

Diverse, Equitable and Inclusive Employee Lifecycle Best Practices

Washington State Diversity, Equity and Inclusion (DEI) Council



State Human Resources Division Office of Financial Management

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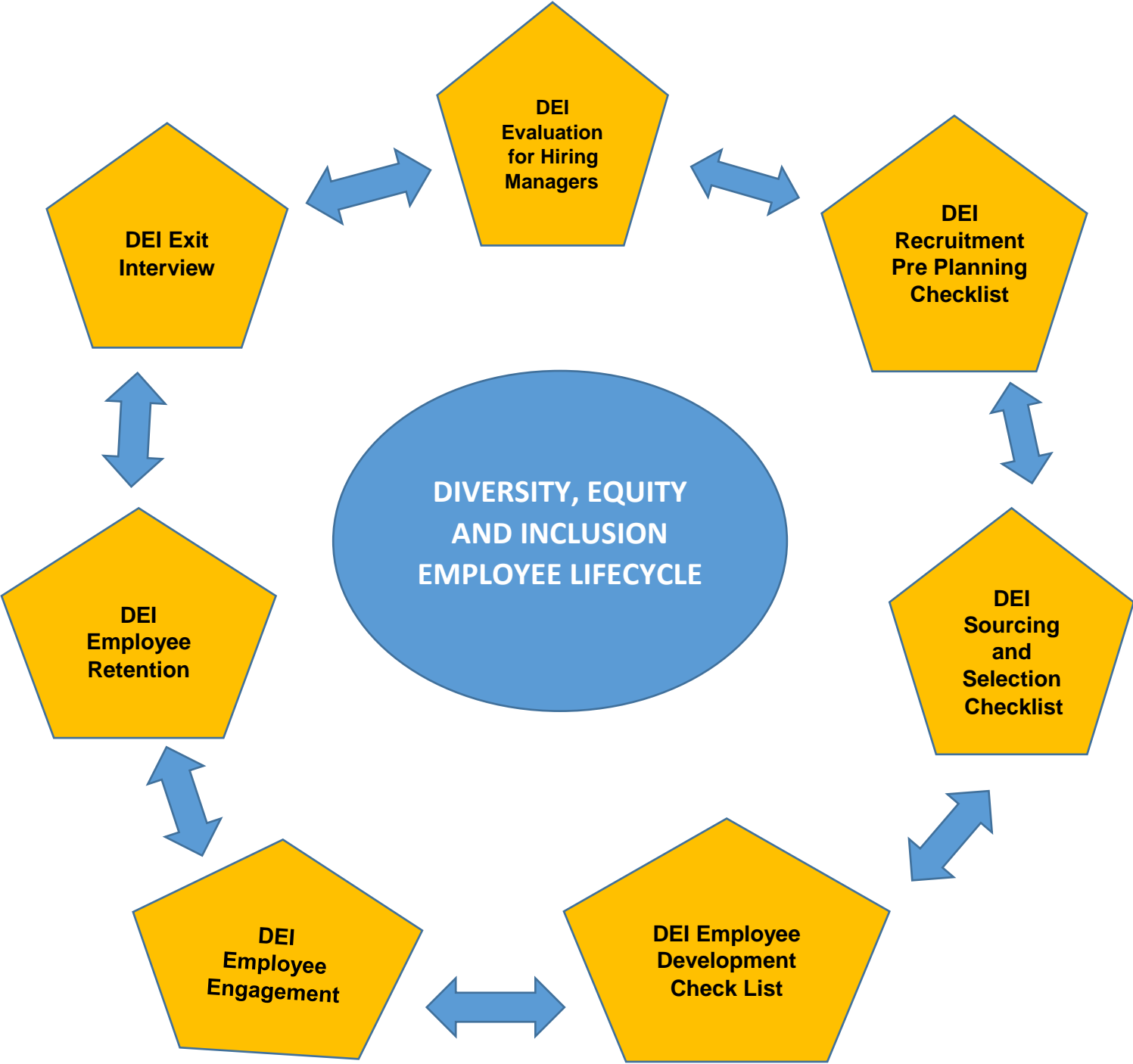
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OVERVIEW

This document provides best practices for demonstrating and assisting in understanding cultural differences. To ensure respect for differences and coaching for positive change towards inclusive practices for all employees. Understanding that if there are embedded structural inequalities and bias in the employee lifecycle, not all employees regardless of age, color, national origin, citizenship status, physical or mental disability, race, religion, creed, gender, sex, sexual orientation, gender identity and/or expression, genetic information, marital status, will thrive.

