

Checklist

DIVERSITY DERAILED:

Limited Demand, Effort and Results in Environmental C-Suite Searches

Included are two checklists.

From the start of the process when interviewing executive search firms to the hiring and retention of your final candidate, keep these things in mind:

- Begin with clear language and processes about diversity at your organization
- Ask specific questions of the search firm
- Demand diversity throughout the entire process

(1) a series of questions and processes for organizations to use through the search process

(2) a series of questions to ask executive search firms

PROCESS & SERIES OF QUESTIONS FOR ENVIRONMENTAL ORGANIZATIONS

- Clearly articulate and define what diversity means for your organization and/or foundation to the search firm.
- What does diversity mean in this specific job search? People of color, LGBTQ, Women, all of the above, etc.
 - Clearly communicate to the search firm what a diverse candidate pool and a diverse final set of candidates would look like for your organization.
 - Mandate a diverse slate of candidates.
- Identify the decision making process and the level of diversity at all stages in the process:
 - Who makes the final hiring decision — an individual, a team, a team that makes recommendations to an individual, etc.?
 - Who is on the interview panel and how diverse is it?
 - Who provides input on the job description and how diverse are their perspectives?
 - Have you identified the standard qualifications and separate them from content expertise? What skills are must-haves vs. content that can be learned?
 - How can members of the interview panel raise issues and have them addressed?
 - What employee networks do you tap into in identifying candidates aside from using the search firm?
- Craft the interview questions and rubrics for assessing candidates to eliminate and/or minimize unconscious bias.
- Do not discuss candidates between the interview process, thereby eliminating contamination of the evaluation process.
- Set timeline in collaboration with the search firm.
- What happens if the candidate pool and/or final candidates does not match the diversity vision that the organization defined at the outset?
 - Empower all people in the process (interview panel, people who provided input in the job description, etc.) to elevate the issue of diversity.
 - Determine a clear process for communicating the lack of diversity of the pool and/or final candidates to the search firm and revise the timeline to remedy the lack of diversity.
- Revise timeline based on necessary changes.
- Conduct debrief with internal team and share lessons learned with Human Resources, hiring managers and all employees.



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A SERIES OF QUESTIONS FOR EXECUTIVE SEARCH FIRMS

Search Firm Internal Infrastructure

- What is your search firm's demographic composition?
- What is the demographic composition of your database of candidates?
 - And specifically, the demographics of the non-profit and/or environmental candidates?
- How does your firm define diversity?
- Does your firm have a diversity practice? Who leads the diversity practice and what is his/her experience in diversity recruiting? How many people in the firm are dedicated to the diversity practice?

Search Recruiting and Hiring Process

- What is your method of sourcing diverse candidates?
- Do you track demographic information regarding your applicant pools for each search?
 - What are your last year's statistics for applicant pools?
- Do you track candidates throughout the interview process, including the demographics and rationale for their removal and/or withdrawal?
- Do you provide and/or assist in the development of interview questions and rubrics to reduce unconscious bias and assess candidates more objectively?

Search Results

- What percentage of C-Suite executives placed in the last two to five years have been people of color?
- In the last year, what percentage of your searches had a diverse slate? What about the last three to five years?
- In the last year, what percentage of your searches had a diverse final placement, e.g., people of color?
- What is your retention rate for placements? After one year?

