervisor?	Given how People of Color, women, and trans people are treated as helpers more than leaders, what will the candidate and company need to be ready for?	
Where do you expect them to be physically? For how long? On what days?	What multiple responsibilities might candidates have given the context of their race, gender, and other identities, including access to wealth to pay for things like childcare, transportation, etc.	
How do you imagine they will spend their time each day? On a computer? On a phone? In meetings? Inside your work building or away from an office?	What assumptions do you make about how “everybody knows” how we spend our work days? Have you projected a white or masculine image onto “everybody”?	
Does this person represent the company externally? When and how?	Will external partners be surprised to experience a woman or trans person or Person of Color? How will you catch yourself managing an employee’s physical appearance and communication style to preference whiteness and masculinity?	
Does this person manage their own calendar or do others inform or decide how their day is organized?	What level of autonomy and self-determination does this person have? Do they get bossed around?	

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### DIVERSITY [RPDR]

Are you ready to **name the demographic mix** of your current team and describe the identities and experiences *currently missing* from your team?

Are you willing to shift patterns of behavior and truly listen to and change with the new perspective shared by team members who are different from you?

**As part of our job postings, we name what we know to be true about who currently works here.** Since a potential candidate *cannot know* with certainty someone's race or gender identity based on company bios and headshots, take out that guesswork and self-disclose right up front. Use info you have about your employees; don't guess. We use simple tables like these:

RACE	# of Employees*
Black	
Indigenous	
Latinx	
Asian Pacific Islander	
Middle Eastern/North African	
White	

*\* you could also share % of overall staff*

GENDER IDENTITY	# of Employees*
Women	
Gender Nonbinary/Non-Conforming	
Men	
Transgender/Two-Spirit/Hijra	

*\* you could also share % of overall staff*

Some companies inflate their race and gender diversity numbers in an attempt to make themselves and their candidates feel better about their mix. Don't do that. Tell the truth—whatever that truth is currently. If you are a large company, consider also sharing the mix of the department the candidate would work in. For example, we encountered one company that included their contract security and maintenance workers when reporting on demographics in order to appear more racially diverse, but that inflated metric was not representative of the day-to-day colleagues office workers would encounter in their work.

Now ask yourself, **where are the gaps?**

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<p>What demographic identity groups are <b>missing</b> from your current team? <i>Ex: there are no women in management; People of Color primarily fill administrative roles</i></p>	
<p>What do you believe would be the <b>value-add</b> if more folks from _____ identity group joined your team? <i>Why? Ex: If more women were in management we would leverage their perspective of as women to inform our strategy.</i></p> <p><i>Our client/constituent base is 37% People of Color; more People of Color in significant roles could inform our approach.</i></p>	
<p>How will you describe to the candidates the <b>current identity mix of your team</b> and how their addition might be new or different?</p> <p><i>Ex: "This is a director/management role. There are currently two women directors and five directors who are People of Color." This allows candidates to decide for themselves if they are ready and willing to join a team with this mix, especially if they would be the first or only of a particular identity.</i></p>	

It is *not* tokenizing to set a goal because you want to leverage the best from workers across race and gender—not because it is “politically correct,” but because you have a deep understanding that an addition to your team of a different race or gender will improve your work and improve your team. A creative belief that a multitude of experiences would get a candidate ready for this exact job does not lower the bar for excellence. Limited ideas of who is capable reinforce preferences for whiteness and masculinity.

### Finding Out Who is in Your Hiring Pool → **Do NOT Guess Someone’s Race or Gender!**

*Your guesses will often be incomplete and inaccurate. You cannot simply look at someone and know what their racial makeup is. You might guess and be right. You also might guess and be wrong.*

The same holds true when you are reviewing a job candidate’s materials. Through marriage, adoption, gender transition, whitewashing of names, and more, we cannot just look at people’s names and assume an ethnicity or a race correctly. For example, imagine seeing the name *Michelle Hernandez* on an application with the skill “I speak Spanish fluently.” Would you be surprised to find out that Michelle is white, has blonde hair, and does not identify as Latinx, but married a Latinx man and chose to use his last name after marriage?

