

WOMEN WHO
CODE®

Talent Tool Kit

[WOMENWHOCODE.COM/JOBS](https://www.womenwhocode.com/jobs)





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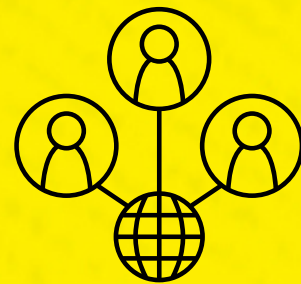
INTRODUCTION

Women Who Code and the WWCode Job Board are trusted resources for underrepresented technologists to learn to navigate their careers and find and apply for positions with companies that value a more equitable tech industry. Our Job Board directly connects talented, diverse workers to companies by elevating career opportunities with effective, curated job listings highlighting what matters most to our members. By working together, we not only empower women and nonbinary technologists to excel in their careers, but we improve the workforce of tech companies by ensuring their access to the very best talent that may otherwise be overlooked for hard-to-fill senior-level engineering roles, data science, UX, design, product, management, and executive leadership roles.

THIS TOOLKIT WILL ENSURE THAT YOUR JOB LISTINGS EFFECTIVELY REACH AND APPEAL TO DIVERSE TECHNOLOGISTS TO SUPPORT A LARGER APPLICANT POOL AND INCLUSIVE HIRING, RESULTING IN A DIVERSE COMPANY CULTURE THAT WILL ALLOW YOU TO RETAIN TALENT AND REAP THE FINANCIAL BENEFITS OF A MORE DIVERSE WORKFORCE.



WRITING APPEALING,
INCLUSIVE JOB DESCRIPTIONS



REACHING IDEAL CANDIDATES AND
INCREASING YOUR APPLICANT POOL



PLANNING YOUR HIRING
PROCESS WITH DEI IN MIND



RETAINING YOUR NEW HIRE AND
PROMOTING A DIVERSE WORK CULTURE.

Each section highlights best practices, with helpful examples of what to do and what to avoid and resources to support you. The examples and resources are not exhaustive but will give you a good place to start crafting effective job listings for the WWCode Job Board and beyond.

Embracing diversity, equity and inclusion



Studies consistently show that diverse companies, including companies with more diversity in leadership, are more profitable than their less diverse counterparts. Hiring inclusively, diversely, and equitably is not only the right thing to do but will benefit your organization's bottom line. Before writing your job listing, we recommend getting your team on the same page about DEI.



INCLUSIVITY MATTERS

More than half of women in
tech are not able to find mentors at work.



(source: WWCode Singapore)

Make a Commitment

Make DEI part of your mission and brand. Communicate within your organization the advantages of a diversified team to set a positive tone and cultivate an environment where fresh ideas from all backgrounds are welcomed.

Gather Ideas and Perspectives:

- a. Invite current employees to share their suggestions for advancing DEI in your organization.
- b. When preparing your job listing, include multiple perspectives to give feedback to ensure your listing appeals to candidates and encourages diverse applicants.
- c. Learn more about DEI in tech through the [WWCode on-demand library of DEI educational programming](#).
- d. Learn more about [developing and establishing DEI policies in your organization](#).

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Building an effective, inclusive job listing



A recent study reported that 3 in 4 job seekers preferred diverse companies and coworkers. Your job listing is a candidate's first impression of your company, so it's important to diminish bias and present an inclusive, welcoming role that will appeal to the most applicants and attract diverse talent.

Job boards like the WWCode Job Board will usually highlight key features of the role, like a summary of salary and benefits. You are responsible for writing about your company and the job itself.

About You

Highlight Diversity and Inclusion:

Mention the company's commitment to diversity and inclusion in the job listing. Make it clear that candidates from all backgrounds are encouraged to apply.



Emphasize Equal Opportunity:

Include an equal opportunity statement that affirms the company's commitment to providing equal employment opportunities to all qualified individuals, regardless of race, gender, age, etc.



Accessibility Information:

Provide information about the accessibility of the workplace and the hiring process to accommodate candidates with disabilities.



Share Who You Are, Not Just What You Do:

Share your mission and values, and provide a clear description of the work you do to give potential candidates a comprehensive understanding of the organizational culture they may become a part of.



