

DEI Recruiting Toolkit



COLUMBUS[★]
PARTNERSHIP



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INTRODUCTION

This document is focused on the Full Cycle of Recruiting to integrate Diversity, Equity & Inclusion (DEI) best practices into your organization. To narrow the focus and amplify those steps with the greatest initial impact, the focus is on the front end of the cycle - steps 1-4. The intention is to provide overall methodology and guidance in addition to tools and resources.

Full Cycle Recruiting in 6 Steps



To help guide you, this document will point out portions of the tools and resources that are uniquely DEI focused using these graphics:



= Pause & Refresh



= Resource



PREPARING

To effectively prepare for any new recruiting engagement, the following are key considerations in this stage of the process.



1. **Align to DEI Goals:** Execute against the firm's DEI Framework, inclusive of DEI specific goals.
2. **Skills Based Hiring:** One of the best ways to increase the diversity of the workforce is by expanding the talent pool. Recruiters need to embrace a total skills market, including candidates who are self-taught, gained their skills in a different function or industry from the target role, come from different employment models. (Update JDs, Educate Hiring Managers and Recruiters, others)
 - a. **Role Criteria:** Look at criteria for the role and see if there is any flexibility - Rigid hiring criteria can be a barrier to a diverse workforce by excluding candidates who don't fit a very specific profile. Diverse candidates who don't have the exact background, experience and skills listed as requirements for a role often won't even bother to apply. To overcome this barrier, recruiting leaders should flex criteria such as required credentials, experience and location, and focus more on potential and transferable skills.
3. **Growth Opportunities:** Candidates want to see the types of career growth opportunities that a company has to offer - look at ability and motivation from a candidate, not just what they have done.
4. **Rethink Traditional Role Expectations:**
 - a. Expand location criteria - does the role allow for a hybrid model
 - b. Consider other shift options - part time, contract, freelance, job sharing, etc. Could staff based on skills not full-time employee needs (e.g., 2 part time employees with the necessary skills vs. 1 full time employee.)
5. **Inclusive Hiring Practices:** Customize the hiring process to the candidate
 - a. Identify underrepresented talent segments, identify the barriers that exclude them from the hiring process, and remove the barriers or make accommodations.
 - b. Organizations can also make their hiring processes more inclusive by diversifying the groups of people who interview and evaluate candidates.



A key component of the preparation stage is the connection that the Recruiter has with the Hiring Manager to discuss the opening and ensure alignment as the process is initiated. This is the key opportunity to ensure that DEI is embedded from that initial discussion and continues through the entire recruitment cycle.

Please reference the  Client Intake Form provided in the appendix.


Another critical step is the approach to the job posting itself. When approaching the posting of a job, the below should be considered to ensure a DEI lens in the attraction of underrepresented talent.

Job Posting – Focus Areas (Gartner reference)

1. Organization (Who We are) – Identify how these factors impact your organization’s ability to attract the attention of potential underrepresented talent
 - a. For DEI Lab purpose – defining the talent pool when referring to Black and minority talent:
 - i. Race: Those that identify as Black or African-American and people of color
 - ii. Sex: defined as male and female
 - iii. Location: For positions based in the U.S.
2. Messages – What do we say – Define the key elements that differentiate you from your competition and align with the candidate’s expectations
 - a. Equal Employment Opportunities
 - b. DEI initiatives and leadership
 - c. Business/Employee Resource Groups
 - d. Career growth and advancement support and opportunity
 - e. Training and Development
 - f. Customized benefits
3. Events – When do we say it – the timing of the outreach message helps build message relevance and maximize impact
4. Messenger – who says it and how – assure the recruiter has enough knowledge about the job role and can answer any related questions; look at channels of communication based on potential candidates’ preferences and job search behaviors



SOURCING

To support best practices in the sourcing stage, the DEI Lab created a survey  to solicit input from our member companies. Our aim was to create a repository of currently used sourcing tools, programs and partnerships that support our shared objective: To help DEI and Talent Acquisition leaders work together to identify overlooked/untapped sources of Black and minority talent* and build partnerships with those entities as a group.

Below includes a summary of some of the least common sourcing strategies identified by our member companies

(*Responses as of January 2023; To be updated based on additional survey responses.)

Less Common Sourcing Strategies – Internal Examples

50% or fewer of the respondents are using the following internal strategies to source diverse talent:

Fellowships

- Programs targeted at new employees graduating with a Master’s Degree or higher
- Student Loan Forgiveness Programs
- Co-Ops

Networking with Prior Applicants

- Formal efforts to keep prior applicants engaged with organization

Scholarships

- College/University specific scholarships
- UNCF
- I Know I Can

Alumni Network

- University Ambassador Program leveraging current/prior interns
- College/University specific recruiting teams

Less Common Sourcing Strategies – External Examples

50% or fewer of the respondents are using the following external strategies to source diverse talent:

Vocational & Technical Schools

- DeVry
- Western Governor’s University
- Columbus State College



Technology Platforms

- Careerarc
- LinkedIn Recruiter
- Jopwell

Support of Civic/Charitable Efforts

- State and Local Chambers of Commerce
- Education (broadly speaking)

Community Development Programs

- African American Leadership Academy



SCREENING & SELECTING

Inclusive Interviewing

PURPOSE

To share how inclusive interviewing enables a positive candidate experience resulting in a more diverse workforce to retain and engage our associates and continue to grow the business.

