

Hiring Pilot Final Report

July 2020



Hiring Pilot Goals

- To measure demographics of applicants in non-casual staff positions in the following categories:
 - Race
 - Ethnicity
 - Gender
- To measure the persistence of demographic groups through the hiring process
- To be able to ask questions about how we might increase the number of staff hires of underrepresented and historically marginalized groups

Hiring Pilot Participants:

Year One

- Followed every exempt position, excepting those using outside search firms
- Tracked 74 searches
- 62 were complete (resulting in a hire or a failed search)
- 12 remained open
- Every division participated, except Communications and ODI (no openings in the past year)

Year Two

- Followed every non-casual position, excepting those using outside search firms
- Tracked 65 searches
- 43 were complete (resulting in a hire or a failed search)
- 11 are currently on hold
- 11 remain open
- Every division participated

Year Two Changes

- The program consisted of active support of hiring managers in all searches, rather than the opt-in model of Year One
- Hiring managers were sent Inclusive Hiring Guidelines
- Dina reviewed all job ads, and some job descriptions, for inclusive language
- Dina and/or Amy Rondeau met with most (85%) search committees before they began their search process to discuss inclusive practices

Year Two Challenges

- Most job ads were posted before Dina could review them. While we could always edit the ads after posting, other search engines likely picked up the original versions.
- Ideally, we would have consistently reviewed all job descriptions (as opposed to ads), but that did not pan out as expected.
- Some hiring managers decided their timeline was too tight for Dina to meet with search committees (we often learned this after the fact).
- Hiring managers were not responsive to follow up questions regarding the use of a rubric, so we are unable to report the % that used one.
- 3 searches did not participate due to the articulated need for a speedy search, emphasizing our need to communicate the value proposition of inclusive practices in all searches.

Continued Data Challenges

- Interfolio challenges from year one remained in year two:
 - Gender is measured on a binary
 - Numerous demographic categories are not measured
 - Applicants are not required to complete demographic data (even though an option for “I choose not to disclose” is available), in which case those candidates are not recorded as applicants in the data
 - The way Interfolio reports racial information is problematic for data collection
- Positions hired through search firms did not produce equivalent data points, so we disregarded those searches in year two

Year Two Findings

- Total number of applicants: 1,282
 - Exempt: 990
 - Non-exempt: 292
- Total number of candidates hired: 30
 - 15 for exempt positions
 - 15 for non-exempt positions
 - 21 were hired externally
 - 9 were hired internally
- Average length of search: 87 days
- Shortest search: 15 days (internal promotion)
- Longest search: 428 days
- Search committees involved in external hires that met with Dina/Amy: 85%

Year Two: Race

Race	Total #	Total %	Round 1 #	Round 1 %	Round 2 #	Round 2 %	Offers #	Offers %
American Indian or Alaskan Native	9	1%	4	2%	2	2%	1	3%
Asian	88	7%	15	6%	7	8%	4	13%
Black or African American	90	7%	23	10%	11	13%	4	13%
Native Hawaiian or Other Pacific Islander	3	0%	0	0%	0	0%	0	0%
White/Caucasian	923	72%	166	69%	50	59%	18	58%
Multiracial	36	3%	6	3%	1	1%	0	0%
I prefer not to disclose	133	10%	26	11%	14	16%	4	13%
Total	1282	100%	240	100%	85	100%	31	100%

Year Two: Ethnicity

Ethnicity	Total #	Total %	Round 1 #	Round 1 %	Round 2 #	Round 2 %	Offers #	Offers %
Hispanic or Latino	87	7%	22	9%	7	8%	2	6%
Non-Hispanic/Latino	1082	84%	201	84%	66	78%	25	81%
I prefer not to disclose	113	9%	17	7%	12	14%	4	13%
Total	1282	100%	240	100%	85	100%	31	100%

Year Two: Gender

Gender	Total #	Total %	Round 1 #	Round 1 %	Round 2 #	Round 2 %	Offers #	Offers %
Female	532	41%	105	44%	37	44%	15	48%
Male	705	55%	126	53%	42	49%	13	42%
I prefer not to disclose	45	4%	9	4%	6	7%	3	10%
Total	1282	100%	240	100%	85	100%	31	100%

Year One vs. Year Two (exempt): Race

Race	Year 1				Year 2			
	Total #	Total %	Offer #	Offer %	Total #	Total %	Offer #	Offer %
American Indian or Alaskan Native	14	1%	0	0%	5	1%	0	0%
Asian	99	5%	1	4%	73	7%	1	7%
Black or African American	104	6%	6	11%	72	7%	3	20%
Native Hawaiian or Other Pacific Islander	1	0%	0	0%	2	0%	0	0%
White/Caucasian	1356	74%	45	73%	717	72%	10	67%
Multiracial	52	3%	1	2%	23	2%	0	0%
I prefer not to disclose	205	11%	7	11%	98	10%	1	7%
Total	1831	100%	60	100%	990	100%	15	100%

Year One vs. Year Two (exempt): Ethnicity

Ethnicity	Year 1				Year 2			
	Total #	Total %	Offer #	Offer %	Total #	Total %	Offer #	Offer %
Hispanic or Latino	118	6%	5	8%	42	4%	0	0%
Non-Hispanic/Latino	1560	85%	49	82%	859	87%	13	87%
I prefer not to disclose	153	9%	6	10%	89	9%	2	13%
Total	1831	100%	60	100%	990	100%	15	100%

Year One vs. Year Two (exempt): Gender

	Year 1				Year 2			
Gender	Total #	Total %	Offer #	Offer %	Total #	Total %	Offer #	Offer %
Female	995	54%	34	57%	403	41%	7	47%
Male	743	41%	21	35%	548	55%	6	40%
I prefer not to disclose	93	5%	5	8%	39	4%	2	13%
Total	1831	100%	60	100%	990	100%	15	100%

What We Have Learned

- We have data by division, but the numbers are too small to share without revealing identities of individuals. Dina can share trends with individual division heads.
- There remains some variability in interview philosophies / methodologies
- The use of rubrics in every search remains an area to collect data and possibly to reinforce
- Applicant pools continue to not be as diverse as they could be, meaning there may be opportunities in:
 - Recruitment on the part of the hiring team
 - Shifting how we think about recruitment
 - Reviewing our outreach practices especially with regard to Latinx candidates

Moving Forward: Inclusive Hiring Program

- Review job descriptions prior to PCRC approval
- Continue to provide hiring managers with Inclusive Hiring Guidelines
- Continue to ensure all search committee members meet with Dina/Amy
- All hiring managers develop and use a rubric
- Searches get put on hold until candidate pools are diverse
- Develop an Inclusive Recruiting program to emphasize the notion of active participation in the creation of a diverse candidate pool
- Move forward with talent pipeline initiatives in key areas