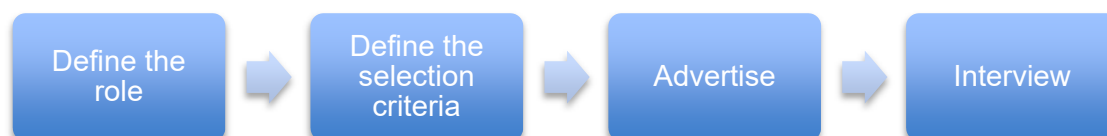


TOOL: Hiring for diversity checklist

Culturally diverse service delivery can be easier and more effective if you have staff who reflect the diversity of the community you work with. However, hiring and promotion can lead to unconscious bias.

Follow this checklist and tips to help you review hiring and promotion practices. Apply the tips to address any gaps you identify.

The guidelines below reflect the following process:



Define the role

- The role has been clearly and simply defined
- The job description focuses on capabilities and knowledge and only requests qualifications pertinent to the role
- The job description is specific and gives reasons for a required skill, such as needing good communication skills for negotiating agreements
- Salary and benefits have been objectively determined to avoid bias, for example, men and women are paid the same for performing the same role.

Tips

- to appropriately define the role required, revisit your business case for diversity
- you must ensure the job description is appropriate for future needs
- check with the people who are setting the strategic direction for your service. See other sections of this multicultural planning guide for tips and techniques on this if required.



Define the selection criteria

- They are objective, quantifiable and have been developed before receiving applications
- They enable clear comparison of candidate capabilities
- They are directly linked to job performance and allow you to shortlist applicants on merit
- Tools and assessments used in candidate selection are role-focused, objective and do not deliberately exclude people
- The shortlisting process has been clearly defined and will be completed without disclosing personal details to minimise potential bias e.g. no names, gender or indicators of ethnicity shown to selection panel.

Tips

- what do you need the person to do?
- how will you assess their capability to do it?
- make sure cultural capability or experience is on your list.

Write the advertisement

- The advertisement and application process are written in plain English
- The advertisement promotes aspects of the job that are likely to attract applicants with diverse backgrounds and abilities, such as a local community focus
- The advertisement promotes qualities likely to attract applicants with diverse backgrounds and abilities, such as a diverse team environment
- The role has been advertised in publications representing the diversity of the local community
- The role has been advertised through multiple channels to attract a broader range of applicants e.g. community radio, local newspapers and websites.

Tips

- think broadly when recruiting staff



- what do people in your community read?
- what channels of communication can you use to reach a broader audience?
- avoid bureaucratic language which can be difficult for speakers of English as a second language
- take a long-term approach to your talent pipeline and think broadly. If you hold an information session about your service at a local community event, you could also have information about jobs available
- make internships, volunteering, school and university outreach a part of your service to target and engage with culturally diverse young people.

Interview process

- The selection committee has gender balance and is culturally diverse
- The selection committee has been briefed and its members made aware of different cultural approaches to non-verbal communication (e.g. silence, eye contact, rigorous questioning or assertiveness vs humility)
- All candidates have the same, predetermined preparation time and interview duration
- Interview questions specifically address the selection criteria and are used consistently with every applicant
- Participants who speak with a non-Australian accent are not marked down for 'poor communication skills'
- Additional measures of capability are determined before the interviews and are applied to all candidates
- A consistent scoring or assessment method has been defined and panel members will use it in the same manner
- All referees are asked the same set of consistent job-related, performance focused questions
- Panel discussions and deliberations are objective
- The panel's final decision is fair, objective and avoids unconscious bias



Tips

- ensure you are testing capability in a way that eliminates or minimises the potential for bias. Behavioural interviewing can be problematic where people's 'performance' at interview is the key criteria for hiring
- interview performance often depends on language, which may not be so easy for speakers of English as a second language. It also focuses on rewarding people who are good at interviewing, not necessarily people who will be strong performers
- actively manage the composition of recruiting teams to ensure diversity on both sides of the interview table.