WHY (can be updated based on each organization)

To stay aligned and action against guiding principles related to DE&I:

- Achieve a diverse work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the company's success.
- Provide development that brings awareness to, and educates associates on, diversity, equity and inclusion.

COMMON CHALLENGES

- Lack of diverse interview panels
- Concern about affinity bias (“just like me...”) having an effect on decision making
- Filter first for lifestyle vs. skills/competency

POTENTIAL SOLUTIONS

- Are there cultural biases that can be identified and removed?
- Refresh your ‘must haves’ vs. ‘nice to haves’ and use inclusive language
- Use situational based interview questions, and ban “culture fit” and “gut feelings” as reasons for rejecting a candidate.
- Challenge yourself to articulate a more specific explanation – it’s a great way to uncover hidden biases and have open conversations about them (never punish or shame people – we are all inherently biased a little bit!)
- Include diverse associates in your interview sessions. A diverse interview panel will ask different questions, relate to candidates differently and help to mitigate potential bias

HOW

By providing self-paced learnings with tools/ideas on how to interview with Diversity, Equity and Inclusion in mind.




TOPIC	DETAILS	TIMING
Understanding Bias	Blindspots - Challenge Assumptions (PWC) Our brains are wired to make assumptions, which can sometimes be off base. We think it's an honest mistake; science calls it a blind spot.	2 mins
	Blindspots - Broaden Perspectives (PWC) It's natural to gravitate toward people who are like us. But making decisions solely on who we're comfortable with can cause tunnel vision.	3 mins
	Why the Best Hire Might Not Have the Perfect Resume Given the choice between a job candidate with a perfect resume and one who has fought through difficulty, human resources executive Regina Hartley always gives the "Scrapper" a chance. As someone who grew up with adversity, Hartley knows that those who flourish in the darkest of spaces are empowered with the grit to persist in an ever-changing workplace. "Choose the underestimated contender, whose secret weapons are passion and purpose," she says. "Hire the Scrapper."	9 mins
How to approach interview questions	Reducing Unconscious Bias, Interview Edge How to Take Bias out of Interviews, Harvard Business Review Rules for Job Interview Questions that Result in great Hires, Harvard Business Review	5-10 mins 5-10 mins 10 mins

Best Practices for Panel Interviews

A diverse and inclusive workforce benefits businesses and organizations.


Having a diverse interview panel is one of the best ways to ensure that you hire the best candidate for the job. Benefits include:

- Providing an opportunity for multiple people to assess a candidate's skills and qualifications and gives the candidate(s) a better experience
- Candidates gaining a better snapshot of the organization and the opportunity because each interviewer will likely come from different perspectives, offering unique insight with each answer given and question asked
- The panel highlighting blind spots and limiting bias
- An interview panel may operate in 2 ways - all interviewers interview the candidate at the same time, or interviews are scheduled as individual interviews one after another

 If there is not a diverse slate, interview panel should consider "pausing" moving forward given it does not tie to the organization's diversity goals, based on the level of the role.


- Below is a list of considerations to ensure your panel interview process is diverse, equitable and inclusive



Consideration	Description	Things to remember
Invite a diverse group of interviewers	Allows for different perspectives to be heard and considered. Helps ensure that the best candidate is chosen, regardless of their background or identity and create an inclusive environment where candidates feel comfortable/respected.	<p>When creating your panel, include people from different backgrounds, genders, ages, and experiences</p> <p>Consider inviting members of underrepresented groups to ensure that everyone's voice is heard.</p>
Create inclusive video interviews	Offer candidates the choice for a phone or online call with the video off in early interactions if that is most comfortable.	<p>Provide recommendations for lighting and audio.</p> <p>Important to note that candidates may not have access to the latest technology at home or could be sharing living space with limited private or quiet areas. These factors do not impact how well a candidate could do the job.</p>
Review job description and candidate questions 	Create an environment where all candidates feel comfortable and respected during the interview process. This will help you attract more diverse applicants and ultimately build a stronger team.	<p>Ensure that they are free of any language or phrasing that could be interpreted as biased</p> <p>Avoid words like "aggressive" or "assertive" which may have a negative connotation for some candidates. Make sure the questions are relevant to the position and do not contain any personal information such as age, gender, race, etc.</p>
Be aware of unconscious bias	Unconscious bias is a form of prejudice that occurs without conscious awareness. It can lead to decisions being made based on stereotypes and assumptions, rather than facts or evidence.	<p>Ensure that all members of the panel are aware of their own biases and how they might affect their decision-making process.</p> <p>Provide training on unconscious bias</p> <p>Have clear criteria for evaluating candidates so that everyone is held to the same standard.</p>



