



# Equity in Recruitment | Global Policies and Procedures

## Commitment to Diversity, Equity & Inclusion

Water.org is committed to enabling a more diverse, equitable, and inclusive organization, where team members model behavior that enriches our workplace.

Water.org seeks to implement this vision by supporting and implementing diversity in the organization's practices and policies – both at the staff and board level.

Water.org has a formal Diversity, Equity, and Inclusion (DEI) Committee ("The Committee") to further integrate these goals and objectives into our everyday work while also recognizing that everyone must take personal responsibility for implementing this commitment every day.

## Statement of Intent

**Diversity**<sup>1</sup> | We are committed to practicing a positive and collaborative work environment for our employees. In order to fulfill our organization's vision of creating access to safe water and sanitation for people living in poverty, we **acknowledge** the significant value of varied identities<sup>2</sup> and differences<sup>3</sup> (race, class, culture, ethnicity, gender, disability, sexual orientation, gender identity, national origin, tribe, caste, socio-economic status, cultural differences in thinking and communication styles, or any other forms not listed), collectively and as individuals. We seek to proactively engage, understand, create, and sustain a diverse workplace.

**Equity** | We stand to create a place of belonging where each person feels comfortable to bring their authentic self to work, is equally **valued**, and committed to building both understanding and empathy for one another and where each person's visible and invisible differences are **embraced**. We seek to ensure a fair and equitable opportunity for all our employees while we strive for equitable access to opportunity and resources for those that we serve.

**Inclusion** | We believe our vision is only possible in an environment where everyone's rich dimension of diversity, voice, engagement, and creativity is **represented** to contribute fully to the organization's success.

## A Word on Bias

Implicit or unconscious bias is a universal phenomenon, experienced by everyone regardless of race, gender, or country of origin. In short, we all have preferences, or biases, of which we are not aware. In terms of hiring, unconscious biases often result in people making assumptions about the suitability of a candidate during the recruitment and hiring process, based on factors not related to the role -- such as age, race, gender, or background. It can significantly impact how one assesses candidates and derail our diversity efforts.

Key steps toward eliminating bias in our hiring practices are to: (i) acknowledge it when it happens, (ii) measure every candidate using objective criteria, and (iii) to ignore information that has nothing to do with a candidate's ability to perform the role.

Please review [Appendix A](#) for resources that focus on the implications of bias in the workplace and detail how we can ensure that our recruiting and hiring processes are equitable.

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Successful inclusive recruiting processes require planning, patience, and intent. Human Resources will partner with Hiring Managers and use good faith efforts to integrate, where practical and feasible, the following procedures. Ultimate candidate selections are made by Hiring Managers.

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<sup>1</sup> Water.org Global Standards of Business Conduct revised Feb 2021 – Global Diversity (pg. 4)  
An evolving glossary of DEI related terms and definitions

<sup>2</sup> Racial Equity Tools – developed by The W.K. Kellogg Foundation.

<sup>3</sup> The Diversity Style Guide (globally applicable terms) – a project of the Center for Integration and Improvement of Journalism, based at the Journalism Department at San Francisco State University.

## Pre-Recruitment

- **Pre-approval** | To initiate the hiring process, Hiring Managers must discuss their staffing need with their HRBP/ HR Representative. A cross-functional requisition reviewing team reviews and makes determinations upon submission of the requisition by HR in Workable.
- **Job Description Review** | Hiring Managers work with their HRBP/ HR Representative to determine the correct job description for their staffing need. If a job description needs to be created, the Hiring Manager and the HR Representative work together to develop the job description master for that position. Job descriptions may inadvertently contain language that deters diverse candidates, by lowering the perception that they belong in an organization. Consider eliminating gendered keywords and use gender-neutral language where possible. Evaluate the job description for socioeconomic bias and avoid listing requirements that are unnecessarily steep. All job postings will include diversity language which reflects our organizational commitment as follows:

*Water.org is an equal opportunity employer and is committed to providing an inclusive environment.*

*We do not discriminate on the basis of race, color, religion, gender, gender expression, gender identity, age, national origin, ancestry, disability, marital status, sexual orientation, pregnancy status, military and veteran status, genetic information, and any other status protected by law.*

*We provide qualified applicants and employees reasonable accommodation, when necessary, to enable individuals to complete the application process and/or perform the essential functions of the job.*

*We believe social change happens when people with a wide range of backgrounds, experiences, and identities come together with a common purpose. We strive to build and maintain a diverse team that will advance our mission and work and encourage candidates from all backgrounds to apply.*

- **Position Preparation and Intake Meeting** | Once approved, the HR Recruiter will schedule an Intake Meeting to align on needs of the role, discuss salary range, posting & sourcing strategies, recruiting process and expectations and confirm the Interviewers by completing the Intake Meeting. The Recruiter and the Hiring Manager will discuss diversity, equity, and inclusion considerations for recruiting strategy. The Recruiter will ensure a job posting, sourcing, and networking plan with the Hiring Manager that targets diverse groups and encourages them to apply.

## Active Recruitment

- **Advertisement** | The Recruiter will post the position after the Intake Meeting and once the details of the position are confirmed. We aim to post positions internally to support inclusion, talent development and mobility opportunities. When posted externally, the Recruiter will provide suggestions for diversifying talent sourcing. If using an external search firm, this policy will be shared to reflect our values with respect to a diverse workforce.