DEI LIFECYCLE DIAGRAM



DEI EVALUATION FOR HUMAN RESOURCES STAFF AND HIRING MANAGERS

Questions to Consider:

- To what extent are your hiring practices diverse, equitable and inclusive?
- To what extent are your senior leaders engaged in supporting diversity, inclusion and engagement?
- How are you disaggregating engagement survey responses by available demographic groups? To what extent are you able to recruit and retain a diverse staff?
- Does your agency have a leadership succession plan in place? To what extent does that plan support the advancement of employees from historically marginalized communities? How do you know if the plan is successful?
- To what extent do you use agency Affirmative Action reports and current HRMS data to plan for a more diverse workforce?
- How successful are your onboarding, mentoring and coaching processes? How do you measure success within each process?
- Are there processes in place to receive, analyze, and make changes based on findings from your exit interviews and/or exit survey responses?
- What relationships does your agency have in diverse communities with diverse populations?
- To what extent do you review and incorporate findings from the employee engagement survey?
- To what extent do your outreach and sourcing methods create a diverse candidate pool for all positions?
- Have you defined and documented your agency culture? Has it been made accessible to staff?
- Are all HR staff knowledgeable of accommodation policies and procedures?
- Have you begun assessing what pay equity would mean for your agency?

DEI Recruitment Preplanning Checklist

Things to Consider:

- Ensure that all agency recruiters receive targeted training in successful diversity recruitment.
- Include diverse images on career pages, websites and social media outlets.
- Include Employer of Choice language in all job descriptions and websites.
- Promote Modern Work Environment initiatives and flexible work schedules.
- Publish testimonials by current diverse employees.
- Review job descriptions for unnecessary job qualifications. For example, requiring a driver's license for a position when the employee could take another form of transportation.
- Strive to be an Employer of Choice by prioritizing workforce-related initiatives, and contributing/participating on statewide Councils, governance groups, workgroups, and BRGs.
- Ensure hiring managers and HR staff understand accommodation and accessibility policies and procedures.
- Work towards an agency level understanding of pay equity, including documented policies to promote parity.
- Regularly audit job descriptions for biased and gendered terms.

DEI Sourcing Checklist

Things to Consider:

- Be more involved in local and national diverse organizations. If possible, seek out representation through a board member role.
- Use social media to reach out to a new, diverse mix of candidates.
- Target higher education institutions and schools, including community and technical colleges.
- Create, and maintain relationships with agencies, employment and training service organizations, and local military bases to target retiring and transitioning Veterans.
- Seek out candidates where they are.
- Develop and maintain relationships with as many diverse community organizations as possible, such as Professional associations and Nonprofits., (Focus on those that provide employment and training programs in particular.)
- Create, and sustain relationships with internal state agencies such as the Department of Services for the Blind and the Department of Vocational Rehabilitation that provide employment and training assistance to people with disabilities.
- Work with our statewide ethnic commissions: African American Affairs, Asian Pacific American Affairs, Hispanic Affairs, and Indian Affairs.
- Seek out recommendations to become more inclusive and respectful employers from the State's Business Resource Groups.
- Participate in diverse networking events.
- Hold an onsite open house and invite diverse jobseekers.
- Review applicant pools from prior searches to identify diverse applicants.
- Review salaries for pay equity.
- Track outreach results.
- Include links to the overall talent recruitment strategy and DEI goals and performance objectives.
- Increase and publicize the ability to advance.
- Provide information on training and mentorships.
- Create career development and mentorship opportunities within the organization.

