Keys to Recruiting Diverse Talent

The keys to recruiting diverse talent to the City of Portland are relationships, follow-through, strong employer branding and an inclusive work environment.

Relationships: Proactive outreach promoting people-centered engagement. Clear and accessible communication that builds trust and demonstrates accountability.

Follow-through: Engaging diverse talent. Timing, inclusive, accessible, equitable, and committed outreach. Cross cultural, accessible information that is targeted to the workforce we are building and supporting.

#WE ARE PORTLAND

Strong employer branding: If the brand does not support a strong sense of belonging and authenticity, recruiting will be challenging. It is not a matter of simply posting on diversity job boards. The brand needs to be a part of the community.

Inclusive work environment: Where people can be their authentic selves and experience a sense of belonging. Create an environment where employees take pride in the workplace and look for opportunities to share the experience.

Utilizing Data to Reach Diversity Goals

A checkbox approach allows organizations to reach tangible goals when it comes to recruitment and promotion of BIPOC communities. This approach does not measure the impact to the person or the field of practice when, for example, hires do not experience a sense of belonging and staff are expected and taught to assimilate (even unconsciously).

Multi-step process for inclusive hiring:

- **Ensure equitable access and opportunity to Black and Indigenous People of Color**
- **Focus the hiring process on illuminating and celebrating lived experience**
- **Avoid unnecessary barriers such as years of experience in recruitment announcements**
- **Encourage a sense of belonging by taking an interest in how lived experience influences problem solving and decision making**
- **Utilize an IDEA (inclusion, diversity, equity, accessible) when implementing onboarding**

Utilizing Tools

Having access to recruitment and selection data enables you to make informed decisions as you navigate through the process of hiring well-qualified, diverse employees.

- Equity and Recruitment Dashboards
  - Recruitment timeline metrics
  - Measuring and reducing the overall recruitment timeline
  - Evaluating diversity of qualified applicant pool compared to hires
- Affirmative Action Program (AAP) plans
- Racial Equity Plans

Sources for Recruiting Top Talent

- Community organization partnerships
- Talent pools
- Academic partnerships
- Strategic advertising/ Blips (digital billboards)
- Professional associations
- Social media
- Cultural events
- Qualitative research/focus groups
- Workshops – Flexible hours/times
- Headhunting

Employer Branding

- Social media (Facebook, Instagram, Twitter, LinkedIn, Glassdoor, YouTube)
- #WeArePortland
- Leverage info sessions and How to Apply workshops

Motivate Top Talent to Choose Us

- Move quickly and intentionally
- Community engagement and relationship building
- Build and maintain trust
- Increase the visibility of career opportunities

Create a Positive Candidate Experience

- Check biases (explicit, implicit, affinity)
  - Ensure candidates are selected based upon a holistic assessment of the ideal candidate profile to increase diversity and innovation. Avoid forced ranking.
  - Engage equity committees
  - Dispel notions of candidates being "overqualified"
  - Hire for the future
  - Focus on culture add versus culture fit

- Utilize a human-centered approach
  - Ask follow-up questions
  - Identify the soft skills an individual will bring to the team
    - Technical skills can be taught
  - Keep candidates informed during the selection process
  - Utilize questions that assess soft skills
  - Identify transferable skills. Historically access and opportunity is not the same for all communities

- Stay transparent
  - Large applicant pool? Extended selection timeline? Vacation? Inform candidates of delays.
  - Identify top candidates who are not selected and inform the recruiter to add individuals to talent pools

- Engage diverse stakeholders and provide informal opportunities to learn more regarding the role
  - Create a space where candidates are able to interview you. Interviews are a mutual evaluative experience.
  - Provide tours, introduce candidates to work teams
  - Ensure consistency for all candidates

- Provide resources for candidates to learn more regarding the department and location

- Provide panelist profiles and information regarding key projects and positive outcomes

- Analyze your process
  - Identify where adjustments need to be made and make them
  - When something becomes stale, change it
  - The status quo does not always promote positive candidate experiences

- Know that each candidate is unique, and treat them accordingly