Inclusive Hiring During a Pandemic

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Diversity, Inclusion and Belonging

A focus on **diversity**, **inclusion** and **belonging** is essential for individuals to feel seen and valued.

- **Diversity**
  - The spectrum of differences
- **Inclusion**
  - The action of including others
- **Belonging**
  - The feeling of being taken in and accepted as part of a group, culture or structure.
The E in DEIB: Equity

The fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.
Why it Matters

Diversity, inclusion and belonging is the foundation for an organization’s innovation, and continuous development and growth. Organizations with inclusive cultures:

2x as likely to meet or exceed financial targets
3x as likely to be high-performing
6x more likely to be innovative and agile
8x more likely to achieve better business outcomes

Step 1: Competency-Based Job Description

• Eliminate irrelevant qualifications
• Focus on competencies needed for success
• Cut down to the essentials
Executive Assistant

Qualifications: Proxy and Signaling
• Bachelor’s Degree
• Five years of experience supporting C-Suite staff

Competencies: Get the Job Done
• Typing 60 wpm
• Microsoft Word, Microsoft Excel including functions
• Grammatically correct prose
• Numeracy to work with budgets
• Problem-solving
• Project management
• Ability to learn Salesforce, etc.
Your Company’s Digital Brand: What You Should Show on your Digital Platform?

• How is your digital brand? Are you on multiple platforms, website, etc.?
• Culture
• Day in life of working for your company
• Flexibility on working remotely
Posting to Job Boards

- Indeed is top recommendation
  - Can do at **no cost** (or can boost)
  - Tools for communicating with candidates
  - Assessments are available
- LinkedIn has gained in popularity, but expensive (try to get a free trial)
- Monster is user-friendly and widely used
- Craigslist: Relatively low-cost, but no tools (bulletin board)
- Zip Recruiter: Costly, but reaches many job boards
- CalJobs: **Free**, includes job-seeker look-up, not user-friendly
- Facebook: **Free**, big audience, but no recruiter tools
Beyond the Job Boards: Recruiting a Diverse Pool

- Business associates and Chamber member
- Personal network – ask them to circulate
- Faith-based organizations
- Be creative!
Speed is of the Essence

• Top candidates will have options
• Proceeding slowly indicates lack of interest
• Being down a staffer affects workload and morale
Screening Resumes

• Beware of mental shortcuts
  • Average recruiter takes 6 seconds!

• Resume fatigue is real!
  • Give yourself breaks and come back fresh

• Don’t Assume
  • Where somebody lives doesn’t determine if they’ll be late to work
  • Attractiveness doesn’t mean a person will be friendly or skilled
  • Parents can be as reliable or more
Avoiding Assumptions (aka Implicit Bias)

• Know what you’re looking for before screening
• Focus on competencies you need
• Can you develop a simple rubric?
• Make sure you don’t miss an excellent hire
The Phone Screen

- Limited list of questions
- Short and sweet
- Salary expectations (not previous salary)
- Use to screen out poor fits
- Lists of questions online, or contact Shaun for tips
- Toolkit includes a simple list
Technology.... Do You Have It?

On the Cheap

• Reliable desktop computer/laptop/tablet/phone with video capabilities
  ➔ Can use smartphone
• Lighting and camera at workstation
  ➔ Face bright windows
• Fast internet/wifi connection
  ➔ McDonald’s parking lot
• Zoom or Google Hangouts
  ➔ Basic Zoom account
• Apps such as DOCUSIGN and others for remote onboarding options
  ➔ Sign docs safely in person (outdoors, if necessary)
Getting Ready for Interviews

- Long interview process can lose candidates
- Who needs to be on the interview panel
- How will you assess each competency
  - Assessments for technical skills
  - Working interviews in the age of COVID-19
- Give yourself time to decompress between interviews
The Video Interview

• Is this your first video interview?
• Script of interview questions is an ABSOLUTE MUST
• Be transparent with the role, company culture, expectations
• Communicate next steps
Checking References

• Every listed reference should LOVE them
• Ask probing question related to position
• Will this person do well in a remote role?
• ALWAYS: Would you rehire them if you could?
Making the Offer

• Know the competition and local salary ranges
• Good salaries will keep good employees
• Outline benefits (especially if they’re good)
• Make remote/COVID work policies clear
• Allow candidate to consider and get back to you
Inclusive Hiring Toolkit

- Training Resources
- Sample Job Posting
- Telephone Screen Questions
- Evaluating Competencies
- Hiring Rubric
- Sample Assessment Materials
- Reference Check Questions
Questions

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