

Inclusive Hiring Practices

Differential treatment by race, age, education, and background is still commonplace in hiring. Our approach interrupts the unconscious patterns of behavior that can lead to bias, helping you fairly assess candidates and build more diverse and effective teams.

Reducing Bias, Elevating Your Team

Integral to our [Results Based Hiring® Process](#) launched in 2006, Staffing Advisors' inclusive hiring practices reach beyond the superficial. We help you adopt a more inclusive approach so you can build high-performing teams with a range of backgrounds, perspectives, and experiences. This kind of diversity is proven to improve decision-making, enhance creative problem-solving, and drive innovation.

Our goal is to help you bring in viewpoints you don't already have. This may span cognitive styles, industry or sector experiences, educational backgrounds, political affiliations, or factors like race, gender, socio-economic status, and more. We start by learning about your organization's culture and goals for the position. Then, we guide you in evaluating each candidate based on their ability to succeed in the role while deemphasizing factors that shouldn't impact the hiring decision.

Our [competency-driven approach](#) is designed to reveal each candidate's job-specific functional skills as well as their ability to work independently and with your team. Our framework will help you improve your hiring practices and create a foundation for building more effective teams with each new hire.



"We have learned so much from Staffing Advisors about how to improve our hiring practices. They provide helpful support throughout the process, from the supplemental information through the interview process and work sample testing."

Deborah Santiago

Chief Executive Officer, Excelencia in Education



Relevant Vetting Criteria

At the beginning of your search, we work with you to identify the business results you hope to achieve with your new hire and the competencies most likely to deliver them. We use that information to build vetting criteria that guides your entire search.

This ensures any evaluation of candidates is job-related and relevant, leaving out factors that could be discriminatory, such as requirements for a specific type of education¹ or experience that is not essential for the job.

“The result was an exceptional hire where the top candidates all commented on their appreciation of a fair and thorough experience.”

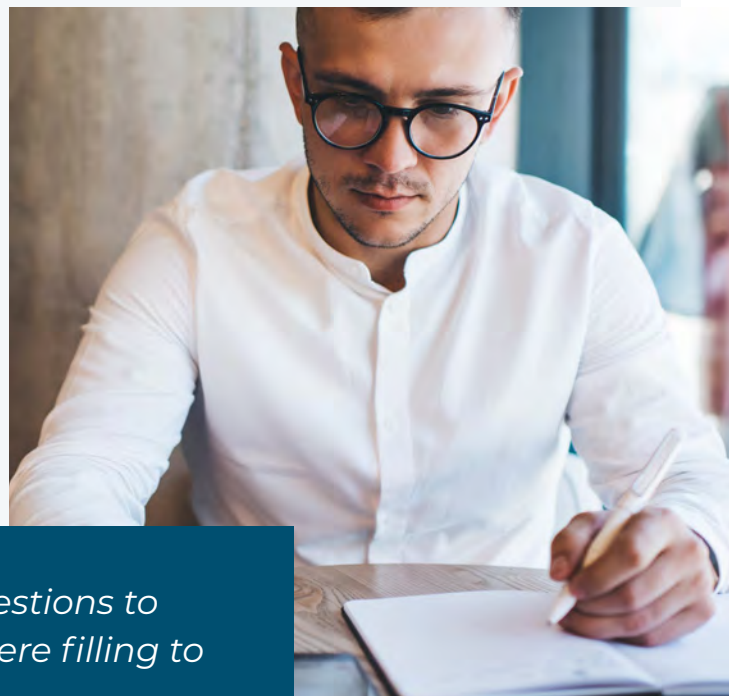
Roger Marran

Board Chairman, National Oilheat Research Alliance

Inclusive Job Advertising

We develop a position overview and recruiting message that clearly outline the key job competencies to give candidates an accurate picture of how their skills might match the role.

Our position overviews are an appropriate length and use plain language free of jargon,² gender-coded terms,³ or vague attributes. We also include information about your workplace values when appropriate.



“They started by asking us the right questions to make us think about the position we were filling to define success for the right candidate.”

