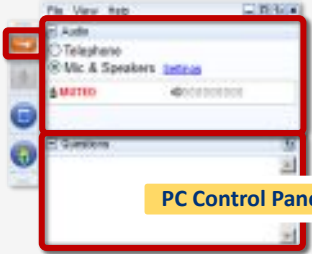
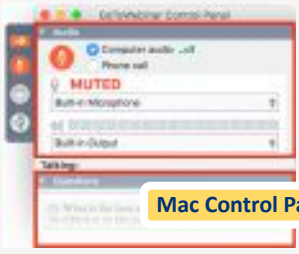




GoToWebinar Housekeeping



PC Control Panel



Mac Control Panel

Attendee Participation

Using your control panel...

Join audio:

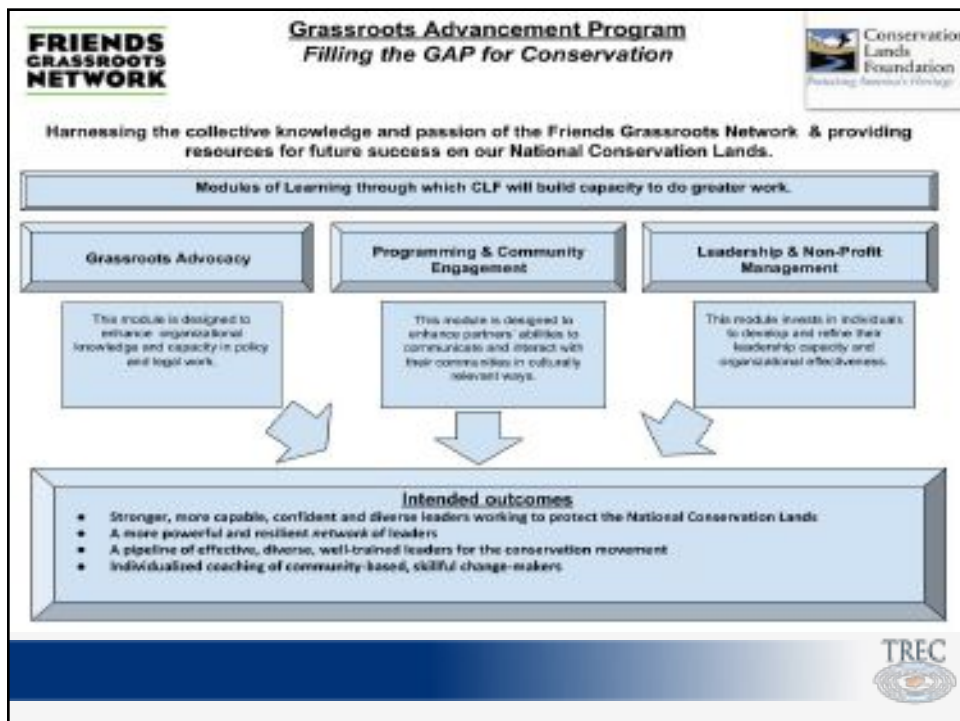
- Choose “Mic & Speakers” or “Computer Audio” to use VoIP
- OR choose “Telephone” or “Phone Call” and dial-in using the information provided

Submit questions and comments via the Questions panel.

Note: Attendees are muted and your webcams are disabled (listen-only mode).



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TREC

Training Resources for the Environmental Community
Presents:

**Recruiting, Hiring, and Onboarding
Staff: *Implementing Better Practices
and Mitigating Bias***



Presented by: TREC Associates

Katie Davis and Vanessa López

June 16, 2020

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Job
Descriptions

- Create equitable and inclusive job descriptions

Recruitment
and Hiring

- Mitigate bias in your recruitment and hiring

Onboarding

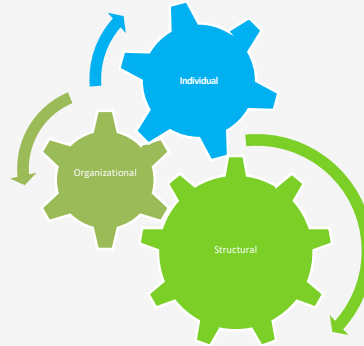
- Deepen engagement of staff through inclusive onboarding practices

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How Bias Operates

- Individual
- Organizational
- Structural



Implicit Bias Assessment: www.implicit.harvard.edu



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Job
Descriptions

- Create equitable and inclusive job descriptions

Recruitment
and Hiring

- Mitigate bias in your recruitment and hiring

Onboarding

- Deepen engagement of staff through inclusive onboarding practices



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Equity and Inclusion in Context



Equitable practices mitigate or lessen systemic (societal) inequity and bias in all three areas (organization, individual, systemic)



Inclusive practices create an environment that supports and values a diversity of perspectives, experiences, and ways of working



OUTPUTS * DEI "Ecosystem Services"

- Low employee turnover
- High engagement
- Increased innovation and creativity
- Increased capacity to work across difference internally and externally



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Job Postings: What to include?

