

HR and Equity: Recruiting and Retaining a Racially Diverse Staff



FLEUR LARSEN

FACILITATION

STEP UP

MOVING RACIAL EQUITY FORWARD

About Us

Fleur Larsen and Keonna Jackson's practice focuses on creating work environments that are fulfilling, empowering and successful.

We are your strategic and tactical HR solutions partner grounded in a commitment to diversity and equity. We work with leadership and HR professionals to improve and integrate HR administration to be the place that takes care of your people, and support your team to actualize your values of equity.

Living your organizational values starts with purposeful internal work; let's begin.



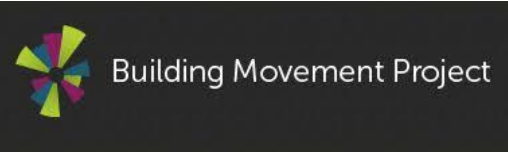
Keonna Jackson is a multi-passionate Human Resources consultant for small to medium sized companies, with the unique skill of advocating for both the employer and employee. With over 20 years of human resources expertise, she is your strategic and tactical HR solutions business partner. She works with leadership to streamline HR administration, as well as provide solutions to ensure the mission, vision, and goals of the organization are met by applying fair and equitable practices.



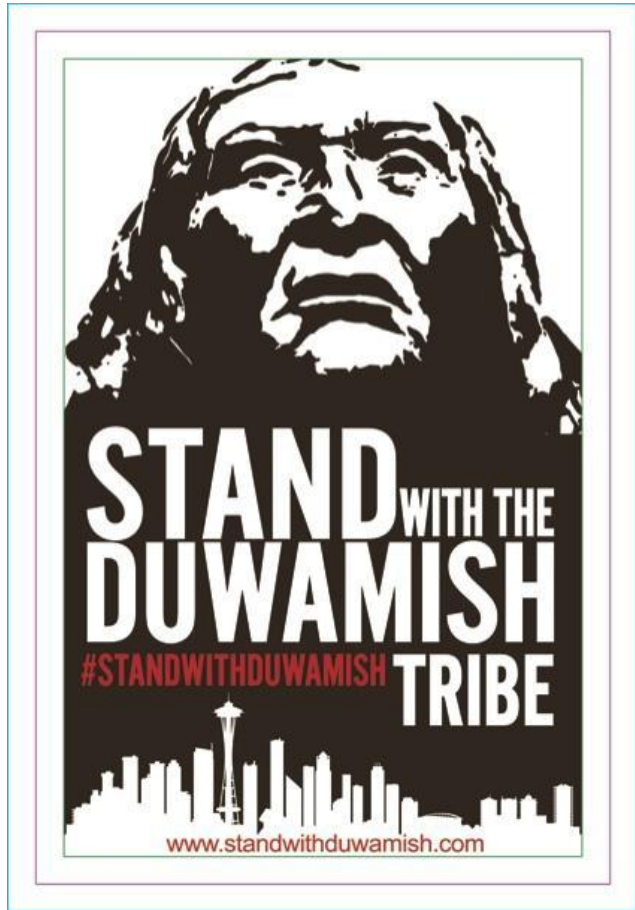
Fleur Larsen is a facilitator. From board retreats, staff trainings and off-site workshops at the challenge course, her work as a Seattle-based facilitator is focused on team development, equity, social justice and community development. She provides experiential, dynamic and results-based facilitation and supports people by creating the conditions for them to do purposeful work based on their individual and organizational values.




Partial Client List



We are on Native Land



- This is land that was stolen from the Snoqualmie People
- Currently the Duwamish are fighting to be Federally recognized
- Want to support visit: duwamishtribe.org for more info


A black and white photograph showing two hands clasped together in a supportive grip. The hands are positioned in the center of the frame, with fingers interlaced. The lighting is soft, highlighting the texture of the skin and the veins on the hands. The background is a plain, light color.

