



Insights for Hiring Diversity

8 Steps to Success and EEOC Compliance



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Introduction

In the ideal world of hiring, participants such as recruiters, hiring managers and everyone else involved in the hiring process would be perfectly aligned. After all, everyone has the same goal: to get the perfect candidate who accepts the offer, and meets or exceeds the expectations of the job. Unfortunately, the many different participants in the hiring process have different perspectives, different job expectations and different people values. When recruiters, hiring managers and interviewers aren't on the same page in every step of the hiring process, wasted time, high expenses and poor results soon follow.

So, what is the answer? In this eBook, we'll explore exactly how you can create a structured hiring process that (1) Clearly defines job expectations, (2) Relates applicant attributes to job benchmarks (3) Informs interviewers of their bias tendencies, (4) Creates a structured interview process and (5) Uses data to provide insights and improve your hiring results.

Selecting the right people is one of the most important decisions you'll ever make.

Why is this important? The vast majority of people don't actively discriminate in hiring decisions. But we are all human and we all have inherent biases. The steps outlined below will provide you with a check list for reducing or eliminating unintended bias and resulting discrimination.

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Step 1: Know the Law

Let's get started by understanding the law. Hiring to build a workforce has two major responsibilities: (1) Hiring the right person for the job and (2) Complying with regulations set forth by the U.S. Equal Employment Opportunity Commission (EEOC). Meeting these two objectives is no easy task. Especially important is to ensure that the myriad of people involved in your hiring process are in compliance with EEOC regulations for protected classes.

EEOC regulations make it illegal during hiring and employment decisions to discriminate against someone on the basis of several individual characteristics. It is therefore important that any who is conducting an interview (1) Is trained in the principles of conducting an interview, and (2) Clearly understands EEOC law and its protected classifications.

EEOC Protected Classes

**Race, Color,
National
Origin**

**Age
(Over 40)**

Religion

**Person with
Disabilities**

**Sex (including
Pregnancy)**

**Medical
History**

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Step 2: Understand Who to Hire

In the "No Bias" Hiring approach the ideal candidate is defined by the business needs and the performance measures related to the job. To be impartial in your hiring process, where possible, you should establish performance measures that are objective, and numerical.

Once job measures are in place the next step in the process is to develop job expectations for applicants based on your performance measures. Critical to this task is to have a holistic view of the competencies and attributes needed for job success. Here is a recommended planning approach to take.

- Review the job tasks and responsibilities
- Review the competencies necessary to perform the tasks and responsibilities
- Identify the competencies that are required upon entry
- Obtain confirmation of competencies from SMEs
- Conduct a job analysis if one does not exist

Once completed, you can summarize your job expectations by creating a **"Workforce Selection Factor Guide"**. The Workforce Selection Factor Guide will include the job description and all critical factors related to the job such as; specific skills, prior experience, education, personal traits, competencies and general mental abilities.

Let ITN use its experience, data bases and insights to help you develop your Workforce Selection Factor Guide.

Step 3: Create a Job Benchmark

Now that you have your job attributes and related performance metrics defined, its time to benchmark them. Job Benchmarking is the process of creating a point of reference against which a particular job may be compared or assessed. The first step we take is to round up your Subject Matter Experts (SME's) who understand the job. This group of experts then work to identify the key accountabilities for the job being benchmarked. Once the key accountabilities are identified the SME's take the assessments and skills tests that will be used to evaluate job applicants. The scores of the SME's are then aggregated to a mean value which is use as a standard to measure against.

Essential job requirements and associated benchmarks are typically divided into two types: technical or behavioral. Technical requirements are specific skills, knowledge, or experience necessary for the position. Behavioral requirements are how a person needs to act to be successful. An example might be a job requirment for a person who is outgoing, self-motivated and well-organized.

ITN offers an extensive library of Workforce Selection Factors for most positions as well as a complete library of Assessments and Skills Tests.

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Assessments and Skills Testing

Assessments and skills test are an exceptionally good way to obtain objective insights about your job applicants. They remove much of misinformation associated with our biases and the shading of applicant provided information.

Tell us about your assessment and skill testing needs. We have a library of over 100 skills tests and assessments of all types. Our platform allows you to mix and match test modules. All skills tests and assessments are online and mobile device friendly.



Finding the right talent is difficult to say the least. The use of testing and assessments provide insights and confidence that will save you time and money in your efforts to hire and build a more diverse organization.

Learn More: www.itnhire.com/assessments

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Step 4: Prepare Your Interview Questions

Once the job description has been defined along with key attributes and benchmarks, it is time to reflect the job needs as interview questions.

There are two types of interview questions that you should consider (1) Online Interview Questions and (2) In-person Interview Questions.

Online interview questions should be:

1. Short and usually multiple choice questions that address basic qualifications
2. Identify the attributes and qualities required for the job.

In-person Interviews should be:

1. Reflective of the job and tied to competencies identified through the job analysis
2. Open-ended
3. Clear and concise

When providing interview questions, all job candidates should receive the same questions and answers should be noted for review.

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Types of Interview Questions

Role Specific Questions - Ask what factors would affect your course of action for a job related challenge. Based on the premise that people will act according to their beliefs.

Operational Questions - Ask for descriptions, details, observations and/or insights of people, objects, processes and/or events of conditions related to the job.

Situational Questions - Present realistic job scenarios or dilemmas and ask how applicants would respond. Based on the premise that people's intentions are closely tied to their actual behavior

Behavioral Questions - Draw from a candidate's actual behavior during past experiences (which demonstrate job-related competencies). Based on the premise that the best predictor of future behavior on the job is past behavior.



