Diversity & Inclusion Hiring Best Practices
INTRODUCTION

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The Division of Finance and Administration is committed to fostering a culture of diversity and inclusion which extends to the recruitment process. It is not enough to simply list "diversity & inclusion" as one of our values, we must be intentional about our practices and describe how we are "walking the talk."

"We are committed to promoting a culture of diversity and inclusive excellence in DFA, where everyone feels right in place as a valued and respected member of our community."

UCI supports the hiring process by the respective HR representative working with the hiring manager. This may be a UCI Talent Acquisition recruiter or general support provided by DFA HR. In addition, this guide is intended to support both the hiring manager and interview committee members, as well as educate our employees on the process so they can speak to the overall DFA, UCI, and UCOP efforts for fair and inclusive recruitments.

UCI's strategic plan highlights how "our shared values of diversity, equity and inclusion, commitment to social justice, and unshakeable belief in the transformational power of a public research university education underlie everything that we do." UCI's deep commitment to inclusive excellence encompasses a broad range of intersectional identities and experiences.

It is important for hiring managers to look at the make-up of their team in addition to the information they will receive from HR about underrepresented classifications to help shape their diversity focus during the recruitment process. Establishing diversity as a key aspect throughout the hiring process can provide us with teams offering different ways of thinking and approaching problems. These diverse experiences can lend additional insight into the work done by your department.

WHY DOES DIVERSITY MATTER?

Research shows diversity in the workplace has a positive impact. McKinsey and Company's 2015 report found companies with a diverse workforce performed 15-35% better than the national industry median. McKinsey followed up with a 2018 report echoing the finding of their first report: diversity is good for the bottom line. Companies with gender diversity at the executive level were 21% more profitable than their less diverse competitors. Companies with culturally diverse executive teams outperformed their competitors by 33%. McKinsey published a third report in their series of investigating the business case for diversity, and in 2020 published *Diversity Wins*. Findings showed diversity efforts were making slow progress often stalling or moving backwards; however, companies demonstrating success adopted "systematic, business-led approaches to inclusion & diversity." McKinsey's third report identified the winning actions and practices of diversity winners when it comes to inclusion as illustrated below:

Exhibit 14

Companies need a systematic, business-led approach to I&D, and bolder action on inclusion

1	**Systematic, business-led approach to I&D**	Increase diverse representation, particularly in leadership and critical roles Strengthen leadership and accountability for delivering on I&D goals
2	**Bold steps to strengthen inclusion**	Enable equality of opportunity through fairness and transparency Promote openness, tackling bias and discrimination Foster belonging through support for multivariate diversity

As you prepare for aligning your hiring practices with UCI's and DFA's principles, ask yourself the following questions:

- What are the diversity needs of your department?
- How can you *increase* diversity in your department or among your team?
- How can you *benefit* by increasing diversity?
- How can you *benefit* by increasing inclusion with your recruitment process?