

Recruitment and Retention Strategies to Build and Support the Workforce

About Technical Assistance Briefs. The MCH Evidence Center provides ongoing technical assistance (TA) to Title V agencies related to the emerging evidence base, strategies, and measures related to many topics interconnected with National Performance Measures and other critical topics in MCH. *Technical Assistance Briefs* are an outcome of these TA sessions that are designed to act as *conversation starters* in thinking about programs that can be developed to address issues that affect women, infants, children, adolescents, youth, families, and communities. These briefs are not meant to be comprehensive; full analyses of the NPM topic areas are provided in [Evidence Analysis Reports](#).

The Center makes these customized briefs available during TA and on the program website to identify evidence-based/informed strategies, promising practices, examples of ESMs from the field and peer-reviewed resources. Please [contact us](#) if you would like us to develop a similar report for topics that you are working on.

Initial Query for this Brief. *What are some concrete steps that agencies/organizations (or hiring managers) can take to recruit and retain BIPOC staff, especially in leadership positions? What can lower-level staff do to advocate for these actions to be taken?*

Top Resources

Williams-Rajee D. Equity, [Diversity and Inclusion in Recruitment, Hiring and Retention](#). Kapwa Consulting for the Urban Sustainability Directors Network. (2018).

This 13-page toolkit that provides strategies, tools, and case studies of practices to recruit, hire, and retain diverse employees; addresses bias and institutional racism; and provides tips for successfully fostering a diverse and inclusive workplace.

University of Washington. [Diversity and Inclusion Toolkit](#).

This web-based resource provides guidance and resources related to the six steps of recruitment and retention: (1) developing position descriptions; (2) recruitment of applicants; (3) the application review and interviewing process; (4) creating an onboarding plan; (5) welcoming new staff; and (6) retaining new hires.

Evidence-Based/Informed Summaries of Strategies

Beasley MA. [Beyond Diversity: A Roadmap to Building an Inclusive Organization](#). University of Connecticut. (2017). This study summarizes previous research; provides evidence-informed best practices for hiring managers and senior leadership that focus on readiness, recruitment, and retention (the 3Rs).

Strategies Found in Popular Literature

Hiring for Diversity: The Guide to Building an Inclusive and Equitable Organization 1st Edition (Monograph [available for purchase at Amazon](#); First 29 page of book [available in Google Scholar](#)).

Carnahan B. [6 Best Practices to Creating Inclusive and Equitable Interview Processes](#). Harvard Business School. (2021).

Knight R. [7 Practical Ways to Reduce Bias in Your Hiring Process](#). Harvard Business Review. (2017).

MacArthur HV. [Hiring for the Future: A Playbook for Building a Diverse, Inclusive and Equitable Workforce](#). Forbes Media, LLC. (2021).

Video Trainings

Hodge T, Anantachai T. [Equity Starts Before Hire: A Look at Equitable Approaches to Hiring and Retention](#). Association of College and Research Libraries STS Equity, Diversity, and Inclusion Task Force (2021; 41 minutes).

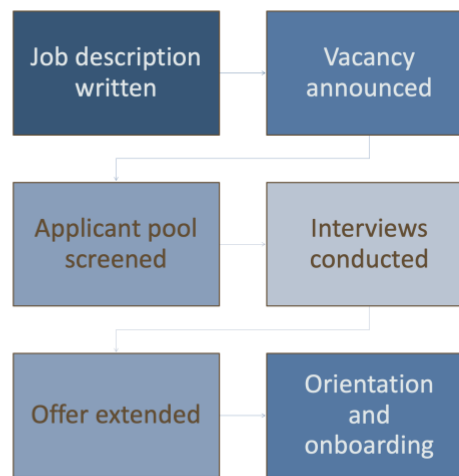
Career and Internship Center, University of Washington. [Equitable Hiring Practices](#). (2021; 55 minutes).

Summary of AMCHP Presentation on Diversity

This presentation will be available in archived format; see Session 5 on the [Region IV: Resilience, Equity, Diversity, and Inclusion Learning Sessions](#) Landing Page.