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Step 5: Know Your Results

Essential to the interview process is capturing your insights in a meaningful way that can be communicated to others. One of the best and easiest ways to accomplish this is with an Interview Scorecard.

The interview scorecard is the summary list of skills, traits and qualifications that your job applicants will need to have in order to be successful in the upcoming role. The attributes are what the interview process will be designed to test and verify for each candidate. As each job candidate is interviewed, their qualifications relative to job needs are scored.



Scoring scales are typically established by the SME's. The SMEs determine how applicants at each proficiency level might respond and then assign a corresponding score. Scores for each applicant interview item are then totaled and compared after the interview. Differences between interviewer scores are noted as points of discussion.

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Step 6: Standardize Your Hiring Process

One of the key principles of hiring is to treat every job applicant in the same way. Unfortunately, it is incredibly common for hiring managers to lack a standardized, consistent hiring process. Hiring managers often create their own interviews and tests that help them determine the best candidates for their open positions. This lack of control allows for more bias and thus more room for error. Standardizing the hiring process leads to better quality hires and increased productivity.

A great way to standardize your hiring process is through the use of an applicant tracking system. These online platforms are highly capable of standardizing and automation almost every step of your hiring process. You can learn more about the ITN applicant tracking system at www.itnhire.com.



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Step 7: Measure Your Biases

Most of us would not say we are biased. We consider ourselves to be objective fair-minded individuals. But the truth is many well-intentioned individuals are often influenced by their unconscious biases.

Our unconscious biases come from direct experiences we have had with people, events, and situations as well as through indirect experiences learned through stories, books, media and culture. These hidden biases can impact us in a variety of ways, especially when it comes to interviewing and hiring. Because of our biases we may make some inappropriate or even bad selection choices. As you interview job candidates, follow the plan and beware of your potential bias pitfalls.

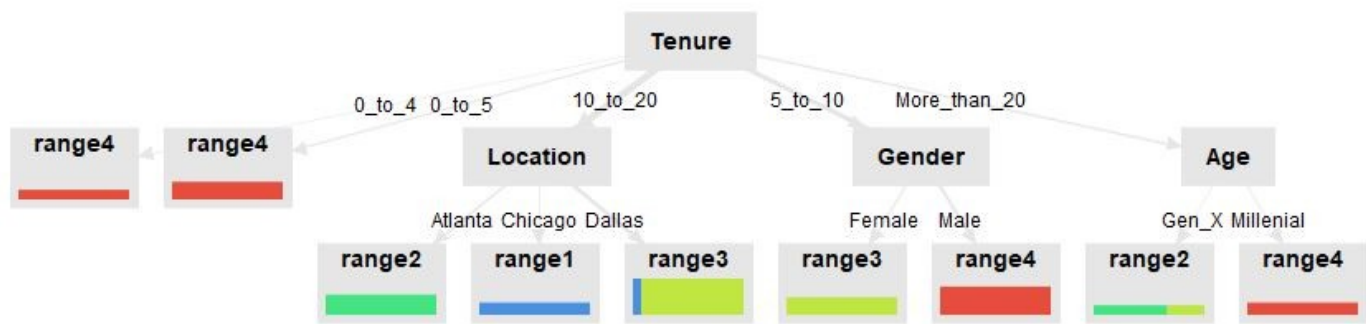


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Organization Bias Assessment

Would you like to know if your organization has collective bias tendencies, especially unconscious or implicit biases? Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

Sample Result: Implicit Bias Decision Tree



To assess an organization's implicit bias, we give each member of your organization a questionnaire. The questionnaire is organized by demographics, job specifics, personal experience, team bias, manager bias and overall perceptions of organization bias. Our team of data experts use data analytics and machine learning models to summarize and find data insights for bias types, and groups. Your aggregated group data is then compared internally and to national norms.

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Step 8: Train Your Hiring Managers

Hiring is one of the most important jobs in a company. When we hire someone, we are determining their future and the future of the company. Yet most managers have not undergone formal hiring training. This is a critical deficiency and especially important to the avoidance of unlawful practices.

If you are looking to train and align your hiring teams on how to hire better talent and comply with the law we are here to help. We offer both live instructor training and online interview training courses.



Learn More about our online interview training courses at itnacademy.com/interview-training.

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ITN Academy

The ITN Academy provides a comprehensive online training program for hiring managers. In this course, you will learn the fundamental principles of hiring and interviewing, how to create criteria to hire by, develop excellent interview questions, review resumes, conduct each interview, and capture interview results. Our courses are cloud based so that you can learn anytime and anywhere and at your own pace.



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Conclusions

We created this eBook imagining an ideal situation where recruiters, hiring managers and everyone else involved in the recruiting process was trained, in agreement and understands the law. Our goal is that your company hiring practices will be structured in a way to help you make easy, data-driven hiring decisions rather than relying on the untrained instincts of your hiring teams.

We hope that we have made the case that not only is it possible. There is a blueprint for you to follow and achieve success. Most importantly, the process is based on objective data and insights. The process removes personal biases to open the doors to a more diverse and inclusive organization, not to mention one that complies with the law.

We welcome any of your feedback and are happy to lend our expertise.



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Ensuring Success

Let us be your training and organization assessment partners. Our company has the hiring platforms, skills testing, assessments, training expertise and services to ensure that your hiring managers meet their hiring objectives while fully complying with their legal obligations.

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