
EQUITABLE HIRING TOOL



Racial Equity
& Social Justice Initiative





Equitable Hiring Tool

Introduction

This tool is a checklist and guide to ensure each hiring decision for the City of Madison is as equitable as possible. This can be achieved through partnership between the hiring department, Human Resources, Civil Rights, and community relationships within the specific field that are built and sustained over time.

It is imperative this tool be used with a group of people from diverse backgrounds.

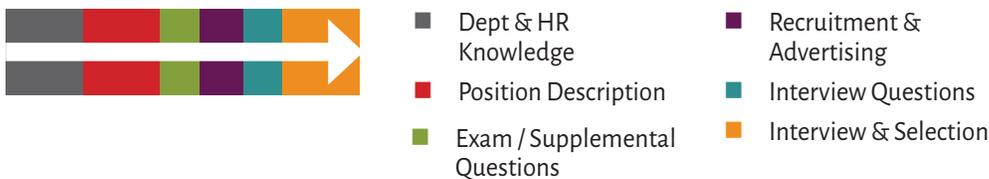
Please note that this is not a comprehensive employment guide. There are many more required actions to ensure that each employee is on-boarded and feels included everyday at the workplace. Unfortunately, those items are beyond the scope of this tool, although their importance cannot be understated. Only utilizing this tool without sincere efforts in the everyday operations of a department will not have the desired effects of diversifying the City of Madison workforce or achieving racial equity at the City of Madison. Additional resources for assuring equity, diversity, inclusion, and employee engagement can be found through contacting Human Resource's [Employee Development and Organizational Effectiveness](#) Unit. Please also review the Navigating the City of Madison Hiring Process Guide.

Process and Tool Layout

Traditionally, the hiring process has been thought of as two basic steps: recruitment and interviews.



Hiring managers at the City of Madison understand that hiring typically involves more steps, with intensive pre-planning including updated position descriptions, relationship building, understanding department and societal dynamics, and benchmarking. Also, the process is department led, while there is a lot of collaboration between the department and Human Resources throughout the process. Thoughtful consideration in all of these areas is especially important to assure the City of Madison furthers racial equity and social justice. The following page is a checklist cover sheet that goes over each of the below areas to ensure each step of the hiring process has been thoroughly considered. If you click on the title of each section, you will be directed to complete that section of the tool.



Equitable Hiring Tool Coversheet

Date: _____ Name(s): _____

HR Analyst: _____ Requisition number: _____

Job title _____

A Department and HR Knowledge

[click on title to complete this section]

- I have reviewed:
 - My department's equitable workforce plan
 - Industry-wide demographics
 - Department demographics
 - Unit demographics
- I have a long-term plan for how this vacancy impacts the future of my work unit and department.
- I have a plan to build relationships with community members from a diverse background for ongoing recruitment efforts.

B. Position Description

[click on title to complete this section]

- I have made a list of the mandatory educational requirements for this position.
- I have made a list of the mandatory experience requirements for this position.
- I have a plan to mitigate any unintended consequences or disproportionate impacts based on these requirements and preferences.
- I have included language in the position description regarding working with multicultural communities. (Appendix A)
- I have reviewed the physical requirements of the position.
- I have a plan to mitigate any unintended consequences or disproportionate impacts related to the physical requirements of the position.
- I have updated the position description.

C. Exams (Skip if not using)

[click on title to complete this section]

- This job position requires individuals to read and write as a part of the position description.
- I have reviewed the exam in detail and made any needed changes.
- I believe the exam is relevant to the position.
- It would be appropriate if this exam could be translated to another language.
- I believe the skills on the exam are absolutely required to begin working in this position and could not be learned on the job.

- I have a plan to mitigate any unintended consequences or disproportionate impacts based on the exam.

D. Supplemental Questions (skip if not using)

[click on title to complete this section]

- This job position requires individuals to read and write as a part of the position description.
- I have included a supplemental question regarding racial equity and social justice. (Appendix B)
- There is a diverse panel of people reviewing supplemental questions.
- I have tangible benchmarks completed for the supplemental questions.
- I have a plan to mitigate any unintended consequences or disproportionate impacts based on the supplemental questions.

E. Recruitment and Advertising

[click on title to complete this section]

- I have a plan to post this position internally/externally which minimizes unintended consequences and disproportionate impacts.
- I have a plan to post this position with a wide variety of diverse stakeholder groups.

F. Interview Questions & Benchmark Development

[click on title to complete this section]

- I have included an interview question regarding racial equity and social justice. (Appendix C)
- I have tangible benchmarks completed for the interview questions.