For our time together

Group agreements:

- Open and honest sharing
- Confidentiality
- 'But this is how we do it...'
- Be in the solution, what is possible?
- Start small yet keep a big picture perspective

hello



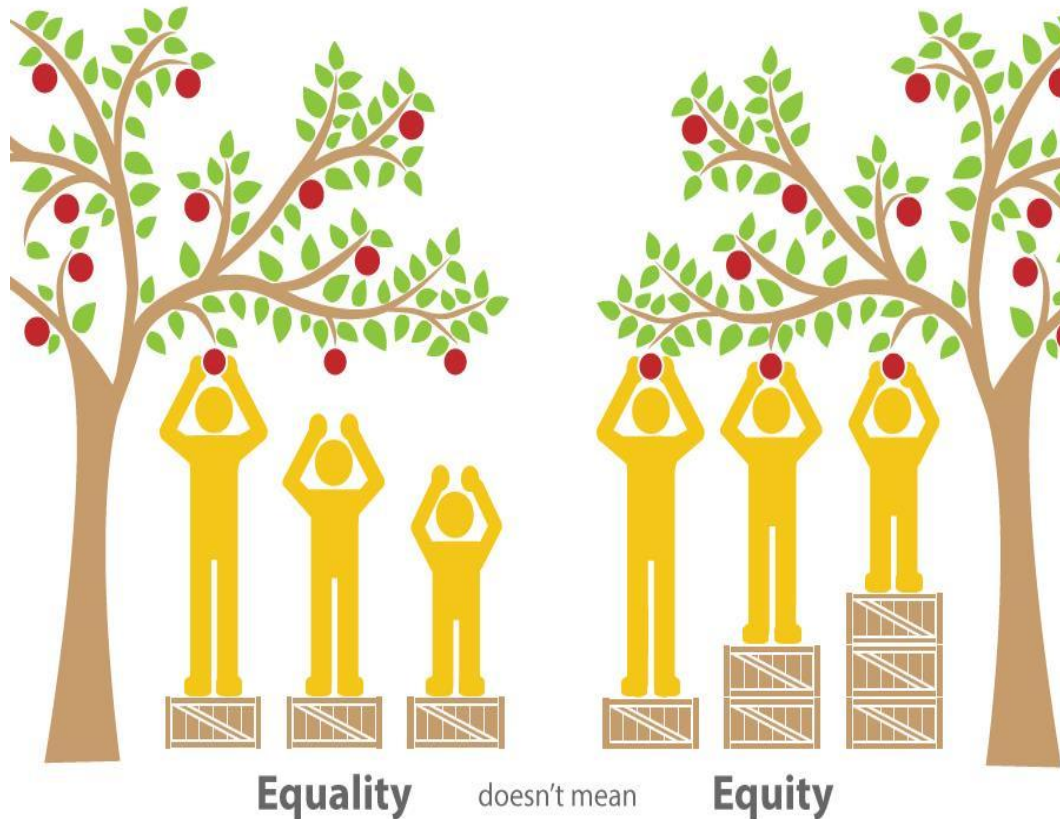
What is your most pressing HR need?

HR can be
the place
to live
your organization's
values.

Creativity and Commitment

Equity

A state, quality or ideal of being fair and just.



HR Equity Toolkit

<u>Job Posting</u>	<u>Hiring</u>	<u>Onboarding</u>	<u>Performance Evaluation</u>	<u>Promotion /Retention</u>	<u>Stay/Exit Interviews</u>
1. List salary range	1. Transparent process	1. Use standardized checklist	1. Nuanced compensation & eval link	1. Professional Development/ succession plan	1. Counter offers
2. Add equivalent experience to criteria	2. Include stakeholders in interviews	2. Provide universal and individual Training	2. Clearly state performance standards (refer to job description)	2. Communicate advancement opportunities	2. Conduct Exit interviews for all staff
3. Clarify what is preferred vs required	3. Blind application review	3. Have a welcome tradition	3. More than 1X a year, no surprises	3. Celebrate/ acknowledge successes	3. Apply exit interview feedback
4. Contextualize background checks	4. Relevant job description	4. Timelines for expectations	4. Professional standards not based on white norms	4. Healthy work/ life balance	4. Conduct organizational wide self-assessment

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Bias

Everyone has it.
Name it so you can
manage for it.

A prejudice (pre-judge) in favor of or against one thing, person, or group compared with another usually in a way that's considered to be unfair.



Written Reflection

When is a time you have uncovered a bias in yourself?

What was it?

Describe the situation?

What feelings come up when reflecting on your blindspots?

Recruiting is active

What it is:

- The practice of attracting, screening & selecting candidates thru to the onboarding process
- Enroll someone into your organization



‘To increase the number of people of color leaders, the nonprofit sector needs to **address the practices and biases of those governing nonprofit organizations.**

Rather than focus on the perceived deficits of potential leaders of color, the **sector should concentrate on educating nonprofit decision-makers on the issues of race equity and implicit bias** accompanied by the changes in action leading to measurable results.’