Robert Pinnegar

CEO, National Apartment Association

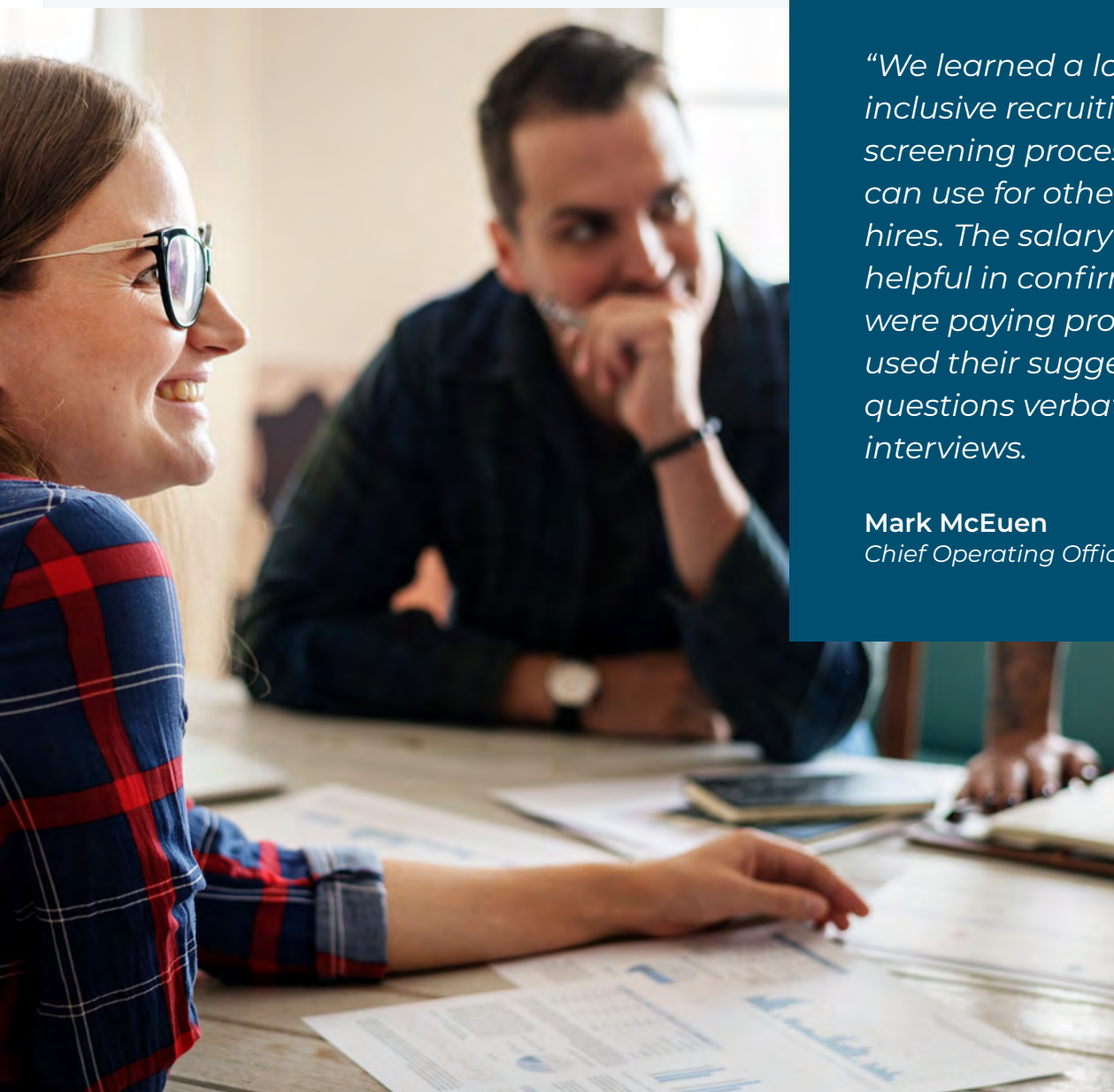
Fair Market Compensation and Pay Transparency

To ensure fairness, we routinely engage with compensation experts to benchmark salary ranges relative to the current market and we share their guidance with you.

Market value compensation is a building block of equity. While we understand budget constraints, offering below-market salaries can perpetuate cycles of lower pay for candidates from groups that have been historically underrepresented and underpaid in various professions, industries, or functional areas.

Although we respect each client's practices, we recommend posting salary in job ads because it is widely considered a best practice for pay equity and is becoming law in a growing number of cities and states.

Fair market pay and salary transparency help to ensure that employees are not underpaid or overpaid based on factors that should not impact pay. [Read our perspective on pay transparency here.](#)



"We learned a lot about inclusive recruiting and screening processes that Dexis can use for other strategic hires. The salary guidance was helpful in confirming that we were paying properly, and we used their suggested interview questions verbatim in our interviews."