Be mindful of these practices to boost the effectiveness of your job listing, including on the WWCode Job Board

About the Job

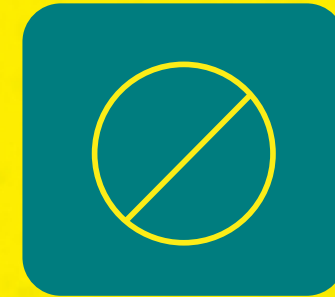
Biased/Exclusive Language:

Unconscious bias, including job listings, is often unintentionally embedded within the hiring process.

Attract diverse candidates by avoiding bias and exclusive language that could be interpreted as discriminatory or derogatory toward particular groups related to race, color, religion, sex (including pregnancy, sexual orientation, or gender identity), national origin, age (40 or older), disability and genetic information (including family medical history).

What to avoid: “Culture fit,” “Native English speaker,” “young/youthful candidate,” “must have X years of experience,” “candidates from top companies/universities preferred,” “recent graduates,” “must be able to work long hours,” “seeking team player, superhero, go-getter,” “Bachelors/Masters required.”

What to use: “Adaptable to workplace culture,” “strong English skills preferred,” “seeking fresh ideas and energy,” “relevant experience preferred,” “candidates from a range of professional/educational backgrounds encouraged to apply,” “candidates with varying levels of experiences encouraged to apply,” “collaborative and motivated candidates encouraged to apply.”



Overly Long Lists:

Avoid long lists of qualifications or requirements that may discourage potentially qualified candidates from applying.



Development Stack vs. Nice to Have:

Include required development vs. “nice to haves” so that qualified candidates don’t opt out.



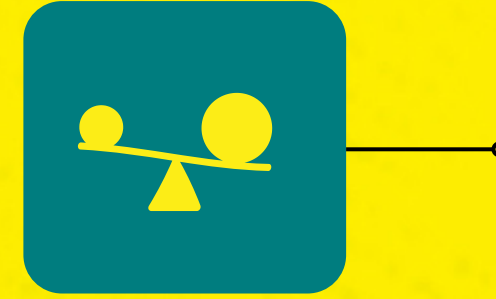
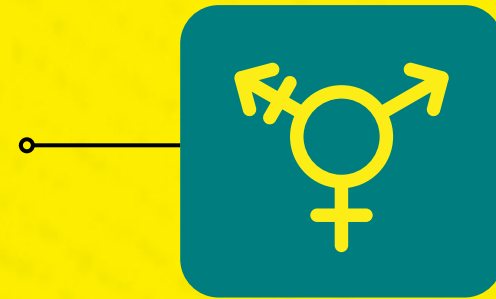
About the Job

Gendered Titles and Pronouns:

Avoid gendered titles when writing job descriptions to appeal to all genders and include those who do not identify with either gender. Doing so communicates that all genders and sexual orientations are welcome and will give applicants the impression that they are being spoken to directly.

What to avoid: “He or she,” “man for the job,” “chairwoman,” “spokesman.”

What to use: “You,” “they/them,” “people,” “person,” or “the candidate.”



Promote Transferable Skills:

When possible, focus on transferable skills and experiences that are relevant to the role rather than specific jobs.

What to use: Problem-solving, critical thinking, communication, teamwork, time management, adaptability, attention to detail, analytical skills, customer/client focus, project management, cybersecurity awareness, version control/Git, continuous learning, documentation.

Affinity Bias:

Affinity bias is the practice of unconsciously favoring candidates who are like you or some other group in some way. This could be background, experiences, etc.

Avoid language that promotes affinity bias in your listing.



About Us

- We focus on reproducible and scalable machine learning research in a people-first environment.
- We're a small consultancy dedicated to making an outsized impact.
- We embrace diversity, investing in our employees, and flexible work schedules.
- We aim to enjoy our work and deliver beyond expectations, and we're always looking for folks to join us in this effort.

→ **Why it works:**
Communicates the company's overall mission with a people-focused commitment to diversity and inclusion, with welcoming, unbiased language.

What You'll Do

- Building and improving ML-powered systems, with an interest in developing your skills there.
- Solving hard technical problems at scale for real business impact.
- Proposing end-to-end technical architectures that balance modularity, scalability, operations, security, and cost.
- Coding and communicating with clarity and simplicity. Interacting in client-facing situations from a place of expertise in software engineering.

→ **Why it works:**
Reviews overall skills and duties without excluding candidates with overly detailed technical requirements, while encouraging various backgrounds and room for growth/learning.



TECHNOLOGISTS ARE JOB-SEEKING

90% of technologists who experienced a company transition were actively seeking employment in tech.

