



# Is Your Organization's Recruitment Process Fair?



Recruiting and hiring a diverse workforce requires ensuring that applicants from all backgrounds have an equal opportunity to apply, be selected for an interview, and be offered a position. Historical discrimination against some communities requires agencies to try to overcome these biases during the recruitment process. Below is a checklist to ensure that recruiting and hiring processes are fair and equitable.

## Equity Checklist

- ☐ Advertise positions on a variety of platforms, including HBCU job boards and minority affinity groups at colleges and universities
- ☐ Cultivate relationships with universities and public health pathway programs
- ☐ Provide written guides and/or webinars to provide applicants with information about navigating the application platform and process
- ☐ Reconsider minimum qualifications, removing all that are unnecessary
- ☐ When practical, allow lived experience to be a substitute for education
- ☐ Recruit for valuable skills that result from lived experience, such as cultural competency, fluency in multiple languages, and life experience that is pertinent to the position's duties
- ☐ Redact applicant names and names of schools during the screening process
- ☐ Require all interview panels to be racially, ethnically, gender, and age diverse
- ☐ Apply GARE's **Racial Equity Questions** to internal hiring processes:

### GARE's Racial Equity Questions:

- What are the desired results and outcomes of the hiring process?
- What does the PHWINS data tell us?
- How have communities been engaged? Are there opportunities to expand engagement?
- Who will benefit from or be burdened by this process? What are your strategies for advancing racial equity or mitigating unintended consequences?
- What's the plan for implementation?

The Public Health Workforce Interests and Needs Survey (PH WINS), conducted in 2014, 2017, 2021, and 2024, supports the government public health workforce by measuring strengths and gaps to inform future investments in funding, training, recruitment, and retention.

**PHWINS**

PUBLIC HEALTH WORKFORCE  
INTERESTS AND NEEDS SURVEY

**Insights to Action** is a suite of resources meant to help state and local public health agencies improve recruitment and retention by acting on their PH WINS data.