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So, how do we find out who we are reaching in our job searches while still operating within the bounds of the law? We're glad you asked! Our answer was [an anonymous optional survey](#). We had Team Dynamics' general counsel, Zaylor Stout, Esq., founder of Zaylor Stout & Associates, weigh in:

A hot topic question for employment lawyers these days is “*Should all employers collect demographic data on applicants and employees?*” My response has been, and continues to be, you'll secure some great data, but be conscious of the possible legal exposure.

Legal interview questions tend to illuminate an applicant's strengths, weaknesses, experience, and skills, which are then used to determine job fit. Whereas illegal interview questions and practices (ones that focus on the applicant's personal life/characteristics) could make your organization the target of a US Equal Employment Opportunity Commission (EEOC) lawsuit.

Here's some best practice tips to help you avoid running afoul of the law:

- Participation by the applicant must be **voluntary**.
- **Enlist a third-party** person/entity (who has nothing to do with the hiring/supervisory process) to gather the data in a spreadsheet.
- Only use the data for **tracking**/statistical purposes for determining patterns and opportunities for improvement.

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**In each round of hiring, you'll want to know if any groups or individuals hit a bottleneck in your funnel. Collect anonymous, optional demographic survey data at each phase of your hiring process.**

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Be clear that results are *anonymous* and *not linked to applications*; you are asking for responses in order to hold the company accountable to its goals around mix, ensuring a racially and gender diverse pool of candidates from which to choose. You can review our demographic survey and sample paragraphs at our website ([www.TeamDynamicsMN.com/Tools](http://www.TeamDynamicsMN.com/Tools)).

**Based on your current demographic mix and data gathered about your hiring pool, you can build your quantitative rubric for recruitment and track your results.**

Example scenario:

- **Problem:** There are no women directors in the department currently.
- **Goal:** A minimum of 40% of women candidates in each round of selection.
- **What Happened:** Population of phone screens was only 27% women/trans candidates.
- **Fix:** Additional circulation of job postings through women's job network.
- **Do:** Extend posting period and return to early parts of the process until your candidate pool is consistent with your goals.

### RELATIONSHIPS [RPDR]

Entire industries, roles, and job titles are more homogenous than they should be. We recognize seeding the pipeline in certain industries can be a tough and long road. Gone are the days of printing postings and stapling them to community bulletin boards, bus stops, and telephone poles. With so many different digital lists, boards, and tools for getting news of your job posting far and wide, job candidates have to cut through a lot of digital noise. It can be totally overwhelming—not knowing which job to apply for, which company would be a good fit for you, which role you have a good chance of getting.

Historically, your company may have strong relationships with one community or institution and weak connections to others. If you are seeking candidates who have not historically been included in a particular field or institution—for example, women in science and tech, People of Color in architecture—you **must make specific efforts in order to establish and build trusting relationships.**

**You *cannot* simply post your job announcement all over the internet and expect People of Color, women, and trans folks, to flock to your organization.**

This is especially true if your reputation up until this point has *not* been centered in equity principles that are backed up with consistent anti-racist behavior. If you have had an all- or mostly white board or staff for years, People of Color will pause before applying. If men have filled the majority of your public and/or leadership roles for some time, women and trans folks will be less likely to respond to your job openings.

**Trust building, especially across lines of difference that make a difference, takes time.**

We would be surprised if you had literally *zero* eligible People of Color, women, or trans people within one or two degrees of your network. It's likely these relationships are not as strong, authentic, trusting, or consistent as you'd like. If you find yourself stuck due to the lack of racial and gender diversity of your own network, begin here.

#### ***Proactively Seek Referrals + Expand Your Network Intentionally***

These intentional, personal conversations will likely yield *more* than an email blast to your contact list saying “Please share this job if you know of anyone open to it.” If that generic email generates any responses or applicants, however, *they may be mostly white people.* We've seen it again and again at Team Dynamics: when we post on general job boards or send general emails, our proportion of white applicants increases dramatically. Now, we're not mad about getting white applicants. What we are doing is Noticing, Naming, and Navigating this pattern. We notice and name that white applicants don't currently have trouble finding us. The course we navigate, based on that information, is to determine whether or not our outreach affects our ability to reach our desired applicants, who have the perspectives, skills, and experiences currently missing on our team.