Recruiting

Diversity Recruiting

What this is:

Comprehensive list of Solar Industry Recruiting and Diversity Recruiting Resources

Why is matters:

Historically, the solar industry has not been very diverse. A 2019 study by The Solar Foundation and SEIA found that 73% of the solar workers in the US are white and 74% are male. Furthermore, only 28% of nonwhite job seekers found their job through word of mouth, compared to 44% of white solar workers. If companies aim to increase the diversity of their workforce, they cannot rely on word of mouth. They must recruit and source candidates from places outside of their personal networks or even solar or industry networks and associations. Creating a comprehensive list of the organizations, job posting sites, and other diversity recruiting avenues will assist Talent Acquisition Teams in increasing the diversity of their current candidate pool as well as developing future talent and prospects (intern opportunities), networking (conferences), and other recruitment events.

Example:

See Attached Document

Links to other resources:

https://www.americansolarworkforce.org/solar-workforce-development/

Inclusive Recruiting

What this is:

A guide to reduce bias in recruiting.

Why is matters:

Simply stating you want to improve your diversity recruiting is not enough. There are at least 11 types of unconscious biases found commonly in society today. These biases range from age, physical attractiveness, gender, race, and even the spelling of name. There is no person on the planet that is immune from having unconscious or implicit bias from time to time. However, the objective for those conducting HR duties is to create a structured and consistent recruitment process that removes any possibility of unconscious bias interfering with the hiring of individuals.

Example:

Bias

Humans receive 11 million bits of information, every moment of every day. Consciously, we are only capable of processing 40 bits. So how do we handle the rest? Through our unconscious bias. Unconscious biases are created and reinforced by our environments and experiences. Our mind is constantly processing information, oftentimes without us being consciously aware.

Unconscious bias in and of itself is not a bad thing and allows us to make it through the day with short cuts that don't require us to process every bit of information to make decisions. However, in a work setting, our biases can get in the way of objective decision making.

Bias in hiring is not just one problem

Despite attempts to reduce bias in hiring, diversity remains a major challenge for organizations.

> *The key is to remove bias from the hiring process as opposed to trying to remove it from the people doing the hiring.*

Different biases derail the process at four three separate stages in selecting a new hire: outreach, at resume review, interviewing, and choosing a candidate.

Steps to Reduce Bias in Hiring

The following seven six steps can help to reduce bias in the hiring process.

1

Check the Job Description
The wording in a job description can subtly encourage or discourage different candidates. See the Inclusive Job Descriptions guide for more information. Also, diverse candidates are less likely to apply to jobs for which they don't meet all of the qualifications, so be sure to only list essential skills required and list others as nice to have but not required.

2

Check the Outreach Plan
Evaluate if you cast the net wide to begin with.

3

Evaluate Every Resume The Same Way
Identify what criteria you will review in a resume and be consistent. Create a blind-resume review process (i.e. ask a person who is not part of the interview process to redact certain information from incoming resumes. This person should remove names, educational attainment dates, and names of any groups or organizations that provide hints as to the candidate's race or gender).

4   **Identify What You Want Before the Interviews Begin**

Implicit bias can lead us to rationalize why we preferred one candidate over another, so it's important to identify behaviors that are relevant to the position before interviews begin. *It is also critical that interviews do not begin until there are two or more qualified women as well as two or more qualified people from other underrepresented racial/ethnic groups.*

5   **Select A Diverse Interview Team**

This will help you to gather diverse perspectives. Assign each interviewer an area to focus on during the interview.

6   **Stick To A Script During Interviews**

Interviewers naturally create a warmer or more casual climate for candidates they perceive as "in-group" members. This natural instinct to reach for common ground can advantage certain groups by making them feel at home and can also unintentionally lead minority candidates who feel like outsiders to experience more stress.

7   **Ensure Decisions Are Based On The Right Metrics**

Evaluate the candidates based on the criteria you identified in Step 4. Enter your feedback into the Applicant Tracking System immediately after the interview and before comparing notes with the other interviewers.

Resources:

Complete Recruiting Guide with section on bias and culture

Cultural Assessments can be performed by certified diversity consultants, HR professionals, or through the use of online tools. There are numerous options available:

Cultural Mapping Assessment
Diversity Awareness Profile (DAP)
Diversity Best Practices Guide for the Solar Industry, SEIA and The Solar Foundation, May 2019

Inclusive Job Descriptions

What this is:

How to create inclusive job descriptions.

Why is matters:

Writing inclusive job descriptions increases the likelihood of attracting diverse candidates.