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Consideration	Description	Things to remember
Take notes during the interview	Allows you to capture important information about each candidate, such as their qualifications and experience.	<p>Ensure all panel members are on the same page when it comes to evaluating a candidate's performance.</p> <p>Create an objective record of the interview process, which is especially useful if there is any dispute or disagreement among panel members</p>
Ask for feedback from candidates	Allows you to gain insight into their experience with the interview process.	<p>Helps identify any potential areas of improvement, such as how well the panel communicated or if there were any biases present during the interview</p> <p>Opportunity to learn more about what makes a successful candidate and how-to better tailor your recruitment process in order to attract diverse talent.</p> <p>Demonstrate to potential applicants that your organization is committed to creating a welcoming and inclusive environment.</p>
Consider using blind interviews	Removal of "background and demographic" info to create an even playing field for all candidates to reduce bias in the hiring process	<p>Remove info such as their name or gender, etc.</p> <p>Focus on the skills and qualifications of the individual rather than making assumptions based on other factors.</p>
Use structured interviews 	Designed to ensure that all candidates receive the same questions and have an equal opportunity to demonstrate their skills.	<p>Create consistency across panels by providing a set of predetermined questions that can be used for each candidate</p> <p>Measure performance objectively, which is especially important when considering diverse candidates.</p>

 Self-reflection questions to ask yourself during the interview to combat bias:

- Am I making assumptions about the applicant's ability based on presence or absence of a disability or stereotypes?
- Am I making decisions based on this applicant's merits, credentials, skills, or training or am I making them based on my personal experience, preference, bias, and/or comfort level?



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- Am I considering cultural and experiential differences that this candidate may bring to the role that is different from my own? How might these differences impact my perspective on how this candidate may or may not be able to do the job?

** don't talk to interviewers until everyone has finished interviewing



APPENDIX



CLIENT INTAKE FORM



First time/Long time since working with Hiring Manager Meeting Date: _____

Requisition Number	Hiring Manager	Target Start Date
Job Title	Delegate / Additional Partners / Interviewers	

Posting Details

Position Code	Job Code	Officer Title	Cost Center	Location




Preparing for the Client Intake meeting:

1. Create a Talent Acquisition DEI Playbook  to review with the Recruiter & Hiring Manager to understand their responsibilities and call to action.
 - This Talent Acquisition DEI Playbook will help Hiring Managers, Recruiters, Recruiting Managers, HR Business Advisors, and the Sourcing team execute against the organization's DEI global framework by defining team expectations and outlining each position's responsibilities and expectations for success. For all of Talent Acquisition and its client partners, this playbook is your go-to guide for instructional information and supporting resources to intentionally drive diverse slates, recruit inclusively, and meet our firm's DEI goals year over year.
2. If applicable to the role, pull Affirmative Action reports  and/or partner with your Recruiting Manager to discuss data and potential need for diverse sourcing support.
3. Review and select the questions on this form as applicable for the discussion.


Do you anticipate any additional openings for this same position in the next 3 months?	
Justification of posting <ul style="list-style-type: none"> • If a replacement position, Is incumbent still in role? 	
Is travel Required? Yes/No	
What percentage? 25, 50, 75, or 100	
Domestic, International or Local?	






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<p><Insert Link> to the DEI Goals  and Access the Affirmative Action (AA) Reporting (if applicable) to confirm any AA Goals assigned to this requisition.</p> <ul style="list-style-type: none">• If there is an AA goal, discuss with the Hiring Manager and, if applicable, partner with Sourcing on a diversity sourcing strategy.• If no AA goal, remind the hiring manager it is always our goal to provide a diverse slate of candidates. 	
Is there a Bilingual Need for Role? (If yes, what language?)	
Employee Referral Bonus?	
<p>Does this req have any special exceptions? </p> <ul style="list-style-type: none">• Relocation (confirm budget if applicable)• Visa Sponsorship• Special Accommodations (remote work, flexible hours, etc.)	




Business Overview: These are questions that the Recruiter discusses with Hiring Manager – be sure to remind them of unconscious biases  – this could impact the skills the Hiring Manager thinks are required, etc.

1. Describe your business functions, objectives, and challenges (i.e., Tell me about your department)
2. Tell me about your future objectives for your team/department.
3. (If Hiring Manager is a Sr. Manager, or higher) - What business units are your directs responsible for?
4. What would people say about your leadership style?
5. How do you and your team support an inclusive environment? 
6. Will this person have direct reports? If so, how many?
7. What draws people to your department (“selling” features)?
8. What are your expectations of work hours? Is there anyone on a flex schedule (work from home, varied hours)? 
9. What type of training do you offer? What are the training hours? 

Skills Requirement:





1. Tell me about the main function and the day-to-day functions of this role.
2. Discuss qualifications/requirements for the position 
 - a. Describe your ideal candidate (Education, experience, etc.)
 - b. Explain the Technical/Behavioral skills and competencies that are absolutely necessary
 - c. Are there any unique skills required, i.e., specific technology, etc.?
 - d. What skills are desired, but not required?
 - e. How will success be measured?

