

TO: CARB Managers and Supervisors

FROM: Richard W. Corey  
Executive Officer



DATE: December 16, 2020

SUBJECT: ENHANCING DIVERSITY IN OUR WORKFORCE THROUGH DIVERSE  
INTERVIEW PANELS

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This memorandum is to inform all California Air Resources Board (CARB) managers and supervisors of efforts to enhance diversity and racial equity in our workforce. Employee diversity and inclusion is of critical importance at CARB and can help us better engage with California communities, introduce new approaches and perspectives, and enhance our understanding of our stakeholders. I look forward to our ongoing commitment to this effort as well as implementing specific actions to support workplace diversity.

To support diversity and inclusion efforts in our organization, we are providing best practices for enhancing diversity on interview panels. These best practices were informed by recommendations provided by the Diversity and Racial Equity Task Force. Data have shown that diverse interview panels can reduce the effects of in-group favoritism and bias, which leads panelists to favor candidates who belong to their own group. Including different groups of people and perspectives in the hiring process, can lessen the impact of in-group bias in hiring. The Executive Office has already implemented these best practices in its most recent interview panel.

#### Diversity in Hiring Panels Best Practices

The hiring panel should strive to include individuals from underrepresented groups such as those of different gender identities, ages, disabilities, race, and ethnicity. Hiring panels should meet the following:

1. The hiring manager should request panel members be familiar with CARB policies and procedures on hiring, and state and federal laws on non-discrimination and equal employment opportunity. It is also preferable that they have taken implicit bias training.
2. Participation to be on a panel to promote diversity is voluntary and cannot be mandated.

3. All panel members should be at least one level above the classification for which you are recruiting *and* at least two of the interview panel members should diversify the panel (e.g. a woman and a person of color, two women, two people of color, etc.).

If you are unable to configure a hiring panel that meets the recommendations in number three above, you may select one person of the same classification level as the vacancy to diversify the panel. Please discuss any other potential options with your supervisor prior to finalizing your interview panel and beginning interviews. And, finally document efforts to achieve number 3 (for instance, emails or any correspondence) if your final interview panel needs to include a panel member of the same classification as the vacancy to diversify the panel. This documentation should be retained with all other hiring-related paperwork.

#### Expectations of Division and Assistant Division Chiefs

All division and assistant division chiefs are expected to support efforts by hiring managers within their divisions in establishing diverse interview panels. This may include, but is not limited to, coordinating with other division management to identify potential panelists and recommendations on outreach to potential panelists. Division management must also ensure that the same individuals are not subject to repeated requests to be on interview panels because they represent an underrepresented group.

#### Resources for Hiring Managers

Click here for [Recruitment and Hiring Policies](#)

Click here for the [Equal Employment Opportunity Policy Statement](#)

***Reminder:*** CARB policy requires equal consideration and treatment in all aspects of employment including selection, appointment, development, advancement, accommodation and all other terms and conditions of employment without regard to age (40 and over), race, sex, color, religion, national origin, political affiliation, ancestry, marital status, disability, sexual orientation or any other characteristic protected by law.