

Anti-Racist Hiring & Supervision Practices

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Introduction & Foundations

Goals and Learning Outcomes

We hope participants in this session will leave today's presentation able to:

1. Define the components of allyship as articulated by Brown & Ostrove (2013)
2. Identify anti-racist actions supervisors can take in hiring, onboarding, supervising, and developing their staff members and that you can begin using in your institution immediately

In Acknowledgment of Indigenous Lands

Acknowledging the Peoples of Georgia: Apalachee, Cherokee, Creek, Guale, Hitchiti, Miccosukee, Muskogee, Oconee, Shawnee, Timucua, Yamasee, Yuchi

In Acknowledgment of History

Acknowledging the history of slavery, oppression, and violence endured by People of Color in the United States; White Supremacy is at the heart of this suffering

“Calling a Spade a Spade”: Bureaucratic White Supremacy is Upheld in Higher Education Structures

Higher Education is structured in White, bureaucratic models rooted in social domination, and White Supremacy remains the antithesis of social justice work.

ACPA’s and NASPA’s revision of core competencies: outcomes of Social Justice and Inclusion competency include: “how one is affected by and participates in maintaining systems of oppression, privilege, and power” & “engaging in hiring and promotion practices that are nondiscriminatory and work towards building inclusive teams”.

Our goal = translate Social Justice and Inclusion competencies into actionable anti-racism

Definitions and Terms

Anti-racism:

Anti-racism involves “taking stock of and eradicating policies that are racist, that have racist outcomes, and making sure that ultimately, we’re working towards a much more egalitarian, emancipatory society.”

Allyship: *as defined by POC, not by dominant group identity-holders*

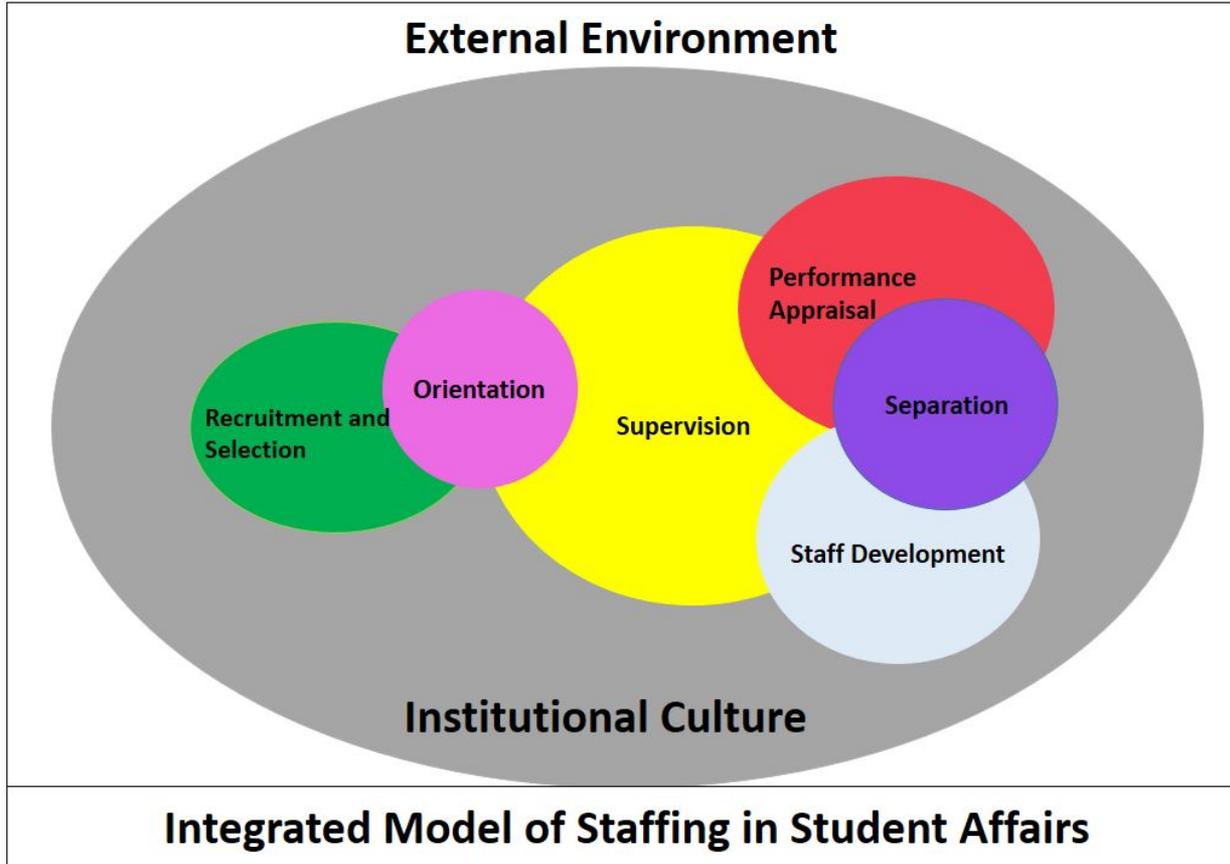
-Informed action / promotion of social justice