Compensation/Offer Details:

1. Confirm salary range, (Recruiter verbally shares)
 - Salary Negotiation – For external candidates wanting to negotiate offer, what is the additional amount / percentile I’m approved to go up to (may require Hiring Manager to send justification to comp/HR advisory for approval).
2. What additional incentive/commission plans are offered? Is the position eligible to participate in the annual corporate bonus program?
3. What is the average total compensation for this position/location? 




Recruitment Strategy:

1. Discuss Hiring Managers role as outlined in the [<Link to a Talent Acquisition DEI Playbook>](#) 
2. Have any potential candidates been identified for this position? (e.g., Consultant, Internal, Talent Reassignment Employees. 1:1 hire)?
3. From what groups/departments have people successfully transitioned into yours? What transferable skills have you seen that have made those people successful? 
4. What companies in your market do you suggest we include in our sourcing plan? Are there any companies we should avoid including in our sourcing plan?
5. Discuss Sourcing Strategy  : Work with the Hiring Manager and internal resources to develop a sourcing strategy for the hiring demand that includes, but is not limited to, sourcing for diverse talent.
 - Check the diverse sourcing inventory for potential matches [<link to inventory list>](#) 
 - Share that the requisition will be posted based on potential candidate pool (Internal, Corporate sites, Job Boards (i.e., Indeed, Monster), and niche sites, Employee Referrals, Talent Reassignment, LinkedIn, Direct Sourcing, Contract Research, Military bases & sites, Outplacement/Outreach orgs., Academia)
 - Diversity and Business/Employee Resource Groups- offer suggestions
 - Recruiter MUST show good faith efforts in reaching out to diverse groups and/or posting on diverse sites. Discuss with Hiring Manager and his/her peers.
 - In your Market, are there any local external networking groups that your business typically partners with to promote diversity?
 - Should the position be posted internal for 5-10 days? External or internally only? Discuss option of posting position internal only or internally/externally simultaneously (depending on applicant flow)



Screening/Interview Process:

1. Level set Recruiter role (your role) in screening of candidates.
2. Explain that you will conduct phone screens with applicants that qualify for role.
 - Advise the skills discussed along with the Job Posting will be used to source and screen candidates to present a slate of candidates. If the slate does not meet required skills/experience, we'll regroup prior to scheduling additional interviews.
 - Depending on business, managers may be provided one candidate to decision or many. Recruiter should discuss process outlined for their business/job family.
3. If panel or multiple interviews will take place, we will aim to have a diverse interview team . Who will be participating in the interview process?
 - a. To enhance Candidate Experience, candidates applying to Xxx level are expected to go through one interview. If you require 2-3 interviewers, we'll use the panel interview approach.

Name/Title	Purpose/Focus Area	Preferred method of interview?

4. If applicable explain requirement: If interview consists of a test, role play, case study or a writing assignment or presentation as part of the interview process, remind the manager it MUST be reviewed by the Sr Recruiting Manager, HR Advisory, and Legal.
5. Advise for efficiency and to promote a better Candidate & Client Experience, a recruiting partner will coordinate scheduling (if applicable).
6. Get agreement from Hiring Manager to provide feedback on interviewed candidates within 48 hours. -will not be able to extend any offers until all evaluation forms for completed interviews have been received by the recruiter.
7. After interviewing Internal Candidates, if you are going to extend an offer, your HR Advisor and I strongly suggest reaching out to the Employee's current manager to:
 - Discuss current performance and/or request a copy of the most recent Performance Review
 - Validate your assessment of the critical proficiency levels of capabilities for the new role
 - Determine transfer date within an appropriate timeframe

On-Going Communications:

1. Are there any days the Recruiter/Hiring Manager will be out of the office for travel/vacation? If so, who is your back-up. (Remind manager to designate both role and approval delegates.)
2. Progress update email: How often do you want to get updates? (every other day, weekly, daily as we get closer to hire date?)
3. Follow-Up meetings: How often do you want to meet?



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4. Questions: What is your preferred & quickest communication method? (i.e., call, instant message, email)
5. What questions / concerns do you have about what we've discussed?
6. What additional insights/information do you have for me?



TALENT ACQUISITION DEI PLAYBOOK

The following are suggested components of a complete Talent Acquisition DEI Playbook.

- ✓ Commitment to Diversity, Equity and Inclusion
- ✓ Why Diversity Matters
- ✓ DEI Fundamentals
- ✓ Enhancing DEI in Recruiting: The Process
- ✓ Enhancing DEI in Recruiting: By Role
 - ✓ Recruiters
 - ✓ Recruiting Managers
 - ✓ Hiring Managers
 - ✓ HR Business Advisors
 - ✓ Sourcers (*who is doing the Sourcing for the team*)
 - ✓ Reporting Team
- ✓ Measuring DEI Success in Talent Acquisition
- ✓ Resources
- ✓ DEI Recruiting FAQs



UNCONSCIOUS BIAS PRIMER

What is an Unconscious Bias?