- Describe skills not characteristics
- Clarify what is teachable and what is not
- Ask for necessities
- Instead of “preferred qualifications” ask for “helpful qualifications”
- Value education and knowledge that isn’t just Western formal education



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Job Postings: What to include?

- List abilities not degree requirements
- Include criteria asking people to work across differences
- Encourage work and personal experiences that demonstrate commitment to DEI values
- Encourage non-work or non-conservation sector experiences to be shared
- Consider adding a brief DEI statement if you have developed one



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Compensation Considerations

- TREC Salary Report (*US Salary Report \$50.00 on trec.org - use discount code **CLFsalary50** at checkout*)
- Evaluate equity in compensation tied to promotion
- Conduct a gender pay equity diagnostic



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Use accessible language

- Use accessible language NOT jargon and acronyms
- Avoid coded language such as “diverse” “urban” “rural communities” “underserved”
- Check gender bias showing up in descriptor words



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Gender charged language

Lead

Direct

Head

Analyze

Assertive



14

Gender charged language

Collaborate

Responsive

Self-aware

Engaged

Understand



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Toolkit to Mitigate Bias in Recruitment and Hiring



A TOOLKIT TO MITIGATE BIAS IN RECRUITMENT AND HIRING (updated March 15, 2018)

This toolkit is designed to help organizations and individuals mitigate gender, racial, and other hidden biases in your institutional recruiting and hiring processes. It provides tips on structural pieces you can implement to recruit, retain, and promote a broader range of talented people. This is an organic document that continues to grow as we become aware of new research and ideas, so please keep checking in for future (more improved) versions.

The Big Picture

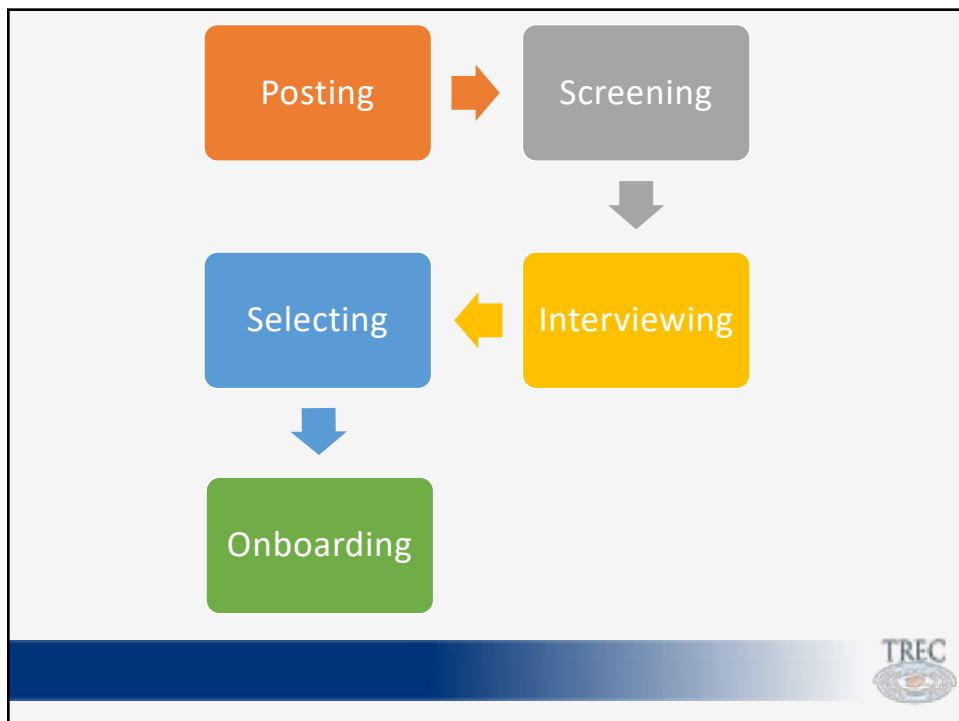
- ☐ **Identify the criteria for a successful search:** Institute recruitment targets for hiring across identities. For example, after the National Football League mandated that any team with a head coaching vacancy must interview at least one person of color before making a hire, candidates of color were 17% to 21% more likely to fill a head-coaching vacancy.¹
- ☐ **Institute accountability:** Create institutional processes that hold managers accountable for fair and inclusive hiring practices.
- ☐ **Recruit intentionally and often:** Post the call for applications on a variety of job sites. Recruit outside your traditional network or even the sector (e.g., outdoor, conservation). Consider building a relationship with and recruiting from affinity groups, historically black colleges, and identity-specific professional associations.
- ☐ **Hire in clusters:** Research shows that cluster hiring—hiring multiple employees into one or more departments who share interests and identities—increases both the diversity of the incoming talent pool as well as retention of female staff and staff of color.²



