

## Hiring Policy

Purpose: [company] believes that hiring qualified persons contributes to the overall success of the organization. Each person is hired to make significant contributions to [company]. To ensure a fair and open hiring process the guidelines below are to be followed.

This is a draft policy that requires review by a human resources professional, counsel, and the companies board members before adoption.

### Approach:

A hiring approach that includes diversity in the hiring process is likely to ensure the most appropriate review of applicants. To accomplish that the following steps should be taken.

1. All hires will be done using a hiring committee of at least three people.
  - 1.1. Female and male genders must be represented on the committee.
  - 1.2. At least one-third of the committee must be a person from an underrepresented community.
  - 1.3. The hiring committee will be responsible for the development of a hiring rubric.
2. The hiring committee will examine the planned approach to advertise and recruit for the position to determine if it is likely to be biased.
  - 2.1. All job announcements will be reviewed for potential bias.
  - 2.2. Locations and outlets for posting job announcements will be examined for potential bias and will strive to include venues that are visible to underrepresented communities
  - 2.3. All advertisements will include an equal opportunity employment statement. Below are two examples of such statements with different levels of specificity.

“The United States Government does not discriminate in employment on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor.”

“SurveyMonkey is an equal opportunity employer. We celebrate diversity and are committed to creating an inclusive environment for all employees.”

3. A hiring rubric will be used
  - 3.1. The rubric will clearly establish the areas of consideration and scoring criteria.
    - 3.1.1. Scoring should be detailed. For example: “10 points for previous experience is better broken down to 2 points for equal or higher position held greater than a year, 3 points for holding a position that prepares a person for the position applied for for 3 years and 1 pt for every two years of additional experience up to a total of 10 points for experience.”
    - 3.1.2. Provide clear definitions of what it means to be excellent, very good, good, poor in any category.
  - 3.2. The rubric will be agreed upon by all members of the hiring committee

- 3.2.1. The committee will examine the rubric to determine if it may create barriers to some communities.
- 3.2.2. A rubric element may be to ensure a diverse set of skills and experiences in the workplace.
- 3.3. The rubric will be made available to applicants to provide an open measure of the selection criteria
4. Interview questions will be the same for all applicants using the agreed upon scoring criteria.
5. The supervisor may reject the recommendation of the hiring committee through a written explanation for their reasoning. If the recommended candidate is rejected, then the hiring committee will either recommend another candidate or recommend readvertising the opportunity.
6. Applicants will be notified about the decision to hire or decline offering the position to the applicant.
7. All job application records, including job descriptions, ads, resumes, pre-employment screenings, and offer (or rejection) letters will be kept for at least one year from the hiring date (or rejection date).

Internships: Internships provide an opportunity for people to gain experience that will allow them to succeed in the hiring process later in life. Effort will be placed in recruiting and hiring members of underrepresented communities to increase diversity in future workplaces.