Building Movements Project: Race to Lead report

Job Description/Posting





Where To Post

Interviewing & Hiring Process



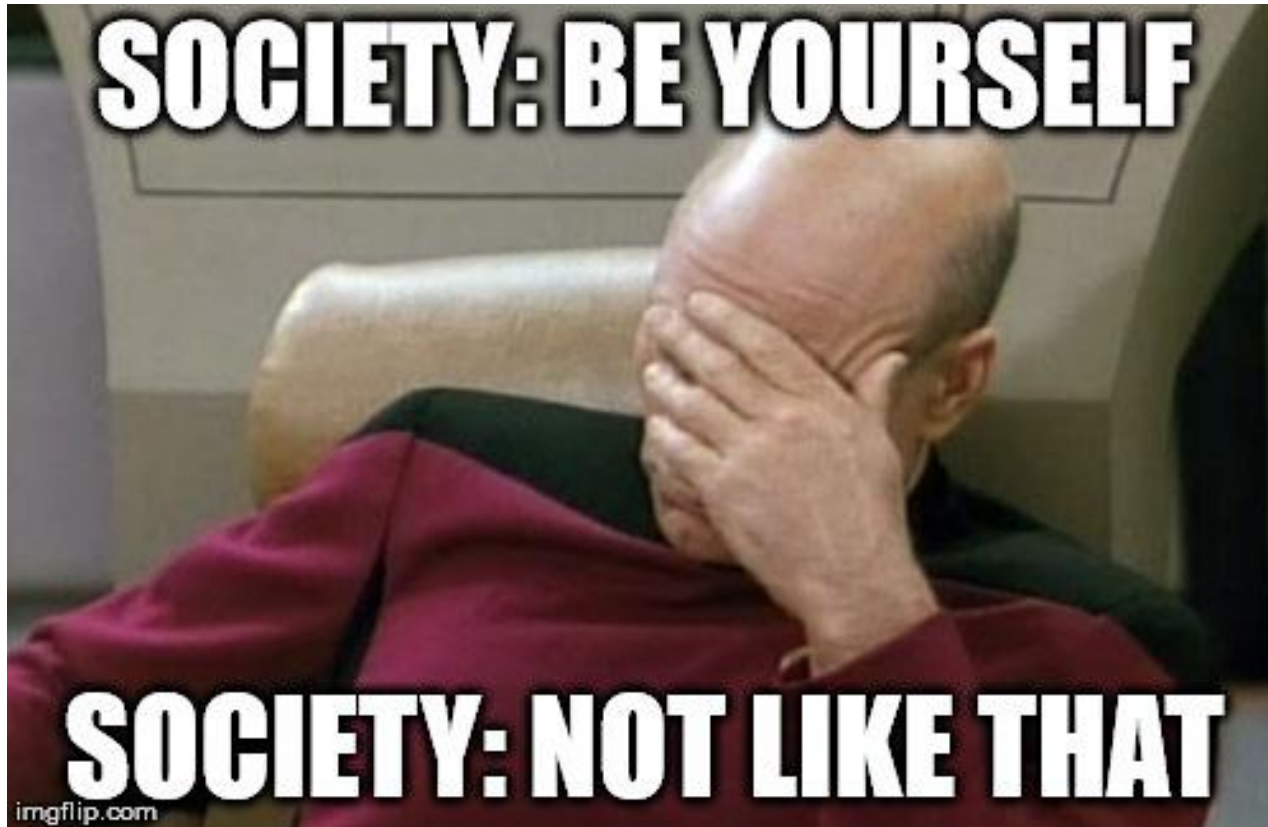


Savanna Tomlinson

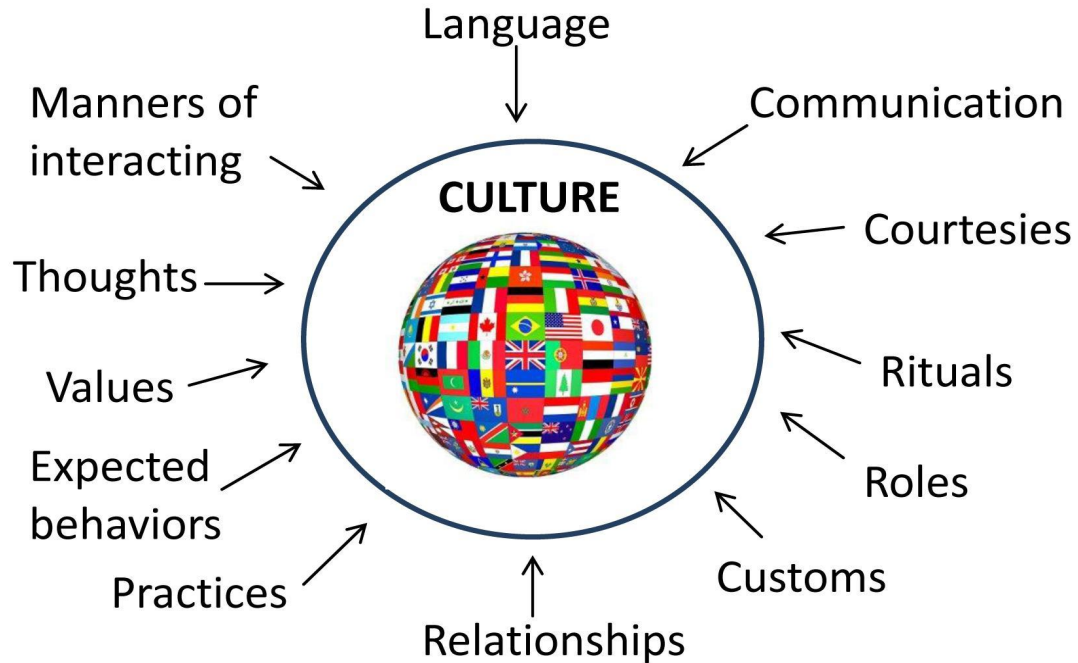


*"Anything is possible when
you sound Caucasian
on the phone."*

Enri



Norms and Culture



Empathy and Organizational Culture

- Identify 2 healthy cultural norms
- 2 norms that are unhealthy or unproductive
- How are our cultural norms supporting your work or hindering your work?
- What can you do/are you doing to lead change and create a positive work culture?

Healthy Conflict and Equity Work

Conflict

Your Cautious score and these
conflict styles

- **Avoider:** shy away from bringing up conflict or 'hot button issues'
- **Validator:** will bring things up and value remaining calm
- **Passionate:** express emotion and bring things up directly

Brene Brown:



“Fitting in is about assessing a situation and becoming who you need to be to be accepted.”

“Belonging doesn’t require us to change who we are. It requires us to be who we are. Belonging is the innate human desire to be a part of something larger than us.”

Performance Evaluation



Reflections

- Criteria for 'team player'?
- Whose standards of professionalism or success?
- Measured against what?
- What competencies are valued?
- How often?
- Tied to compensation?
- 180 or 360 - process?

Promotion/Retention



Stay/Exit Interviews

Stay: What can HR or the organization do to keep staff?

Exit: What should the HR or organization know to improve?



