



HOW TO BUILD A MORE DIVERSE, INCLUSIVE, AND EFFECTIVE POLICY SECTOR: SUMMARY OF RECOMMENDATIONS

Our nation has a long history of excluding individuals and communities from the policymaking table—because of their race, ethnicity, or immigration status; their age, income, or educational level; or any number of other factors—even though they are often those who are most affected by our policy choices. For policy leaders who want to develop, influence, enact, and implement public policies to build a more just society, eliminating this systemic exclusion is crucial.

This toolkit identifies and shares best practices on inclusive talent recruitment, hiring, and talent development for public policy organizations and government agencies or offices. Below is a brief summary of the recommendations included in the toolkit. For additional context on each recommendation, please see the full toolkit [here](#).



Transparent, Actionable Data: Collect and share data about staff diversity and inclusion internally and externally, and use this data to continuously improve organizational behavior

Strategy 1. Collect and internally and externally report on staff demographics, including reporting by tenure, job seniority, and job function



Inclusive Roles and Job Descriptions: Develop a selection process that minimizes bias and values lived experience, proximity, and potential

Strategy 1. Avoid unnecessary qualifications and requirements, particularly where such qualifications and requirements are likely to disproportionately and systematically exclude individuals from impacted communities, individuals of color, and individuals from other historically excluded communities

Strategy 3. Avoid inaccessible language and jargon in job descriptions—and make job listings easy to find and learn about

Strategy 4. Be transparent about salary in job postings

Strategy 2. Intentionally develop some non-entry-level roles that do not require previous policy experience

Strategy 5. Post openings publicly and fairly consider all applicants



Livable, Fair Pay: Pay fair, livable wages to all employees, and do not create financial barriers to being successful within your organization

Strategy 1. Provide a livable wage and benefits package that is as competitive as possible with other industries, including at the entry level

Strategy 2: Do not require employees to pre-pay for work and travel expenses



Proactive Recruitment: Recruit a broad and diverse applicant pool that includes individuals from impacted communities

Strategy 1. Invest time and resources in outreach and recruitment efforts to identify new candidates

Strategy 2. Conduct proactive outreach to organizations beyond the policy sector that work with impacted communities, and use creative outreach strategies

Strategy 3: Collect and act on real-time applicant demographic data



Inclusive Selection: Develop a selection process that minimizes bias and values lived experience, proximity, and potential

Strategy 1. Explicitly value lived experience and proximity to impacted communities as a form of expertise

Strategy 2. Develop an accessible application that is not overly burdensome, but allows applicants to provide information beyond a resume

Strategy 3. Mitigate bias as much as possible upfront through training and an anti-bias cheat sheet

Strategy 4. Ensure a diverse set of individuals are involved in and have meaningful input at each stage of the hiring process

Strategy 5. Strengthen consistency (and effectiveness) in hiring practices and decisions, and minimize bias, through developing and utilizing common tools and rubrics for each stage of the process

Strategy 6. Utilize performance tasks to evaluate ability/potential to do the job

Strategy 7. Implement a variation of the Rooney or Mansfield Rules to ensure diversity in the pool



Relevant Professional Development: Develop new skills and knowledge in employees as part of your organization's core work

Strategy 1: Identify and articulate the skills and knowledge needed for staff at various stages/in various roles, and provide professional development to build those skills

Strategy 2: Support staff to identify additional external training opportunities that will strengthen their effectiveness (and pay for those opportunities)

Strategy 3: Learn from new hires, and empower them to share their knowledge



Relevant Professional Development: Develop new skills and knowledge in employees as part of your organization's core work

Strategy 1. Empower individuals at all levels to use a portion of their time to develop and drive their own policy agenda

Strategy 2. Train managers as managers, and recognize management as a valuable skill

Strategy 3. Create organization-wide opportunities for employees to provide feedback to organizational leadership, including anonymous feedback

Strategy 4. Invest in mentorship within the organization, and facilitate and encourage the building of employees' networks outside the organization

Strategy 5. Create internal career ladders as opportunities for people to progress within the organization

Strategy 6. Support staff who have trauma connected to their work