

## 20 Best HR Practices for Diversity in Construction

### Job Posting

- When possible, offer an “equivalent experience” option to job criteria.
- Be specific about what qualifications are *preferred* vs. *required*.
- If it is required, be transparent about why you are seeking a background check and be specific about records which would preclude a candidate from employment.

### Recruiting and Hiring

- Communicate your hiring process up front—and stick to it.
- Include co-workers from different levels in interviews.
- Have a blind application-review process to address bias.
- Engage the workforce to create relevant job descriptions.
- Clearly communicate inclusive leave, PTO and healthcare policies to candidates.

### Onboarding

- Provide initial and ongoing culture training for everyone.
- Have a welcome tradition.
- Communicate expectations and timeline for a probationary period upfront.

### Performance Evaluation

- Clearly state performance standards, referring to job description.
- Evaluate employees more than once a year, with no surprises.
- Ensure that professional and safety standards are not based on white norms.

### Promotion & Retention

- Facilitate professional development upfront and ongoing.
- Appreciate and acknowledge success.
- Facilitate healthy work/life balance upfront and ongoing with employees.
- Have diversity in your core crews on day one.

### Stay/Exit Interviews

- Consider using counter offers to retain diverse talent.
- Conduct exit interviews for all staff, and apply feedback within the company.
- Conduct employee-perception surveys to inform company policy.

*These Top 20 Best Practices were developed in collaboration with HR & equity consultant Keonna Jackson and a committee of AGC contractors. To learn more about Keonna’s HR services, you can reach her at [keonna@keonnajackson.com](mailto:keonna@keonnajackson.com) or 206.852.4160.*