A hiring journey

Where are there opportunities at each step to increase our workforce diversity?



A hiring journey

Does our job description have education requirements? Are education requirements matched with years of experience, allowing people with limited opportunity for higher education to qualify for jobs?

Do we post our salary range or bands?

Where are our vacancies posted? Do we recruit from HBCUs and other minority-serving institutions?

Are applications blinded prior to screening? Are screeners valuing service to the community in the same way they value job experience?

Who conducts interviews? Are candidates required to come in-person? Are questions or concepts shared ahead of time? Do we skills test?

Are offers extended verbally only? Or are written offers with a full explanation of benefits provided?

Is the offer based on salary history? Are offers to external candidates more or less than what internal candidates can command?

Do we have an orientation plan for new employees? Do we provide a staff buddy who is not the employee's supervisor? Do we continue onboarding for several months?

Are we thinking about retention when we hire? Have we looked at our retention of employees of color?

Using a cultural humility lens looks like:

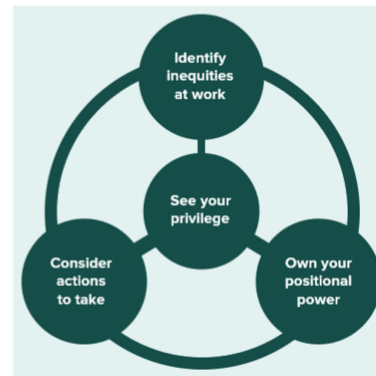
- Where are we not meeting our diversity goals?
- Why are we not meeting our diversity goals?
- What do candidates see when they look at our jobs? At our current staff?
- What stresses do people experience in the hiring process? How are these stresses disproportionately affecting applicants from marginalized groups?
- How do we make our processes more welcoming?



Actions:

- Educate themselves about the experiences of women of color
- Publicly give credit to women of color for their ideas
- Work to confront discrimination when they see it
- Advocate for new opportunities for women of color
- Mentoring women of color

Learn Allyship Actions



The actions under each strategy fall under the framework for the types of allyship actions we can take – individual, interpersonal, and structural.

- **Individual allyship:** Our actions to educate ourselves, model inclusive behavior, or change our mindset
- **Interpersonal allyship:** Our actions to support, surface issues or push for changes through our day-to-day interactions with others
- **Structural allyship:** Our actions pushing for change in norms, policies, or systems. A quick note on structural allyship actions: The following strategies are based on practices and policies that can create more inclusive workplaces. While every idea on the list might not be feasible for your company, it's likely that some are. If you're a leader, you might have the ability to institute or encourage these practices yourself. If you're earlier in your career, these are suggestions to ask about or advocate for. This type of bottom-up advocacy is crucial in using your privilege to support and advance those with traditionally marginalized identities. In other words, it's how you practice allyship to drive structural change.

Appreciative Inquiry is:



- A process of collaborative discovery
- A way to learn from exceptional examples
- An invitation to build the kind of organization you want to work in

Reference: Mohr and Watkins (2002). The Essentials of Appreciative Inquiry: A Roadmap for Creating Positive Futures



Using this lens looks like:

- **Definition:** Identify the positive focus of your inquiry
 - How do we become the best place to work for people of all races, ethnicities, cultures, ages, and abilities?
- **Discovery:** Identify the strengths and opportunities
 - When did we have the most diverse team?
 - What were the conditions that made that happen?
 - What are the wishes people have for our organization?

- **Dream:** Identify aspirations and results
 - What is our vision of the future?
 - What are our possibility statements?
- **Design:** Decide what opportunities have the most potential
 - What are the most enlivening and exciting possibilities for our organization?
 - How can we work together to make this happen?
- **Destiny / Deliver:** Implement and measure success
 - What are the commitments, offers, or requests each person or unit can make?



Recruitment and Retention Strategies to Build and Support a Diverse Workforce: Technical Assistance Brief

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Access other resources at <https://www.mchevidence.org>

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