

Guide to Inclusive Hiring
City of Minneapolis, WDA #10

Overview describing the innovative practice

City of Minneapolis Employment and Training recently developed a *Guide to Inclusive Hiring* for employers interested in exploring and evolving their hiring systems and practices. Employers use the guide to proactively plan for diverse talent acquisition by tapping into proven strategies and tactics. The guide is currently available on the City of Minneapolis web site, at <http://www.ci.minneapolis.mn.us/www/groups/public/@cped/documents/webcontent/wcmsp-179539.pdf>

Jobseeker impact (ie: benefits, outcomes for jobseekers)

Jobseekers are impacted not only by the personal viewpoints of staff recruiting to fill vacancies, but also by that employer hiring processes. Jobseekers frequently face barriers to employment which may not be readily apparent, such as vague position descriptions, unconscious recruiter bias and systematic background checks unrelated to actual position requirements. Each of these, and many more, are topics highlighted within the *Guide*.

The impact of outmoded or ambiguous hiring strategies can greatly limit opportunities for underrepresented individuals and communities. A majority of jobseekers served through our association's workforce programs are not only diverse, but frequently come into job search with knowledge, skills and abilities they have gained through related experience and nontraditional training options. Ineffective hiring practices contribute to the perception that our constituents do not "fit the job" in multiple occupations and industry sectors.

The *Guide* offers employers a practical tool for analyzing their hiring practices. The hiring cycle is broken into five components: planning, sourcing, evaluating, hiring and retaining. The *Guide* invites employers to reflect and understand the ways in which their hiring approaches align to maturity models, with leading practices clearly identified. Our goal is to expand, broaden and update hiring practices to become inclusive of individuals with varied, rich, and valuable talents and skills.

Employer/Community impact (ie: benefits, outcomes for non-jobseekers)

Inclusive hiring is powered by diverse approaches to talent acquisition. Today's successful organizations expand networks and design customized approaches to cultivate inclusion. The *Guide* offers employers a template for building on successful tactics, while also analyzing critical, higher-level factors.

Identification of those involved, including collaborators

The key to establishing inclusive hiring as the rule (and not the exception), and to unlocking the potential for strategic, proactive talent acquisition, is embedded in the *Guide*. Full engagement from top leaders down through hiring managers is necessary for the *Guide* to be most beneficial. Thorough evaluation of practice and vigilant application of inclusive hiring principles for the foundation of sustainable talent acquisition is important for hiring practice to be truly inclusive of all talent.

Leveraging/alignment of outside resources

The *Guide's* checklist was adapted from an Employer Handbook for hiring the long-term unemployed, authored by Deloitte and based upon input from national organizations, <http://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-employer-handbook-recruiting-and-hiring-the-long-term-unemployed.pdf>

This playbook was created through collaboration between Deloitte Consulting LLP and The Rockefeller Foundation in support of the White House's commitment to finding solutions to long-term unemployment in America. Leading non-profits, thought leaders, and government agencies collaborated on the content and publication of this handbook. The authors specifically acknowledge and thank City of Minneapolis Employment and Training, E3 - Engage Educate Employ, The ITASCA Project, Skills for Chicagoland's Future, and The Workplace.

The *Guide to Inclusive Hiring* is available to all workforce partners, and available to view, download and print from the City of Minneapolis web site, at <http://www.ci.minneapolis.mn.us/www/groups/public/@cped/documents/webcontent/wcmssp-179539.pdf>

Ideas for replication/lessons learned

The *Guide's* use is fully replicable at any employer looking for new and innovative ways to attract and hire talent from an increasingly diverse pool of job seekers. The *Guide* is made available for free from the links above and consultation with the City of Minneapolis Industry Relations Manager is available for any local, regional, or statewide workforce development professional looking for resources to help local employers meet their hiring needs.