HARVARD WIT +
WOMEN IN TECHNOLOGY + ALLIES

Inclusive Recruiting & Hiring Best Practices

It has been proven that when a team includes people of different genders, ethnicities, cultural backgrounds, sexual orientations, etc., it will be more creative, innovative and effective. Working with people who are different from ourselves will challenge our brain and performance. *All of this = more engagement & productivity!*

Job Descriptions: Are your job descriptions attracting diverse candidates to apply?	Outreach: How are you promoting your openings to build a robust applicant pool?	Assessment: Are you placing too much emphasis on technical skills and/or "culture fit"?	Interviews: Is your process free of bias?	Hiring Teams: Does the team understand the importance of the interview & selection process?	Onboarding: Are your new hires set up for full engagement & success?
• Consider length (*job-seekers may lose interest if it's too long. Similarly, if it's too short, detail may be lacking*) • Avoid long lists of requirements that may deter diverse applicants *(aim for 3-5 bullets MAX)* • Ensure langue is welcoming to all *(use a tool such as http://gender-decoder.katmatfield.com/)* • Include a welcoming statement inviting ALL to apply • Use Gender Neutral pronouns • Include compelling details such as department overview, etc. • Reference organization's diversity and inclusion commitment • Include mission and values • Highlight employee benefits; candidates want to know what's in it for them.	• Be proactive in reaching out to diverse candidates • Hire entry level and "train up" • Consider a broad range of referrals; including from outside of Harvard and across departments/schools • Participate in diversity job fairs, conferences & networking events • Connect with Employee Resource & Communities of Practice Groups • Advertise through more diverse channels, i.e. seek out programs that support marginalized groups (Apprenti, Resilient Coders) • Post to historically black colleges & universities • Encourage sharing via social media outreach • Share diverse candidates with university colleagues • Post to sites such as: Inclusv, SheGeeksOut, Women In Technology International , Diversity Working, Hire Autism, Hire Purpose Recruit Disability	• Be mindful that *what we know changes, who we are does not*. • Emotional Intelligence is essential for every employee • Technologists who have soft skills are better able to understand and accurately convey the business value of IT projects to other, non-technical stakeholders, get their buy-in and support and deliver more successful projects • Hire for values, train for skill (*you can teach functional skills, harder to train for emotional intelligence/soft skills*) • The true definition of culture fit is someone who shares the same enthusiasm about the organization's mission or purpose, and NOT a common educational, cultural or career background	• Always utilize a structured interview process and avoid free-form interviews (*ensure format, questions asked, competencies probed are the same for each candidate interviewed*) • Use behavioral/competency based interviews • Leverage case studies or problem approaches vs. traditional interview • Eliminate panels (and thereby, groupthink) whenever possible • Ensure interviewers are diverse • Interviewers should assess candidates immediately after the interviews individually, not collectively • Ask for anonymous feedback from interview participants (using Qualtrics, Google Forms, etc.) • Assign work sample tests where appropriate	• Hiring teams should be aware of legal dos and don'ts (*such as avoiding personal questions, current salary, etc.)* • "Gut" feelings can be contaminated with stereotypes and biases. Bias can cause us to offend, exclude, or "mis-hire". • Members of hiring teams need to know what they are probing for and more specifically what interview questions they are asking. • The interview feedback mechanism (forms, etc.) should be clear. • Hiring teams must be mindful of the candidate experience and why it's important	• Onboarding begins at the time of accepted offer • A simple way to make new hires feel included is to emphasize diversity and inclusion during the onboarding experience. • Use a new hire checklist for new employee & new manager • Offer an orientation (formal or informal) • Create a comfortable workstation • Provide new employees with a welcome breakfast / lunch • Assign a partner or "buddy" • Establish regular check-ins • Ensure all resources are available and easy to find • Incorporate the entire team in the onboarding process

Recommendations gathered and compiled from Harvard WIT + webinar *Inclusive Recruiting & Hiring Best Practices* (January 30, 2020)