Bias is an inclination or prejudice for or against one person or group, including **unconscious** feelings that play a strong part in influencing our judgement of certain people or groups. We all have them. They do not make us bad people, but we do need to constantly interrupt them to ensure we make good decisions.

Actions you can take:

- Acknowledge that we all have biases because it is then that we can start to address them
- Hold each other accountable: Say something when you feel someone is being influenced by an unconscious bias
- Take a personal inventory to understand your own biases by testing where you lean, your automatic in-groups/out-groups
- Identify if there are patterns to people that you favor
- Get comfortable with being uncomfortable!

Why is this Important?

- Unconscious biases play a strong part in **influencing our judgement** and can be a reason **why we miss talent**
- To stop ourselves from falling prey to the dangers of unconscious biases we must **make the unconscious conscious**

Common phrases to help interrupt bias:

- Give me more examples
- Help me to understand
- Tell me more
- Who has similar/different experiences
- Explain what you mean by “gut” reaction
- We might be overlooking some things
- Another consideration/perspective to consider is
- While we are on that topic

Familiarize/Remind yourself of these types of bias as you begin your evaluation process to keep them top-of-mind:

Unconscious Bias	Consideration	Self-Reflection		Notes
Similarity	Are you more open, engaging and forgiving to those you are similar with or see parts of yourself in them?	Y	N	
Affinity	When you see someone that you feel an affinity with (same college, grew up in the same hometown or reminds you of someone) does it play out a bit more than it would with someone else?	Y	N	
Halo Effect	Do you see one <u>great</u> thing about a person and let that significant thing affect your opinion of everything else about that person?	Y	N	
Horns Effect	Does one <u>bad</u> thing about a person cloud your opinions of their other attributes? (opposite of halo effect)	Y	N	
Beauty	Is your view of success influenced by physical attributes a person may have? (i.e. while 60% of CEOs in the US are over 6 foot, only 15% of the total population is over 6 foot tall.)	Y	N	
Confirmation	Are you prone to making initial judgements about a person and subconsciously look for evidence to back up our own opinions of that person?	Y	N	
Descriptive	Do you find that you select by default what you think you already know based on a description? (i.e. who do you picture when asked to describe a leader)	Y	N	
Recall	Are you likely to remember situations and facts differently than they occurred to validate our thinking and reasoning? (i.e. recall good stuff for those you favor)	Y	N	
Recency	Are you overly affected by information that was presented later (more recently) rather than earlier in any given selection or talent discussion?	Y	N	
Conformity/ Group Think	Do you tend to go along with the group rather than voice your own opinion if the majority is leaning a certain way towards an employee?	Y	N	
In-groups/ Out-groups	Are you more accepting or flexible for those “In-group” over “Out-group” individuals? (i.e. is there a pattern of favoring or seeing their potential)	Y	N	
Intuition/ Gut Instinct	Do you make a judgement of an individual based on perception, sixth sense or initial gut reaction?	Y	N	
Competency/ Likeability	Is your view of select competencies more positive for men than women? (i.e. aggressiveness)	Y	N	



RECRUITMENT SOURCING SURVEY

The Recruitment DEI Lab is seeking input from member companies to create a repository of currently used sourcing tools, programs and partnerships that support our shared objective: To help DEI and Talent Acquisition leaders work together to identify overlooked/untapped sources of Black and minority talent* and build partnerships with those entities as a group.

This could include local colleges and universities, non-traditional talent sources and partnerships, and internal programs that enable our recruitment strategies and enhance the diversity of our talent pipeline within the Columbus region.

Consistent with the Columbus Way, outcomes and deliverables from the Recruitment DEI Lab will be shared with respondents of this survey and other DEI leaders of member companies convened by the Columbus Partnership.

*Definition of Black and minority talent for this purpose:

1. Race: Those that identify as Black or African-American and people of color
2. Sex: Male and female
3. For positions based in the U.S.



Please complete the survey via the QR Code or online at:

<https://www.surveymonkey.com/r/ZCHC8JW>.

A copy of the full survey is included below.

1. Company Name _____

2. What Internal Employer Sponsored Programs do you currently leverage to build your pipeline of Black and _____ minority talent? Please describe programs for each category that applies.

Internships _____

Scholarships _____

Fellowships _____

Leadership Development Programs _____

Other _____

3. What External Programs do you currently leverage to build your pipeline of Black and minority talent? Please describe programs for each category that applies.

Sponsorship _____

Scholarships _____

Civic/Charitable _____



Other _____

4. What additional Internal Sourcing Channels does your organization leverage to build your pipeline of Black and minority talent? Please describe your sources/programs for each category that applies.

- Employee Resource Groups _____
- Referral Programs _____
- Alumni Network _____
- Internship Programs _____
- Previous Applicants _____
- Other _____

5. What additional External Sourcing Channels & Partnerships does your organization leverage to build your pipeline of Black and minority talent? Please describe your sources/programs for each category that applies.