DEI Selection Checklist

Things to consider:

- Have all interview panelists and hiring managers attend a training or online assessment for an [anti-bias behavior](#) prior to the interview.
- Make interviews as consistent as possible for all candidates.
- During the interview process, utilize the same settings, questions and time constraints to ensure you treat each candidate fairly.
- Have a member of your employee resource group, statewide business resource group or the statewide diversity, equity or inclusion council, or internal diversity council participate on the panel.
- Ensure you have a panelist from your work unit.
- Assess each applicant against the inherent job requirements.
- If the applicant discloses that they have a disability, check whether they could meet the inherent requirements with the provision of a reasonable accommodation.
- Share the organizational profile, demographics of the current staff, and any affirmative action goals with all members of the interview panel and hiring committee.
- Use diversity related interview questions see examples below:
 1. What do you see as the fundamental characteristics of organizations that create an inclusive environment?
 2. What do you see as the most challenging aspect of a diverse working environment and what steps have you taken to meet this challenge?
 3. Share an example that demonstrates your respect for people and their differences
 4. Provide an example of a time you communicated a complex concept to an individual who spoke English as a second language.
 5. What does Social Justice mean to you and how do you incorporate this principle in your work.

DEI Onboarding Check List

Things to consider:

- Discuss with new employees what DEI means in your agency and how it is applied.
- Create a separate DEI specific onboarding session.
- Train new hiring managers on being leaders in DEI.
- Coach existing team on how to embrace and respect each new hire and have them demonstrate the results.
- Inform new hires about internal employee resource groups and statewide business resource groups.
- Create a one-year onboarding strategy with 90-day check-ins for new employees.
- Establish a warm and welcoming onboarding experience to bridge the culture gap, and build a sense of familiarity from the outset.
- Provide new employees with a preview of the company culture, its people, team activities and company events during the onboarding process to demonstrate the practical application of how your organization adopts diversity and inclusion in the workplace.
- Set the tone with the interior work team that inclusivity is everyone's responsibility.
- Identify a work buddy.

DEI Development Check List

Things to consider:

- Identify current DEI obstacles.
- Encourage cross training between agency divisions.
- Encourage employee memberships with external associations.
- Allow attendance at external seminars and conferences.
- Research online and in person training opportunities thru LMS.
- Provide Tuition Assistance Programs when available.
- Offer flexible schedules.
- Supervisors and manager should read research journals and share findings with new employees.
- Start a mentorship pilot in your agency and ensure you invite as many managers as possible to be mentors.
- Monitor the success of the mentees (retention, promotion, productivity) and the value of the relationship to both.
- Pair agency leaders as coaches with new employees.
- Integrate DEI into all training and education that advances the organization's strategy.

DEI Employee Engagement Checklist

Questions to consider:

- Do employees act engaged and come to work every day enthusiastic and work with the team?
- Do employees fully understand their role in the organization, and where they fit in the agencies purpose and objectives?
- Do employees feel they have a voice to offer ideas and express views to be included when the agency makes decisions and will feel respected when doing so?
- Do employees fully believe they can contribute as a member of the team?
- Do employees have focused and clear goals and feel trusted and empowered?
- Do employees receive regular and constructive feedback and have support in developing new skills?
- Do employees receive recognition for achievement?
- Do employees have strong and authentic values, and show clear evidence of trust and fairness based on mutual respect?
- Do employees have an equitable opportunity for training and development?
- Become familiar with the [OFM/SHR employee engagement site](#).

DEI Employee Retention Checklist

Things to consider:

- Consider "Stay Interviews": exit interviews occur when an employee has already decided they are ready to end their employment. Stay interviews are a strategy to identify ways to keep a valued employee from leaving. Great opportunity to gain useful feedback to support an employee.

Sample questions

- 1. What kind of work culture do you work best in?*
 - 2. What gets in the way of you being as successful as you want to be?
What support do you need to get there?*
 - 3. Do you feel connected to your team members?*
 - 4. What types of projects do you find fulfilling?*
- Build trust – Be open to learning about your employee and their perspective and worldview.
 - Identify interests what does the employee want to learn and be exposed to.
 - Mentors – Identify individuals that can serve as formal or informal mentors to help navigate problems.
 - Check-in regularly on the experience employees are having in the workplace, and if the employee feels, they have what they need to be successful.
 - Prioritize growth and innovation.
 - Create a comprehensive diversity plan and weave it into the agency culture so employees feel welcome, potentially encouraging them to stay.

DEI Exit Interview

Things to consider:

- Participate in the statewide exit survey administered by OFM.
- Develop survey questions to find out why the employee looked for employment elsewhere.
- Ask questions around DEI organizational policies and if they are easily understood.
- Ask if the working conditions helped, the employee be successful.
- Ask the employee to provide any positive feedback they may have regarding their position.

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