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Posting



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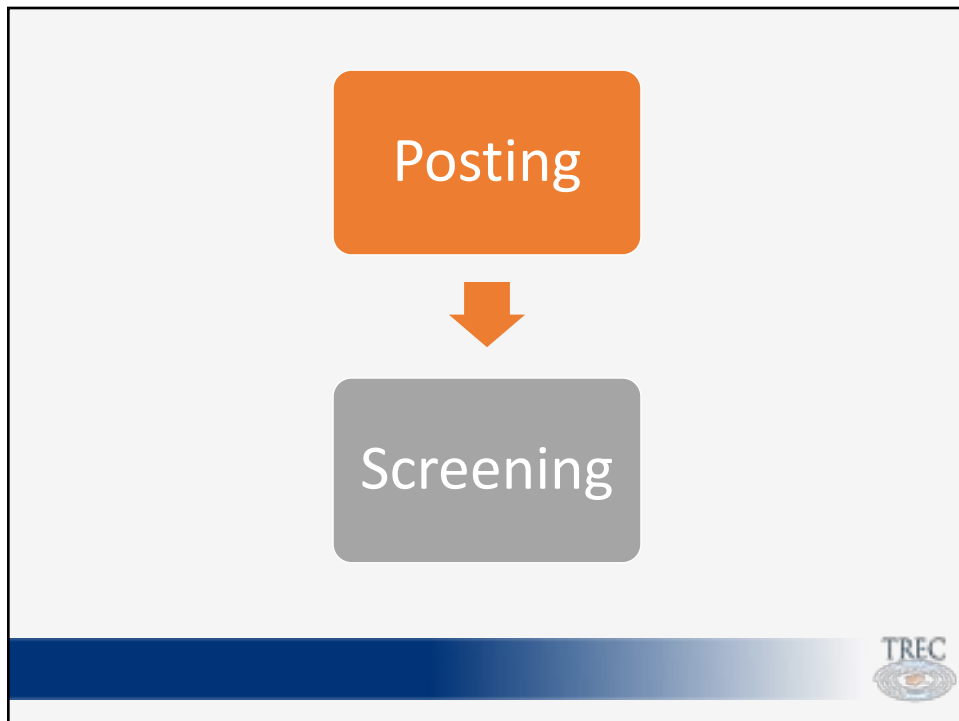
Where to post?

Disclaimer: This is not an all-inclusive list.
We encourage you to do your research.

- Identify groups, communities, and channels that support inclusivity
- Consider expanding your geographic reach
- Continue to nurture relationships with partners and external organizations that can help you to engage with specific communities
- www.diversityjobs.com
- www.non-profitjobs.org
- www.idealists.org
- www.trec.org
- www.conservationjobboard.com
- www.linkedin.com
- www.simplyhired.com



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The Value of a Hiring Committee

- Reduces (will not eliminate) bias in hiring decisions
- Candidate feels more welcome
- People on your team feel they have a voice/value

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Types of decision making

- **Directive** – committee chair makes the decision and can disregard input
- **Consultative** – committee chair makes decision but considers input
- **Voting** – everyone votes
- **Consensus** – 100% agreement



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Screening candidates fairly

- Have someone not part of the hiring team mark out identifying info on resumes
- Consider input and not just output
- Check your style and parental bias