- Job Boards _____
- Technology _____
- Associations _____
- Career Fairs _____
- Technical Schools _____
- HBCUs _____
- Multi-tier Schools _____
- Vocational Schools _____
- College Referral Programs _____
- Community Development Programs _____
- Strategic Partnerships _____
- Other _____

6. Key Organizational Contact for Survey Completion

- Name _____
- Title _____
- Email _____

7. Key Organizational Contact for Talent Attraction/Sourcing Strategy

- Name _____
- Title _____
- Email _____

8. Additional Comments



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If you have additional information or attachments that you would like to share to expand upon your responses, please email to Britt Schmidt at bcshmidt@vorys.com.

If you have any questions about this survey or would like to discuss further, please reach out to any member of the Recruitment DEI Lab, noted below.

Recruitment DEI Lab Team

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COMMUNITY BASED ORGANIZATIONS FOR SOURCING DIVERSE TALENT

The organizations offer their clients career coaching and programming that align with in-demand careers – often working with diverse populations. With their business solutions teams, they work with partner companies to provide services like screening candidates and hiring events and the community-based organizations can build industry-specific curriculum to ensure their clients can be successful for their next step. In addition to supporting jobseekers in their career exploration and development, these organizations can get clients connected to resources that address barriers to employment such as transportation, childcare, and more.

OhioMeansJobs ([OMJ](#)) + Workforce Development Board of Central Ohio ([WDBCO](#))

- WDBCO
- Franklin County OMJ

Every county in Ohio has an OMJ office – they are the public workforce agency that exists to help job-seekers find gainful employment and help businesses find the workforce they need. Each job center operates differently, and there are a lot of opportunities to partner with the OMJ Center. They hold monthly hiring events and have featured employers on site. In addition to another sourcing pipeline, they are also a great resource to leverage grants for training and upskilling your current workforce through their fiduciary partners at the WDBCO (Franklin County only).

[Jewish Family Services \(JFS\)](#)

Community-based non-profit that provide services for all job seekers, regardless of religion/background (don't let the name fool you). They have a business solutions team as well and focus on finding right fit position for diverse job seekers in all stages of life. JFS works a lot with refugees and new Americans and also helps with workplace cultural assessments.

[Goodwill Columbus](#)

They are one of the largest non-profit workforce agencies in our region and have a strong workforce readiness and development program.

[Columbus Urban League](#)

Similar to Goodwill and JFS, they also provide wrap around services to job seekers to help them make sure they are job ready.

[Godman Guild](#)

Another community-based non-profit that has a workforce development program that helps jobseekers gain skills and eliminate barriers to gainful employment.



DEI SAMPLE INTERVIEW QUESTIONS

Valuing Diversity Competency-based interviewing questions:

1. Diversity of perspectives, backgrounds, and experiences is something that we value strongly within our department. Share an example of how you have incorporated diverse perspectives, ideas, backgrounds, etc., into a past work project and what the outcome was as a result.
2. Think of a time when you worked closely with someone who had a different perspective, background, or work style than you. Tell me what you did to be able to work effectively with this person despite your differences.
3. Working with people from diverse backgrounds or cultures can be a challenge in any workplace. Can you tell me about a time when you faced a challenge adapting to a person from a different background or culture? What happened? What did you do? What was the result?
4. Tell me about the most diverse group/team in which you've participated. Give me an example of an issue/ problem that needed to be resolved within the group/team. How did you handle that specific issue/ problem?


Full list of DEI questions to choose from:

1. Tell us about a time when you have taken steps to ensure that everyone in your organization felt included. Describe the situation, the actions you took, and the outcome.
2. Tell us about a time when you created an environment of honesty, inclusion and respect for others. Describe the situation, the actions you took, and the outcome.
3. Tell us about one or two specific things that you have done to promote diversity, equity and/or inclusion within your area of influence?
4. Can You Give Me an Example of how you create sense of Inclusion, Belonging, and Equity on a daily basis? What diversity, inclusion and or cultural competence training have you received and how have you applied what you learned on the job?
5. Please provide an example of how you approached educating your peers, co-workers, family or friends about diversity, equity, or inclusion.
6. What is your approach to understanding the perspectives of individuals from different backgrounds?
7. Describe how you have been enhanced by exposure to diverse people, places, or experiences. Please provide a specific example.
8. What is your approach to dealing with discussions about potentially difficult topics, such as race, religion, politics, or sexual orientation? Please provide a specific example.
9. How would you handle a situation where an individual or group was being culturally insensitive, sexist, racist, or homophobic?
10. How would you advocate for Diversity, Equity, and Inclusion with colleagues who don't



understand its importance?

