



---

b  
UNIVERSITÄT  
BERN

## Workshop 2

### All Aboard!

## Diversifying Your Hiring With All Intents and Purposes

### Workshop Chair:

**Sherard Robbins**, Founder & CEO of Visceral Change

[www.visceralchange.org](http://www.visceralchange.org)

### Presenter Bio

Sherard Robbins serves as the founder and Chief Executive Officer of Visceral Change. For the last seven years, Robbins has operated as a multicultural organizational development helping organizations and institutions across the country and abroad find new and creative ways to center their professional framework around diversity and inclusion. Independently, he has championed efforts to bring about social change in areas of race relations, social class inequities, and gender and sexuality issues, and many more.

Robbins' work is grounded in the Core Five Components to Social Justice™, a theory he developed to help people better understand the broader concepts of the work. He suggests that these components: Power and Privilege, Identity and Intersectionality, Systems of Socialization, Cultural Competence, and Allyship and Advocacy, are the foundations of social justice and through understanding these core five components, one is able to become an effective steward of leadership. For his work in inclusive leadership and organizational development, Sherard was selected as a member of the 2019 Tucson 40 Under 40 induction class.

### Abstract

With the vast majority of organizations and institutions being predominantly white, inclusive practices can remain amiss. The absence of inclusive norms impacts subjugated and marginalized groups in ways that have profound implications for the institution. The foundational response to diversity of thought is to establish hiring practices that address multicultural needs. Speaking to the challenges that prohibit diversity in hiring, this session will focus on the importance of being brave and ethical when hiring.

### Learning Outcomes

- **Learning Outcome #1:** Participants will be able to identify perpetual causes serving as organizational barriers to their current practices regarding diversifying their hiring.
- **Learning Outcome #2:** Participants will be able to critically assess the 'challenges' with diversifying one's hiring while articulating the 'problems' within the processes.

- **Learning Outcome #4:** Participants will gain new insight that suggests inclusive excellence as the third leg of the social justice umbrella – preceded only by diversity and inclusion.

### **Summary**

This presentation seeks to explore the common challenges and hindrances that institutions and departments experience when attempting to hire diverse staffs. Whether it is the antiquated syntax found in the job description or the threat of disrupting the deeply rooted “established order,” history and statistics have incessantly shown us that hiring committees fail to adequately represent the entirety of a given population. Predominantly White Institutions face this challenge at all levels of recruitment and retention as it pertains to students, staff, and faculty of color. In her article exploring why colleges don't hire more faculty of color, Marybeth Gassman states, "The reason we don't have more faculty of color among college faculty is that we don't want them..." Via the lens of the human organizational theory of accountability (Ferris, Gerald R., 1998) and Harvard University's model of recruiting for diversity (<http://hr.fas.harvard.edu>), the presenter will offer effective responses to the hindering and, oftentimes, willfully ignored circumstances that prohibit departments from diversifying their hiring.

This discussion style format will allow participants to engage in critical dialogue throughout the course of this interactive presentation. The presenter will engage participants in sharing their own experiences and viewpoints regarding the strengths and challenges of their department or functional area with regard to inclusive excellence practices. Along with discussion and dialogue, the presenter will call for participants to work in tandem to explore the ways in which diversity and inclusion does and does not manifest itself in the hiring process. The presenter will then join in a dialogue with participants that allows the audience to succinctly understand the challenges together.

Today, with the United States of America being the most divided it has been since the Civil Rights Era, the global impact is irrefutable making the focus of equity and inclusion through unity more pertinent than ever. In alignment with the conference dedication to advancing equity and inclusive practices, this presentation seeks to hold organizations and departments accountable by asking committees to critically consider their hiring models and practices. Diversity has always served as a tool for success by allowing new perspectives to join a conversation or to create formations that otherwise would not have been present. In reality, if certain voices are not part of a discussion, neither will specific cultural concerns and issues.

### **Takeaways & Objectives**

1. As a result of attending my session, participants will be able to more effectively identify the social inadequacies that arise in their workplaces.
2. As a result of attending my session, participants will be able to utilize an inclusive excellence framework when approaching departmental and institutional change.
3. As a result of attending my session, participants will be more prepared to manage up en route to confronting issues of microaggressions and challenges in the workplace.

### **Background of Presenters/Familiarity of Topic**

Robbins has delivered this presentation at various National Conferences and has had this workshop cited by institutions across the United States as being assistive in changing their hiring and retention processes. He is both a Ph.D. candidate and a Law student whose focus is

in Organizational Behavior and Constitutional Law, respectively. His research explores how organizational frameworks and governance structures influence their behavior.