Mark McEuen

Chief Operating Officer, Dexis Consulting

Strategic Recruiting and Outreach

We don't rely on the typical "who do you know" approach (relying on existing networks) because it overlooks a vast number of candidates and often results in a less diverse group.

Although our internal database holds detailed information on more than 100,000 nonprofit and association professionals, 90% of the candidates we contact for most searches are unique to that search, with only 10% previously interviewed by our team.

Led by our Vice President of Strategic Recruiting, a Certified Diversity Sourcing Professional, our research team has developed an intensive process to surface hundreds of qualified passive

candidates (those not actively looking but who may be interested in new opportunities) for every search. We identify mission-driven professionals with the right competencies for the job who can bring a range of perspectives to your organization. We reach out to these candidates directly with targeted messaging.

We don't broaden the range of candidates considered for a role just to drive up numbers. We take an inclusive approach so you can choose the best out of a larger, more diverse pool. Think best in the nation vs. best in your town.

Supplemental Information

After our initial screening calls, we give promising candidates writing prompts to share relevant experience in key competency areas. We encourage hiring managers to use these as a "blind" first interview and read them before reviewing resumes when selecting candidates to move forward.

This practice helps you quickly see how each candidate's competencies relate to the goals for the position—a more accurate predictor of success than a resume, cover letter, or credentials that aren't essential to performing the job. Many clients say this gives them far more useful information than a resume alone ever could and widens the pool of candidates they would consider.

This step also demonstrates that you evaluate candidates by the same competency-based criteria and don't rely on demographic factors to include or exclude candidates from the pool, a common diversity hiring practice that often fails.⁴





Structured Interviews

Due to a series of [cognitive errors, faulty opinions, and unexamined biases](#), typical interview practices often fail to accurately predict success on the job. Structured interviews are designed to delve more deeply into the key job competencies from the supplemental information form. The goal is to understand the candidate's role in creating impact, who they worked with to achieve results, and how they measured success.

We provide interview questions for your team and coach you on how to conduct a structured interview,⁵ including follow-up questions and a scoring guide. This style of interview reduces the potential for favoring one candidate over another for factors unrelated to skills and working style.

Work Sample Tests

We [recommend giving candidates a work sample test](#) to discuss in the second interview, and our team will work with you to create one. Work sample tests are one of the most reliable ways to gather measurable data about a candidate's competencies and working style. This shifts the candidate from talking about past accomplishments to doing a small sample of relevant work with you.

Interviews favor candidates who are good at talking about work, while work sample tests favor candidates who are good at working. Including both in your process reduces the potential for bias toward candidates with easy confidence or familiar credentials, invites candidates from various backgrounds to showcase their skills, and leads to better quality hires.⁶

Like the supplemental form, work sample tests send a powerful signal to candidates that you evaluate everyone consistently and fairly.

We're Here To Support Your Goals

Through hundreds of successful executive searches, our Client Engagement Team knows the right questions to ask and guidance to offer to help you reduce bias and take a more inclusive approach through the entire process.

We encourage you to consider your diversity, equity, and inclusion goals and identify what building a diverse team means in your specific context. That will enable us to provide the proper decision support to help you hire a highly-qualified candidate who can deliver results.

“Diversity enhances creativity. It encourages the search for novel information and perspectives, leading to better decision-making and problem-solving. Diversity can improve the bottom line of companies and lead to unfettered discoveries and breakthrough innovations.”

— Katherine W. Phillips⁷

Senior Vice Dean, Columbia Business School
Advocate for diversity, equity, and inclusion in the workplace



References

- ¹ [The Burning Glass Institute's research on how degree requirements have historically contributed toward income inequality and what's changing now.](#)
- ² [Indeed's best practices for hiring with neurodiversity in mind.](#)
- ³ [Journal of Personality and Social Psychology's research on gender coding in job ads.](#)
- ⁴ [Social psychologist and president of Paradigm explores failed DEI policies like the Rooney Rule and shares a framework for driving better accountability.](#)
- ⁵ [Research on structured interviews from the Society for Industrial and Organizational Psychology.](#)
- ⁶ [2022 survey on skills-based hiring from SHRM](#)
- ⁷ Katherine Phillips "How Diversity Makes Us Smarter," *Scientific American*