11. What do you see as the most challenging aspect of working with a diverse set of individuals? What steps have you taken to meet this challenge?
12. Tell us about a time when someone was not accepting of another's diversity? Describe the situation, the actions you took, and the outcome.
13. What steps have you taken to reduce bias and champion diversity understanding? Please provide a specific example.
14. Describe a situation in which you utilized your multicultural skills to solve a problem.
15. Tell us about a time when you changed your style to work more effectively with a person from a different background.
16. Tell us about a time when you had to deal with conflict at work. Describe the situation, the actions you took, and the outcome.
17. Describe the most difficult person you've ever had to deal. Why were they challenging? What did you do?
18. Describe a time when you needed to work cooperatively with someone that did not share the same ideas as you. Describe the situation, the actions you took, and the outcome.
19. Tell us about a time when you were unable to be tolerant of another person's point of view. Describe the situation, the actions you took, and the outcome.
20. How will you contribute to the organization's efforts to enhance diversity, equity and inclusion in a meaningful way? How have you approached this on your current (or last) job?
21. Provide us with an example of how you work with people to create or foster civility in the workplace.
22. How do you adapt your management style to meet the different culture and learning styles of your team or those you are managing?
23. Tell us about a time when you responded to someone who made an insensitive remark. Describe the situation, the actions you took, and the outcome.
24. Tell us about a time when you were challenged by a situation where others were behaving in an inappropriate or uncivil way. Describe the situation, the actions you took, and the outcome.
25. Tell us about a time when effective listening skills helped you in a problematic situation. Describe the situation, the actions you took, and the outcome.
26. Describe a time when you were able to overcome a communication barrier. What steps did you take and why? What was the outcome?
27. Tell us about a time when you showed empathy toward another individual or group. Describe the situation, the actions you took, and the outcome.
28. Describe your experience in serving or teaching underrepresented communities. What did you learn from this experience?
29. How do you plan to enhance your understanding and knowledge of DEI?

 The chart below offers some guidelines as to specific questions you may and may not ask during the interview. As a precaution, check with your TA Partner, Recruiter or HR Business Partner if you are unsure about whether or not certain types of questions would be appropriate to ask. (From Harvard)



DEI Recruiting Toolkit

TOPIC	CANNOT ASK	CAN ASK
Address/Length of Residence	<ul style="list-style-type: none"> • About foreign addresses that would indicate a national origin • Names or relationships of people with whom the applicant lives • Whether the applicant owns or rents 	<ul style="list-style-type: none"> • How long have you lived in (city, town) • Phone number and other contact information
Age	<ul style="list-style-type: none"> • Age or date of birth • Birth certificate (before hiring; it is okay to require proof of age after hiring) • Questions that would tend to identify persons who are 40 and older ("Do you remember being at work before e-mail was introduced?") 	<ul style="list-style-type: none"> • If a minor, require proof of age in the form of a work permit or a certificate of age • If age is a requirement, can ask, "If hired, will you be able to furnish a proof of age?"
Arrest and Conviction	<ul style="list-style-type: none"> • Have you ever been arrested? 	If you wish to ask about someone's criminal record, consult your HR Consultant
Attendance, Reliability	<ul style="list-style-type: none"> • The number and/or ages of children? • Who is going to baby-sit? • What is your religion? • Do you have pre-school age children at home? • Do you have a car? 	<ul style="list-style-type: none"> • What hours and days can you work? • Are there specific times that you cannot work? • Do you have any responsibilities that will interfere with specific job requirements such as traveling?
Citizenship/National Origin	<ul style="list-style-type: none"> • What is your national origin? • Are you native-born or naturalized? • Where are your parents from? • What is your maiden name? • (Before hiring) can you show proof of citizenship? 	<ul style="list-style-type: none"> • Are you authorized to work in the United States? • Have you ever worked under a different name?



DEI Recruiting Toolkit

TOPIC	CANNOT ASK	CAN ASK
Credit Record	<ul style="list-style-type: none"> • Do you own your home? • Have your wages ever been garnished? • Have you ever declared bankruptcy? 	<ul style="list-style-type: none"> • No questions
Disabilities, Handicaps, Illness	<ul style="list-style-type: none"> • Do you have any disabilities? • About the nature of or severity of a disability/handicap • Have you ever been addicted to illegal drugs or treated for drug or alcohol abuse, received workers compensation, or been hospitalized/treated for physical or mental health conditions, or ever been absent from work due to illness? 	<ul style="list-style-type: none"> • Can you perform the duties of the job you are applying for (describe duties to candidate)? • Can you meet the attendance requirements? • What was your attendance record at your prior job?
Gender	<ul style="list-style-type: none"> • Do you wish to be addressed as Mr.? Mrs.? Miss? Ms.? Mx.? • What is your maiden/birth name? 	Generally, no questions may be asked about gender unless gender is a bona fide occupational qualification (e.g., locker room attendant).
Language	<ul style="list-style-type: none"> • What is your native language? • Inquiry into how the candidate acquired the ability to read, write or speak a foreign language. 	<ul style="list-style-type: none"> • What languages do you speak and write fluently? (If the job requires additional languages.)
Military Record	<ul style="list-style-type: none"> • What type of discharge did you receive? 	<ul style="list-style-type: none"> • What type of education, training, work experience did you receive while in the military?