G. Conducting Interviews and Making a Selection

[click on title to complete this section]

- There is a diverse interview panel based on race and gender.
- There is a member of another department or organization on the interview panel.
- There is sufficient time scheduled for interviewing candidates with breaks in between.
- The chosen candidate has demonstrated the ability to work with multicultural populations.

A. Department and HR Knowledge

(This information can be found in your department's equitable workforce plan. If you need further assistance understanding this data, first contact your agency's Civil Rights Coordinator, then your assigned HR Analyst and/or the Affirmative Action Specialist.)

Information to review before hiring:

- Review Department's Equitable Workforce Plan
- Review industry-wide demographics
- Review department demographics
- Review unit demographics

Please list any concerns regarding racial, gender, disability, or further inequities (if applicable) in this position.

Planning for the future:

How will this vacancy influence the future needs in your agency? Along with this vacancy, what are the future job needs you should keep in mind while planning for this position?

Building Relationships:

How have you or how do you plan to build relationships with Civil Rights, Human Resources, and leaders from diverse communities? Relationships are a key to recruitment and retention.

B. Position Description Updating

Updating the Position Description

On what date was this position description last updated?

Has it ever been updated using this Equitable Hiring tool? If yes, on what date?

Yes/No

Before looking at the existing position description, make a list below of the basic skills one needs to be successful in this position.

Educational Requirements

Based on the above listed skills, are there any minimum education requirements? If so, what are they?

Yes/No

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

B. Position Description Updating *(continued)*

List any potential unintended consequences of these education requirements and what will you do to mitigate them.

Experience Requirements

Based on the above listed skills, are there any minimum prior experience requirements? If so, what are they?

Yes/No

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

List any potential unintended consequences of these requirements and what will you do to mitigate them.

Mandatory Language to Include

Does this Position Description include language requiring the ability to successfully work with multicultural populations? (This is a requirement for all City of Madison jobs. See [Appendix A](#) for examples. If you are not going to include this requirement, provide reasons why below.)

Yes/No

Physical Requirements

What are the physical requirements of this job? (Including sitting at a computer.)

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

List any potential unintended consequences of these physical requirements and what will you do to mitigate them.

Update the position description based on this information.

C. Exams

Exams (If not using an exam, skip this section)

On what date was the exam last reviewed for relevancy?

Do the questions match with what is expected at that level of hiring and are they up to date with current practices in the industry? If not, why?

Yes/No

Appropriateness of Exam

Does this job position require the applicant to sit at a desk or perform reading/writing as a part of their job duties? (If not, a written or computerized exam is not recommended. Talk to your HR Analyst for other options.)

Yes/No

Language

If a candidate demonstrates their ability to speak English and meet safety standards in English, can they take the exam in another language if the exam is available in another language? Please explain.

Yes/No

Microsoft Office Computerized Testing

Will the employee use Microsoft Office products on the job on a regular basis?

Yes/No

Is it possible for candidates to learn this on the job instead of having it tested beforehand? Please explain.

Yes/No

Final questions

List any groups that could be disproportionately impacted by these testing requirements and what you will do to mitigate the impact.

List any potential unintended consequences of these testing requirements or preferences and what will you do to mitigate them.

D. Supplemental Questions

(If not using supplemental questions skip this section)

Appropriateness of Supplemental Questions

Does this job position require the applicant to write well as a part of their job duties? (If not, supplemental questions may not be recommended, unless grammar will not be considered.)

List any groups that could be disproportionately impacted by these requirements and what you will do to mitigate the impact.

List any potential unintended consequences of these requirements and what will you do to mitigate them.

Sample Supplemental Questions

If you feel that Supplemental questions are necessary, see [Appendix B](#) for sample Equity Supplemental Questions. These questions should be benchmarked and scored at the same level of importance as the other supplemental questions being asked.

Supplemental Question Review

Assure that there is at least one person of color and one woman scoring the supplemental questionnaires. (Need help identifying people to assist you? Get in touch with your HR Analyst or the Affirmative Action Specialist. You may also reach out to the Multicultural Affairs Committee and/or the Women's Initiatives Committee. **IMPORTANT NOTE:** Diverse review panels are not effective if you do not take the other steps described in this tool.)

Benchmarks

Have you worked with the assigned HR Analyst to set up benchmarks for supplemental questions?

Yes/No

E. Recruitment and Advertising

Posting internal/external

Should this position be posted internal to city employees only, or should it be open and competitive? What is the rationale behind this decision?

List any groups that could be disproportionately impacted and what you will do to mitigate the impact.

List any potential unintended consequences and what will you do to mitigate them.