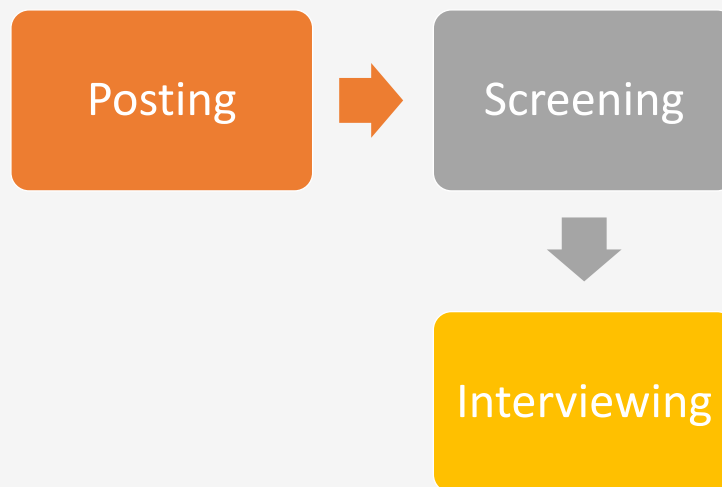
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Candidate Screening Worksheet

CANDIDATE	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5	TA
EDUCATION	Education	Education	Education	Education	Education	
Previous Experience						
Qualification #1						
Qualification #2						
Qualification #3						
Qualification #4						
Qualification #5						
Other						
TOTALS	1	1	1	1	1	
Candidate Notes (From Resume or if Cover Letter)						
Notes for follow up						
Phone Interview						
Phone Interview Notes						
Notes for follow up						
Second Interview						



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It's interview time



- Interview everyone over the same medium
- Create an interview space that is free from distractions, inviting, and accessible if in person
- Craft questions ahead of time and what constitutes a good, fair, or poor answer
- Project required? Compensate.



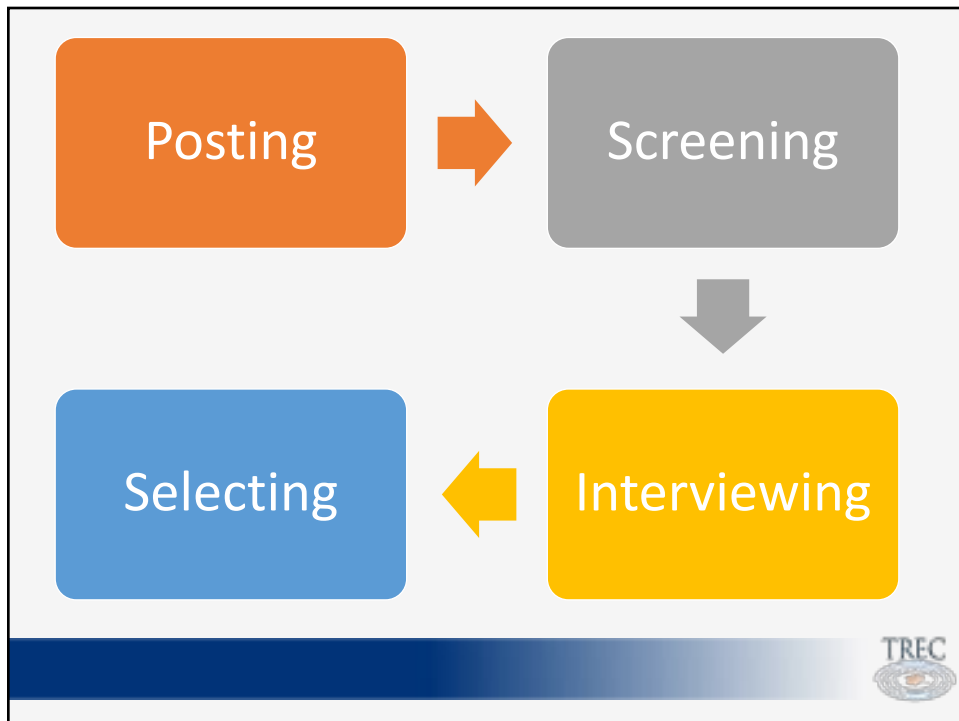
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It's interview time

- Watch for affinity bias
- Ask open-ended questions
- Ask if there is anything you didn't ask that the candidate wants to contribute



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Selection considerations

- Avoid automatic eliminators
- Is selection filling an immediate need or supporting a long-game approach to staffing
- Hire for values fit and culture add

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Candidate rejection letter sample

Hi [first name],

We appreciate your interest in [company name] and the time you've invested in applying for the [role title] opening.