Relying on traditional forms of outreach (e.g., sourcing from non-diverse companies or non-diverse schools or referrals) often constrain the percentage of diverse applicants. The Recruiter should develop a proactive, strategic plan to reach, encourage, and include applicants who may not be found through standard outreach and recruitment methods. Our goal is to achieve a qualified, diverse applicant pool. These are suggested outreach tactics:

- a. Use social media for recruitment including LinkedIn, Facebook/Meta, Instagram, and X;
- b. Check Alexa.com or Google to determine the demographic audience associated with various job sites and social sites;

- c. Advertise in publications, media outlets, or other events that serve women, different racial and ethnic groups, and people with disabilities;
  - d. Enlist current employees as recruiters and take advantage of internal diversity networks and affinity groups;
  - e. Target diverse professionals in publications and on websites of diversity related organizations;
  - f. Solicit names of prospective applicants from caucuses of women and diverse people within professional and industry associations;
  - g. Foster pipeline development via college internships;
  - h. Consider other non-traditional sourcing venues; and
  - i. If using external recruiters, ensure they are aware of this Policy and can accurately represent our values with respect to a diverse workforce.
- **Shortlist Candidates** | The Recruiter and Hiring Manager will work together in Workable to review applicant resumes. Workable offers a process for standardizing resumes to remove possible bias triggers such as name, gender, marital status, and university attended, for example. The Recruiter will source active and passive candidates depending on the recruiting effort needs. The Recruiter will strive to present a diverse pool of candidates to the Hiring Manager including at least one candidate from an underrepresented population. In the US, the Recruiter will drive posting efforts towards racial diversity and internationally, towards gender diversity. The Hiring Manager will inform the Recruiter if they would like candidates declined, placed on hold, or screened by the Recruiter.
  - **Recruiter Phone Screens** | The Recruiter will complete the Recruiter Phone Screen for each candidate. The same questions are to be asked of all candidates to create a fair and consistent candidate experience. The Recruiter is making sure the required qualifications of the position are met along with other position requirements. Screening applicants is to be inclusive rather than for the sole purpose of narrowing the applicant pool. For example, do not treat unconventional career paths or intermittent work histories as deficiencies; explore alternate ways in which an applicant can meet criteria. Look carefully for legitimate and equitable methods to screen-in rather than screen-out qualified applicants. The Recruiter will share the Recruiter Phone Screen notes with the Hiring Manager through Workable if the candidate is a fit, per the HR screen. The Hiring Manager will inform the Recruiter if they would like candidates declined, placed on hold, or moved to interview.
  - **Scheduling Interviews** The Recruiter will process the interview request in Workable using the Outlook calendar of the interviewers. The Recruiter may have to reach out to the interviewers to request accommodation to interview in a timely manner. The Recruiter will ensure that all interviewers have the job description, interview guides, corresponding user guides and have completed the Interviewing Best Practices Training to ensure a fair, consistent process for all candidates. Interview questions are behavioral based on competencies and job specific accountabilities directly tied to the position. Structure of the interviews are to be as consistent as possible for all candidates; use same questions, setting, time allotment, and interviewers. Interviewers should avoid making assumptions based on perceived race, ethnic background, age, disability, veteran status, marital or familial status, sexual orientation, religion, or other personal characteristics. The Recruiter is to provide the standard set of questions to the Interviewers. The Recruiter provides the interviewing questions to assure only information that can legally serve as a basis for the hiring decision. Follow-up questions may be used to obtain additional or clarifying information.
  - **Interview Feedback/Debrief** | Interviewers should submit their individual evaluations in Workable within 24 hours of the completion of the interview. Interviewers should include only position related information gathered in the interview in the feedback. If the information submitted is

questioned, the Recruiter will partner with the Interviewer for awareness. Interview evaluations are shared with the Hiring Manager in Workable for the position. Once all interview rounds are complete for interviewing candidates, the Recruiter will schedule a debrief session via calendar invitation with all the interviewers and hiring manager for the position. Interviewers will debrief to discuss their impressions based on observed behaviors and evidence. Debriefs will provide interviewers with an opportunity to check their biases or assumptions and ensure that candidates are measured against defined criteria. The objective of this meeting is for interviewers to share data collected during the interviews with candidates so the hiring manager can make a hiring decision.

## Appendix A

- Click [here](#) to access Unconscious Bias Training in Absorb LMS

To overcome unconscious bias, we must become aware of its presence, reflect on the nature of prejudice, determine how it affects our ideas and then commit ourselves to implementing practical strategies to counteract bias through behavioral change.

### **How can unconscious bias be minimized?**

A good first step is to recognize that everyone has it and to question the way they think about it. Below are some unconscious biases that have a direct impact on the workplace:

- **Affinity bias** | The tendency to warm up to people like ourselves.
- **Halo effect** | The tendency to think everything about a person is good because you like that person.
- **Perception bias** | The tendency to form stereotypes and assumptions about particular groups that make it impossible to make independent judgments about members of these groups.
- **Confirmation bias** | The tendency of people to seek information that confirms existing beliefs or assumptions.
- **Group thinking** | This bias occurs when people try too hard to fit into a particular group by imitating others or withholding thoughts and opinions. When this happens, the person loses part of their identity, and the organization loses out on creativity and innovation.