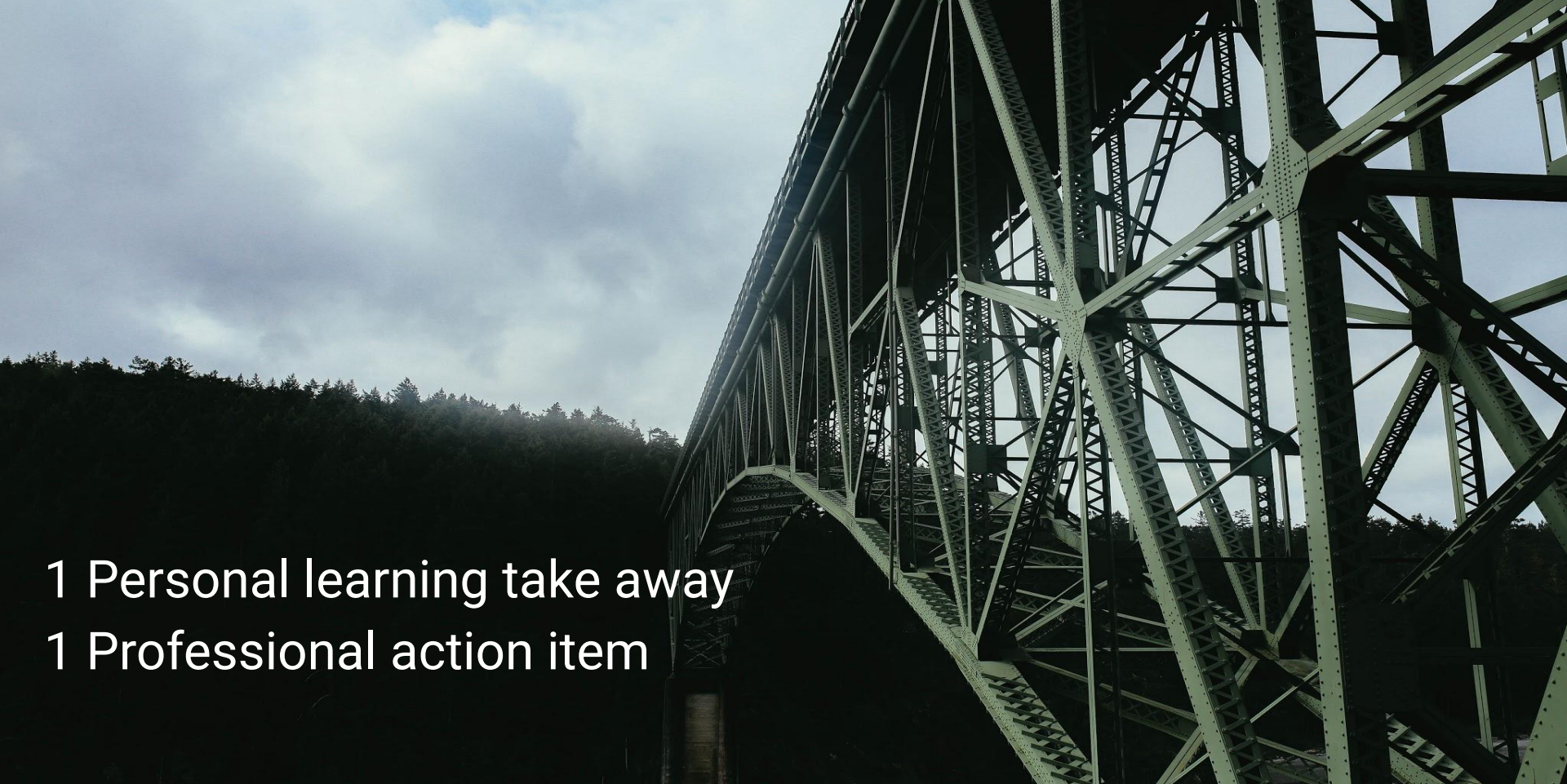
No reason
to stay
is a good
reason
to go.

**If you want different
results,
you will need to do
different actions**

Allyship in action

Personal accountability

- Center POC voices
- Follow POC lead
- Grounded in humility
- Donate to POC led orgs



1 Personal learning take away
1 Professional action item

Partial Resource List

Reading

Banaji, M. R., & Greenwald, A. G. (2016). *Blindspot: Hidden biases of good people*. Bantam.

DiAngelo, R. J. (2018). *White Fragility*

McIntosh, P. (1988). White privilege: Unpacking the invisible knapsack.

Nieto, L. (2010). *Beyond inclusion, beyond empowerment: A developmental strategy to liberate everyone*. Cuetzpalin.

Onge, P. S., Applegate, B., & Rouson, B. (2009). *Embracing cultural competency: A roadmap for nonprofit capacity builders*. Fieldstone Alliance.

Goodman, D. J. (2011). *Promoting diversity and social justice: Educating people from privileged groups*. Routledge.

[White Supremacy Culture](#) Tema Okun

[Implicit Bias Tests](#)

[Detour-Spotting for Anti Racist Whites](#)

[Privileged](#) by Kyle Korver

Videos

Executive Mellody Hobson on [race and hiring](#)

PwC on [Bias and Blindspots](#)

Brene Brown [Power of Empathy](#)

Jay Smooth on [Talking about race](#)

Social Good Now [Why facts don't convince people](#)

Kimberle Crenshaw [Intersectionality](#)

Verna Myers [Getting over bias](#)

Julie Nelson on [Implicit Bias](#)

Robin Diangelo on [White Privilege](#)

Brittany Coope [The Racialization of Time](#)

[Seeing White Podcast](#)

[Hidden Brain: Creative Differences](#) podcast





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