

How to Create, Evolve, & Sustain a Culturally Responsive Hiring Proces

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#### **Quick Overview**

- Meeting Norms
- Intro Conversations
- Context and Contact
- Steps of Process
  - STEP 1: Define Need
  - STEP 2: Post Job/Recruit
  - STEP 3: Review Applications
  - STEP 4: Interview Candidates
  - STEP 5: Host Finalists
- Questions & Answers

STEP 6: Offer STEP 7: Onboarding STEP 8: R & R STEP 9: Evaluate STEP 10: Repeat...



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#### **Meeting Norms**

#### **Procedural Norms**

- Start and end on time
- Take care of yourself (restroom, snacks, stand up)
- Ask questions!

#### Behavioral Norms:

- Speak from the I perspective
- Don't speak for others ("I think what Sally meant was...")
- Be open to possibility
- Challenge our own and others' assumptions
- Monitor airtime (for some that means talking more; for some that means talking less)
- Take risks and be vulnerable learners
- Welcome and manage discomfort
- Be fully present, emotionally, mentally, and physically
- Lead with yes, in the spirit of "yes, and"
- Be responsible for the way we say things & be mindful of the language we use to describe people or situations
- Ask questions to deepen understanding
- Never enter a scene unless you are needed



#### Disclaimers/Reminders

- Somethings may seem like common sense, but unfortunately, they are not common practice.
  "Off the shelf" programs and protocols cannot and will not work.
  We won't solve all hiring issues in 60 mins... but we're going to try!
- 4. Speak your whole truth.
- 5. All notes will be shared!

# Intro Conversations

Turn to the person next to you and in groups of two or three, answer the following question:

What was your first job?

What sticks with you? The good/the bad? What is your dream job?

What stopped you from this job? Why part of that excites you the most?



#### **The Current Landscape**



#### Recruit, Retain, and Recognize...



"Sustained Strategy"



#### **Sustained Strategy**





Continuum of Cultural Competency					
Cultural Disruptiveness	Cultural Incapacity	Cultural Blindness	Cultural Pre-Competence	Cultural Competence	Cultural Proficiency
Forced Assimilation Rights and Privileges for Dominant Groups Only Attitudes, Policies, Programs, and Practices Within a System or Organization that are Destructive to a Cultural Group	Racism Maintenence of Stereotypes and Unfair Hiring Practices Inability of a System or Organization to Effectively Respond to the Needs of Diverse Groups	Differences are Ignored "Treat Everyone the Same" Philosophy Only Needs of the Dominant Group are Met	Explore Cultural Issues Committed Needs of Organization and Individuals are Asessed A Level of Awareness within Systems or Organizations of Their Strengths and Areas for Growth to Respond Effectively to Culturally and Linguistically Diverse Populations	Recognize Individual and Cultural Difference Seek Advice and Include Diverse Groups Hire Culturally Unbiased Staff Systems and Organizations That Exemplify Cultural Competence Demonstrate an Acceptance and Respect for Cultural Differences	Implement Changes to Improve Services Based upon Cultural NeedsContinually Add to the Knowledge Base Within the Field of Cultural and Linguistic CompetenceDevelop Organizational Philosophy and PracticesSupport and Mentor Other OrganizationsActively Pursue Resource DevelopmentAdvocate With and on Behalf of Those who are Traditionally UnderservedSystems and
Adapted from: Cross et al (1989) . Toward A Culturally Competent System of Care, Volume 1,					Systems and Organizations Hold Culture in High Esteem and use this a Foundation to Guide all

their Endeavors

Tawara D. Goode, National Center for Cultural Competence. Georgetown University Center for Child and Human Development, University Center for Excellence in Developmental Disabilities.



...involves understanding and appropriately including and responding to the combination of cultural variables and the full range of dimensions of diversity that an individual brings to interactions. Cultural responsiveness requires valuing diversity, seeking to further cultural knowledge, and working toward the creation of community spaces and workspaces where diversity is valued.



-Hopf, S. C., Crowe, K., Verdon, S., Blake, H. L., & McLeod, S. (2021). Advancing workplace diversity through the culturally responsive teamwork framework. *American Journal of Speech-Language Pathology*, *30*(5), 1949–1961.

#### The Role of a DEIB Practioner in Hiring

- Brainstorm questions for all interviews.
- Attend all interviews for all candidates.
- Create diverse pools of candidates.
- Retain all BIPOC new hires.
- Attend all hiring fairs.
- Tour all BIPOC candidates.

What's missing?



# STEP 1: Define Need

- What holes we need to fill?
- What gaps in our faculty exist?
- Opportunities for internal hires
- Promotion/Celebration
- "Right-sizing"





#### STEP 2: Post Job/Recruit



- Where are posting?
  - Where are we not posting?
  - Application questions
  - Website placement
    - DEIB Statements/ Commitments
  - Asking DEIB Questions Upfront



#### **STEP 3: Review Applications**

- Training for interview groups
- Rubrics and review processes
- Monitoring the funnel





#### **STEP 4: Interview Candidates**



# Addressing implicit bias

- Zoom vs. In-Person?
- Cultural considerations

### **STEP 5: Host Finalists**

- Who's involved? Who's not involved?
- What mirrors and windows are seen?
- What voices are included?





#### Check For:

- Understanding
- Questions
- Things You Want to Know More About







- Compensating the "whole candidate"
- Consideration for advancement
  - Open and transparent



# STEP 7: Onboarding

- Transition the whole family
- Utilizing the entire community
- Making early connections





#### **STEP 8: Retainment/Recognition**



- Understanding the toll
- Asking the right questions
- Moving past..."What do you need?"



### STEP 9: Evaluate

- Interrogate the process
- Data is your friend!
- Question... question...question some more!



### STEP 10: Rinse...Repeat

- Establish and explain the process
- Post your process to others
- Control for consistency







- Take your time to spend the time.
- Create full policies...and then adjust them.
- Get and give feedback.





# Questions?





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Thank you! Let's stay in touch.

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