-Affirmation / offering of support (meaningful relationship + accountability)

- In other literature, “accomplice” and “co-conspirator” are used to address a perceived passivity in “allyship”; this definition embeds action in both components

Recruitment & Selection

Integrated Model of Staffing



(Winston & Creamer, 2008)

“Unless the racism is addressed and eradicated in the places you are looking to make ‘diverse’ you are simply bringing people of color into violent and unsafe spaces.”

-Rachel E. Cargle

--Playbook: Anti-Racism Docs for Managers

Inclusive Hiring Practices

- Post to diversity-specific job boards
- Use a blind hiring program
- Use structured interviews
- Interview female and minority applicants BEFORE White, male applicants
- Eliminating the use of social media as a candidate vetting tool
- Reliance on fit stifles diversity; cultural bias in recruitment process
- Recruit candidates from HBCUs and MSIs, and if recruiting at PWIs, seek out orgs that represent Black students and students of color
- If recruiting for internships, commit to Black and POC percentage and how to recruit from HBCUs and MSIs

Considerations for Career Services & Employers

- Examine internal and external policies for coded language and practices (e.g., regarding dress, hairstyle, hygiene, etc.)
- Examine job descriptions for biased language (is there gender-coded or race-coded language in there?)
 - Gaps in employment
 - Interpersonal characteristics
 - Communication expectations
 - Positive attitude consistency
- Other ideas from your work?

Orientation

Onboarding

- Incorporate diversity and inclusion workshops into orientation
- Require staff to participate in bias incident training every x months/years
- Examine your company policy related to dress code, including hairstyles
- Acknowledge and respond: Perceptions about what is deemed appropriate or “professional” are rooted in White Supremacy

- Is there any DE&I component of onboarding on your campus or in your organization?
 - Anything implemented since calls for racial justice of 2020?

Supervision

Lead by Example

- Educate yourself
 - Study current events, racial violence, systemic racism, and White Supremacy
- Adopt policies that promote equity
 - Zero tolerance policy for racist work practices among your staff
 - Whistleblower policy to promote a culture of transparency and accountability
- Review existing policies, practices, and communications
 - How do they land on folks with different identities?
- Challenge biased/racist behavior in the moment & often
 - You can build an anti-racist culture by showing up that way in public and in private

Invest in Your Supervisees

- **Apply the same commitment to inclusion that you have for students to your direct reports**
 - Your supervisees are just as deserving of your care, cognizance, and intentionality as your students
- **Acknowledge your areas for growth and improve your competence by doing your own work**
 - Do not put marginalized people in the role of having to educate you, but DO admit when you need to build knowledge--and then follow through on it
- **Suggest tangible things you can offer your employees**
 - Especially in times of heightened stress, can you lighten their burden? Can you offer your direct reports time off? A safe space to not be ok? Additional time/an extension on a project?

Please visit pollev.com/clairebeaudr298 and respond to the prompt

(adapted from Farris, V. E. (2018). Doctoral dissertation UPenn)

Staff Development

“Creating an inclusive work environment requires deliberate, sustained efforts in data and numbers, company culture, and day-to-day people management.”

--Playbook: Anti-Racism Docs for Managers

Inclusive Culture

Assess yourself and your organization

- Ask your employees for feedback
- Use a tool like Concentric Circles' Unpacking Privilege and Power assessment or LifeLabs Learning's DEI Playbook audit tool
- Encouraging in-person and virtual safe spaces for Black and POC employees

Open up conversations

- Bring your staff together with an expert or trained facilitator to share what they are thinking and feeling.
- Learn how to talk about racism at work:
 - Create a safe space for conversation and listening to Black and POC employees
 - Discuss allies, accomplices, or co-conspirators

Performance Appraisal

Evaluations

If you have incorporated anti-racism into your practices throughout the earlier stages of the supervision cycle, your evaluation should continue the work you're already doing.

Q & A

Thank You!