We ended up moving forward with another candidate, but we'd like to thank you for talking to our team and giving us the opportunity to learn about your skills and accomplishments.

We will be advertising more positions in the coming months. We hope you'll keep us in mind and we encourage you to apply again.

We wish you good luck with your job search and professional future endeavors.

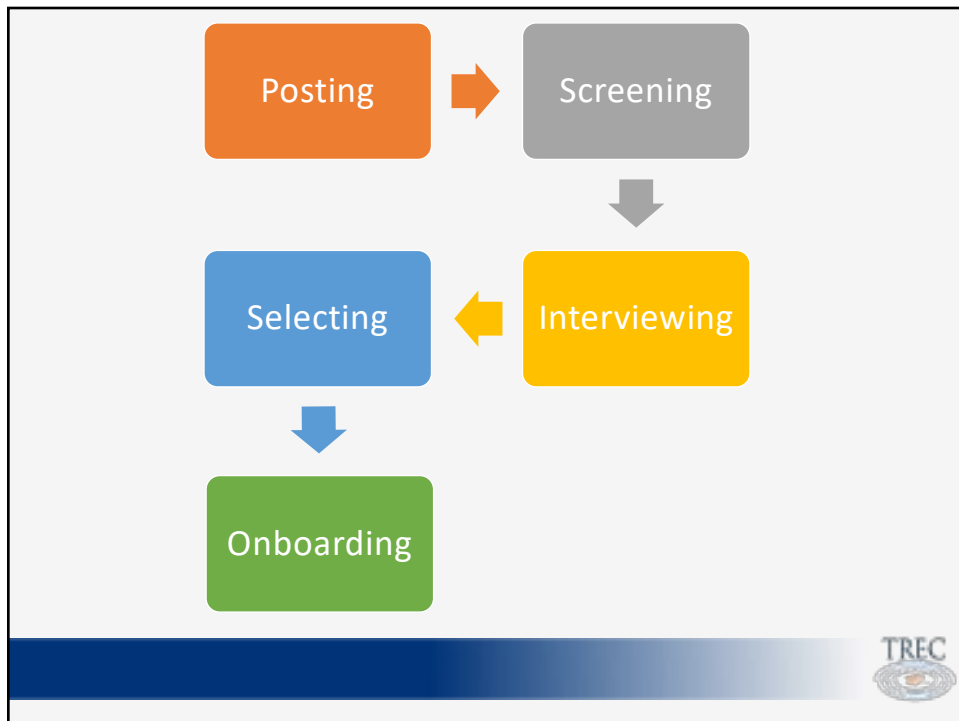
Best,



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All aboard: beyond paperwork

The illustration shows a group of stylized human figures on a ship's deck. One figure is helping another climb aboard the ship, symbolizing support and inclusion during the onboarding process.

- Emphasize diversity and inclusion right from the beginning of the onboarding experience
- Share the roadmap and strategy for the organization
- Share organizational values and how they show up in day to day behaviors at organization

A TREC logo is visible in the bottom right corner of the slide.

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All aboard: beyond paperwork



- Optimize new hire start date
- Give space to settle in
- Create personal touch opportunities
- Celebrate small wins
- Ask for feedback



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Onboarding strategies

- Finalize and share job description and allow for transition time
- Map out agenda for the first month to provide overview of topics, when, and whom
- Ask new person to set up visits (calls, video) with current staff
- Assign a small project that gets them interacting with team members and provides an early “win”



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Onboarding strategies

- Consider a mid-week start
- Prepare the existing team for someone new
- Include time for person to set up workspace and computer, and time to learn the software programs



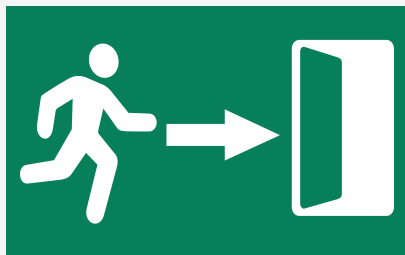
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Evaluation of this webinar

As you exit the webinar...

Please fill out our brief survey!



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Questions?



How to Participate

Using your control panel...

- **RAISE YOUR HAND** if you would like to be unmuted to speak your question
- OR continue to submit questions and comments via the **Questions** panel.

Thank you for attending today's webinar! We will stay after to answer your questions, but feel free to exit the webinar if you need to go.

