Measurable and Consistent: Best Practices for EDI-Sensitive Hiring at the City of Lethbridge

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Context

EDI within an organization has social, productivity, and fiscal benefits; this necessitates a diverse workforce. Diversity is not strictly linked to race but could also include ideology, religion, gender, age, and ability. Diversity hiring to meet quotas is not beneficial and is discouraged within this research. This is essentially discrimination inverted. Measurable outcomes in line with the City of Lethbridge's "Journey Plan" to create a "welcoming and belonging" (IDEA 2023) experience within the hiring process at the organization are suggested.

EDI is beneficial to the City of Lethbridge: social, fiscal, and innovation.

The Importance of EDI within the City of Lethbridge

Representation of all major people groups (perspectives) in Lethbridge. A lack of EDI-sensitive practices could lead to investigation by the Alberta Human Rights Commission. Cases involving discrimination have settled from $13000 (Olijnyk 2023) to $10 million (Johnson 2023). Diversity within an organization correlates with "[a] buffer [to] the disruptive effect of frequent CEO turnover" (Youngsang *et al*. 2021) and "firm productivity " (Richard *et al*. 2021). Studies show lower costs and innovation for the organization.

Intentional Approaches to Hiring with EDI Sensitivity

Sourcing

Include EDI disclaimer statements at te bottom of a job posting. Including it first may suggest hiring is not done on merit (Witkowski 2023). Its inclusion is still beneficial to some.
Increasing the diversity within the applicant pool by use of online databases increases the likelihood of a hire with more diverse qualities (Consul *et al.* 2021).

Assessment

Structured interviews ensure that all candidates answer the same questions. They may be compared in a more parallel and equal manner (Pogrebtsova *et al.* 2020).
Coupled with the structured interview, the points systems has potential to be highly beneficial (City of Winnipeg 2023). Each question is worth a predetermined amount of points. This ensures that the best candidate is hired without giving too much or too little weight to factors of diversity that they may be contributing.
Reporting time kept as short as possible (Aylesworth & Kuo 2018) and consistent in length leads to impressions being more likely to be positive.

Onboarding and Retention

Retention begins with the job posting: throughout the hiring process resources should be clear so that the hire knows that supports exist and that they are valued within the organization (Testy 2011). Organizations with mentorship programs show higher rates of retention among the diverse workforce (Sampson 2017).

Recommendations and Applications

Structured interviews paired with a points system and optimal, consistent reporting time.
Mentorship programs and other supports, especially from upper-level employees with similar backgrounds of diversity can be helpful for retention.
Integrate services like Accessibility and Indigenous Relations into People and Partner Services. At the very least remove silos to open communication and minimize barriers to becoming more EDI-sensitive.
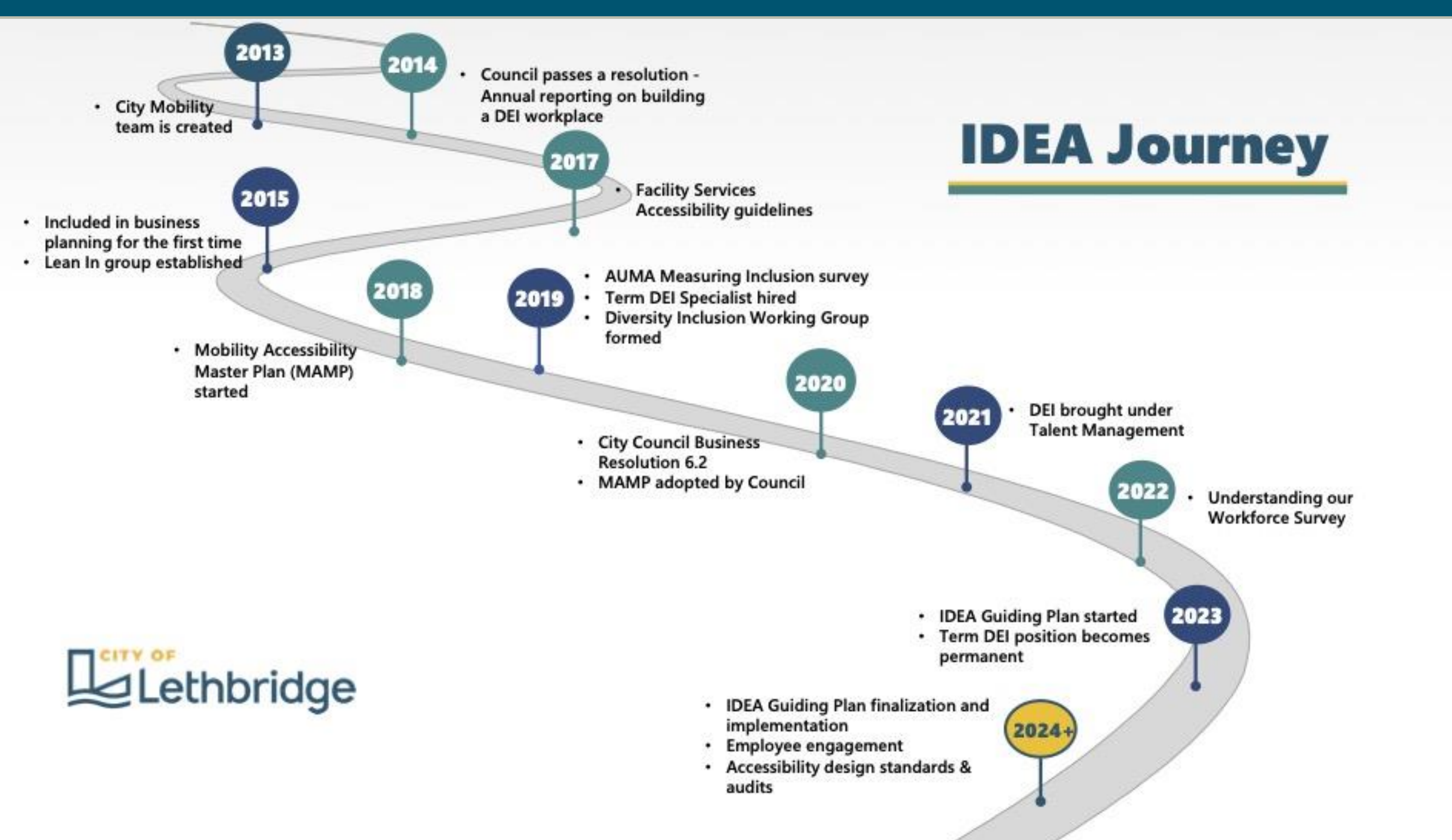
References

As outlined under "References " in "Measurable and Consistent: Best Practices for EDI-Sensitive Hiring at the City of Lethbridge " (Trinh 2023).

Acknowledgements