(If posting the job in this way leads to unintended outcomes for a group that is already underrepresented in your department, you should reconsider your decision.)

Advertising the position

How do you plan to target the underrepresented groups listed above with this job posting?

(Please consult with your HR Analyst or the Affirmative Action Specialist for advertisement sources to advertise to the underrepresented demographic. Remember that authentic relationships are the best form of advertising.)

F. Interview Questions and Benchmark Development

Interview Questions

See [Appendix C](#) for sample interview questions. Choose at least one of these or customize your current questions to assure that all new employees demonstrate their capacity and willingness toward working with multicultural communities and workplace teams. These questions should be benchmarked and scored at the same level of importance as the other supplemental questions being asked.

Benchmarks

Have you worked with the assigned HR Analyst to set up benchmarks for interview questions? Yes/No

G. Conducting Interviews and Making A Selection

Interview Panels

Racial and Gender Diversity

Assure that there is at least one person of color and one woman on the interview panel.

(Need help identifying people to assist you? Get in touch with your HR Analyst or the Affirmative Action Specialist. You may also reach out to the Multicultural Affairs Committee and/or the Women's Initiatives Committee. IMPORTANT NOTE: Diverse interview panels are not effective if you do not take the other steps described in this tool.)

Organizational Diversity

It is highly recommended to use at least one person from another department and/or another organization to be part of the panel.

(Need help identifying people to assist you? Get in touch with your HR Analyst or the Affirmative Action Specialist. You may also reach out to the Multicultural Affairs Committee and/or the Women's Initiatives Committee. IMPORTANT NOTE: Diverse interview panels are not effective if you do not take the other steps described in this tool.)

Avoid bias

Tips:

- Take your time.
- Allow at least 15-30 minutes before the interview for a candidate to review the interview questions. This allows the candidate to feel more at ease and to make the most of the interview time.
- Schedule 15 minutes between each candidate interview to fully debrief. Research shows that we rely less on bias and make more equitable hiring decisions if we slow down.

Making the final decision

Tips:

- The candidate chosen for hire does not have to be the candidate with the highest interview score and/or civil service exam score.
- Always ensure justification of your hire by taking good interview notes and being able to provide those in open records requests.
- Working with multicultural communities is a requirement for City of Madison employees. It can be more important than many years of technical skill for any City of Madison job.

Appendix A – Position Description Language

Mandatory Language:

The City of Madison is dedicated to eliminating racial inequities. Successful candidates will demonstrate the ability to successfully work with multicultural communities.

Other Examples:

Ability to consider different viewpoints.

Ability to develop and maintain working relationships with diverse coworkers, community members, customers, etc.

Appendix B – Sample Supplemental Questions

Sample A

The goal of reducing racial disparities that exist in our community is a high priority for the City of Madison. The City of Madison, including [department], will play vital roles in helping to reduce disparities and create equal outcomes for everyone.

In your experience, what concepts are important to consider when approaching work that will impact diverse populations and low income communities? What specific experiences have you had that might prepare you for such work?

Sample B

The [position name] will interact and collaborate with a diverse group of individuals and organizations. Such individuals and organizations may include youth, parents, low-income residents, school personnel, non-profit representatives, City staff and elected officials.

Please describe one or more situations which required you to work collaboratively with a diverse group on a community project or issue. Include details of your role in planning, implementing and evaluating the initiative(s). (Maximum 2 Pages)

Sample C

The [position title] will interact with a diverse group of individuals to solve problems. These groups and individuals may include City staff, neighborhood residents, property owners, social service agencies, and other stakeholders. Please describe one or more situations in which you have led and worked with a diverse group to resolve a difficult problem. Describe the approach you used, the principles that guided you, and the ultimate outcome.

Appendix C – Sample Interview Questions

Sample A

Why do you value racial equity and social justice? What work have you done that demonstrates this? Provide an example of how your life and/or professional career has embodied racial equity and social justice.

Sample B

The City of Madison and [department name] is dedicated to the Racial Equity and Social Justice Initiative, in which we examine our day to day operations and impacts with the goal of creating a fair and just community so everyone can have equal outcomes. What educational, volunteer, and life experiences demonstrate your ability to contribute to the City of Madison's goal of achieving racial equity and social justice?

Sample C

Why should [department name] consider racial equity and social justice in its day to day operations? What are some strategies that [department name] could implement to help to reduce race and other disparities seen in our community?

Sample D

Our community is becoming more racially and ethnically diverse, which magnifies the importance of serving communities of color and other historically disenfranchised groups effectively. Provide an example of a successful project you led or contributed to in working with multicultural and diverse communities. Describe the challenges and opportunities that you worked through working on this team.