Example:

Follow these steps to make your job descriptions more inclusive.

→ **Avoid gendered words.**
  "Rockstar", "ninja", and other aggressive sounding words can reduce the number of women who apply to a job. Instead, use more neutral words. Consider using a tool like Textio or Gender Decoder to help evaluate your job descriptions.

→ **Limit your job descriptions to must have responsibilities.**
  An excessively long job description is off-putting and studies have shown women are less likely to apply to jobs for which they feel they aren't qualified, whereas men will apply even if they only meet a portion of the requirements.

→ **Focus less on what you want a candidate to have and more on what you want them to achieve.**
  Consider whether it is a true requirement for candidates to have a particular educational background (i.e. Bachelor's degree, etc.) or if it is more about what they can achieve with their skills. Arbitrary educational requirements will limit diversity and inclusion. Instead, focus on statements such as "Within one month, you'll....", "within six months, you'll..." Be clear on what they will be working on and/or what goals they will be contributing to or expected to deliver.

→ **Emphasize your company's commitment to diversity and inclusion.**
Go beyond the standard EEO statement and write a statement that is unique to your company. Consider statements such as "Consistent with our commitment to diversity & inclusion, we value individuals with the ability to work on diverse teams and with a diverse range of people." Or, "When in doubt, please apply", or "Everyone is welcome at XYZ company". If space is a premium, link to the section on your website that describes your company's commitments in detail.

→ **Highlight inclusive benefits.**
If you offer paid parental leave or flexible work schedules, be sure to highlight them, as these benefits send a clear signal of your company's values.

→ **Avoid corporate jargon and abbreviations.**
Unfamiliar language can make candidates feel intimidated and/or confused about what a role actually entails and, therefore, make them less likely to apply.

Next Steps:

→ Evaluate your company's job descriptions and edit using the guidance above.
→ Have someone other than the person who wrote the job description review and edit it.
→ Ask a diverse group of colleagues who may not be familiar with the role for their opinion as they are more likely to identify exclusive language.

Links to other resources:

Gender-Decorder - Free resource that identifies gendered words.
Tap Recruit - Inclusive job descriptions with recruiting analytics. $699/month if billed annually, $999/month if billed monthly.
Textio - Advanced language insights for your hiring and employer brand content. Contact the company for a quote.

Onboarding

What this is:

Best Practices on Onboarding

Why is matters:

An effective onboarding process will help your new hires feel more valued, better understand their role, and increase their productivity and performance, resulting in increased engagement and potentially less turnover.

Example:

Ensuring you are creating pathways for training in your onboarding and training process ensures that candidates from outside of the solar industry are able to catch on quickly. As we seek to make the renewables industries more inclusive, this will be critical. Furthermore, The Solar Foundation found that installer firms who spend $5,000 on training each newly hired installation worker can reduce turnover and "call back" rates while increasing labor efficiencies. Together, these will save the company more money over time than the initial training investment and help ensure the new hires feel a sense of belonging.

Here are some specific steps you can take to improve your onboarding to make it more inclusive and highlight your commitment to diversity:

→ **Let new hires know inclusion matters** - Share your commitment to diversity, inclusion and belonging by sharing resources such as Employee Resource Groups or specific programs or initiatives. After the onboarding session on inclusion, send new hires an email with a link to the resources.

→ **Give them the lay of the land** - Treat new employees with empathy as they are learning how to navigate your company. Share with them the current strategy and how teams work together. Share communication norms with them.

→ **Encourage the team** of the new employee to see inclusivity as their responsibility and to think about how they can welcome the new employee to the team. A team should adapt to each new hire to create space for them to be themselves and contribute to the department and company goals. You can help your team prepare by hosting workshops that are focused on recognizing different communication and work styles.

→ **Train your managers** so they are comfortable speaking on diversity and inclusion initiatives, processes, and resources. This will help to ensure that all managers view supporting diversity and inclusion as part of their role.

→ **Assign a buddy.** Pairing a new hire with a longer tenured employee can help answer questions.

→ **Group new hires.** Choose designated start dates so that employees can onboard as a group, as starting together can help them create a bond. This also has the added benefit of maximizing the time of the people who are conducting onboarding.

→ **Allow new hires** to block off time to read onboarding content and make space for them to ask questions after they have had a chance to digest the content.

Links to other resources:

How to Create an Effective Onboarding Program - SHRM
The Incredible Impact of Effective Onboarding - Bamboo HR
How to Build an Effective Onboarding System - Forbes
Set Employees Up for Success with Effective Onboarding - Medium
Solar Training and Hiring Insights - The Solar Foundation