



## Leadership and Governance Toolkit

### *Tool 6: Changing the FIT Vernacular around Hiring and Promoting People*

Who gets hired and promoted is a clear marker of the state of DEI in any organization. And although many organizations invest in increasing the sourcing of diverse candidates that apply for opportunities and reducing bias in the interview and selection processes, the final decision to hire a candidate often boils down to a discussion around “FIT.” What is fit? Unfortunately, this question goes unasked in most recruitment processes and boils down to preserving sameness. To counteract the risk of sameness in hiring and promotion, leaders must discuss with key hiring managers what is “fit” in the organization. Where is “fit” important, and where is “fit” detrimental? This definition and treatment of “fit” must be formally written and shared with all hiring managers to ensure that “fit” is not biasing the organization and preventing it from hiring diversity. In most organizations holding people accountable to an explicit, equitable, and inclusive definition of “fit” falls on leaders from EDGs leading DEI. These leaders are often the only ones on a leadership team from an EDG and are grappling with building their own credibility while also responsible for holding their organization to account. It is recommended that these conversations around “fit” be pre-emptive to the hiring cycle and be conducted on a one-on-one basis to build positive buy-in, before being tabled to drive policy change. It is also important to realize that for some community-based organizations “fit” has been a very cost-effective way to recruit. Creating a recruiting and promotion system based on diversity, equity and inclusion requires many different investments which take financial resources and time. Often community-based organizations are running on a skeleton staff and “fit” is a great way to expedite gaps in staffing. Therefore, astute leaders will realize that defining “fit” to ensure diversity, equity, and inclusion will come with changes to the recruitment and promotion systems and this will come with resistance.