DEI Recruiting Toolkit

TOPIC	CANNOT ASK	CAN ASK
Organizations	<ul style="list-style-type: none"> List all clubs, societies and lodges to which you belong. 	<ul style="list-style-type: none"> Inquiry into the candidate's membership in organizations which the candidate considers relevant to their ability to perform job.
Parental Status	<ul style="list-style-type: none"> Inquiry into whether the candidate has children, plans to have children, or has childcare arrangements. 	<ul style="list-style-type: none"> May ask if the candidate can meet specified work schedules or has activities, commitments, or responsibilities that may prevent them from meeting work attendance requirements. If such questions are asked, they must be asked of all candidates.
Physical Features	<ul style="list-style-type: none"> It is illegal to ask about weight, height, impairment or other non-specified job-related physical data. 	<ul style="list-style-type: none"> No questions
Race or Color	<ul style="list-style-type: none"> Complexion or color of skin. 	<ul style="list-style-type: none"> No questions
Reference Checking	<ul style="list-style-type: none"> What is your father's surname? What are the names of your relatives? 	<ul style="list-style-type: none"> By whom were you referred for this position? Names of people willing to provide references.
Religion or Creed	<ul style="list-style-type: none"> Inquiry into candidate's religious denomination, religious affiliations, church, parish, pastor or religious holidays observed. Willingness to work any particular religious holiday. 	<ul style="list-style-type: none"> Can advise candidate about normal hours and days of work required by the job to avoid possible conflict with religious or other observances.



DEI Recruiting Toolkit

TOPIC	CANNOT ASK	CAN ASK
Salary Expectations	<ul style="list-style-type: none"> • Is your salary expectation for this position higher or lower than your current/prior salary? 	<ul style="list-style-type: none"> • May obtain the expected salary range from the applicant tracking system as part of the application process but cannot use it to establish a salary offer. The salary offer should be equitable with others performing comparable work with comparable experience and skills and in consideration of the hiring range for the position.
Salary History	<ul style="list-style-type: none"> • No questions 	<ul style="list-style-type: none"> • No questions
Sexual Orientation	<ul style="list-style-type: none"> • No questions 	<ul style="list-style-type: none"> • No questions
Worker's Compensation	<ul style="list-style-type: none"> • Have you ever filed for worker's compensation? • Have you had any prior work injuries? 	<ul style="list-style-type: none"> • No questions



Additional Resources

Inclusive Interviewing

1. How to Create an Inclusive Interview Panel Process: https://www.indeed.com/hire/c/info/create-an-inclusive-interview-process?clid=CjwKCAiAzp6eBhByEiwA_gGq5JGbfwJtH2AKdfuWVUwclxnjMbms5nwgDq38O_sG7uiww6Y55iyIYxoCF5IQAvD_BwE&aceid=&co=US&gclsrc=aw.ds
2. Tools for Conducting an Inclusive Interview: <https://wasa-oly.org/WASA/images/WASA/6.0%20Resources/Hanover/Inclusive%20Interviewing%20Self-Evaluation.pdf>
3. Equitable Hiring Practices: <https://lunariasolutions.com/blog-post/equitable-hiring-practices/>
4. The Complete Guide to Building an Inclusive Recruitment Process: <https://www.hrmorning.com/wp-content/uploads/2020/11/JazzHR-Inclusive-Recruitment-PDF.pdf>
5. 3 Benefits to Making Diversity a Priority in Interview Panels: <https://www.titustalent.com/insights/3-benefits-to-making-diversity-a-priority-in-interview-panels/>
6. 5 Tips - Diverse Interview Panels: <https://www.lever.co/blog/5-tips-for-creating-more-diverse-interview-panels/>
7. Checklist for Interviewing/Hiring Committees: <https://hr.uw.edu/diversity/hiring/checklist-for-interviewing-hiring-committees>
8. Diverse Interview Panels: A Win-Win for Candidates and Companies: <https://www.linkedin.com/pulse/diverse-interview-panels-win-win-candidates-companies-basi-ph-d/>
9. 10 Diverse Interview Panel Best Practices: <https://www.linkedin.com/pulse/diverse-interview-panels-win-win-candidates-companies-basi-ph-d/>
10. Diverse Representation Framework & Diverse Interview Panels: <https://www.ceoaction.com/actions/diverse-representation-framework-diverse-interview-panels/>

Diversity, Equity & Inclusion Interview Questions

1. Sample Diversity, Equity and Inclusion Interview Questions: https://www.cobleskill.edu/about/offices-services/human-resources/pdf/DEI_Interview_Questions.pdf
2. Diversity-Related Sample Interview Questions: https://hr.harvard.edu/files/humanresources/files/diversity_sample_interview_questions.pdf?m=1610552013
3. Tools for Evaluating Applicants: <https://hr.uw.edu/diversity/hiring/tools-for-evaluating-applicants/>
4. Bias-Free Hiring: Quick Reference Guide: <https://wmich.edu/sites/default/files/other/u102/2018/Bias%20Free%20Hiring%20-%20Quick%20Ref%20Guide.pdf>
5. Hiring Manager Packet - Harvard Human Resources: https://hr.harvard.edu/files/humanresources/files/hiring_manager_packet.pdf?m=1610551601