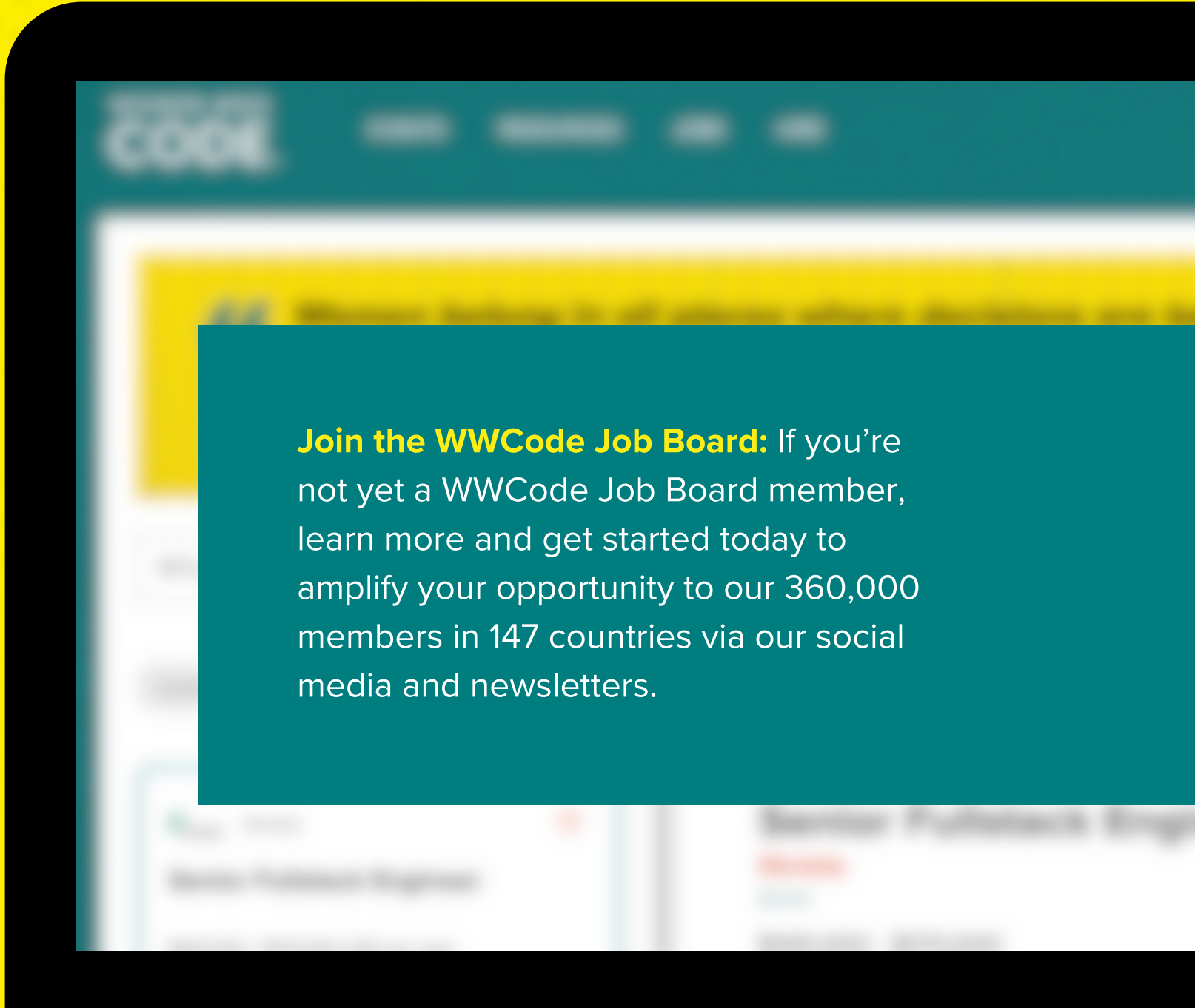
Promoting your job listing

Increase Your Reach: Expand your recruiting to multiple channels to increase your pool of prospective candidates. Social media can connect you to a wider range of job seekers, while reaching out to professional associations or networking groups could uncover experienced professionals with specialized attributes. Through the WWCode Job Board, you can also leverage our Social Boost. Our audience reach of 785K will connect you to a wider range of job seekers via X (Twitter) and WWCode newsletters. Employers who use the Social Boost typically receive 2X the interest in their listing, increasing the potential for diverse candidates to fill your job openings. [Learn more.](#)

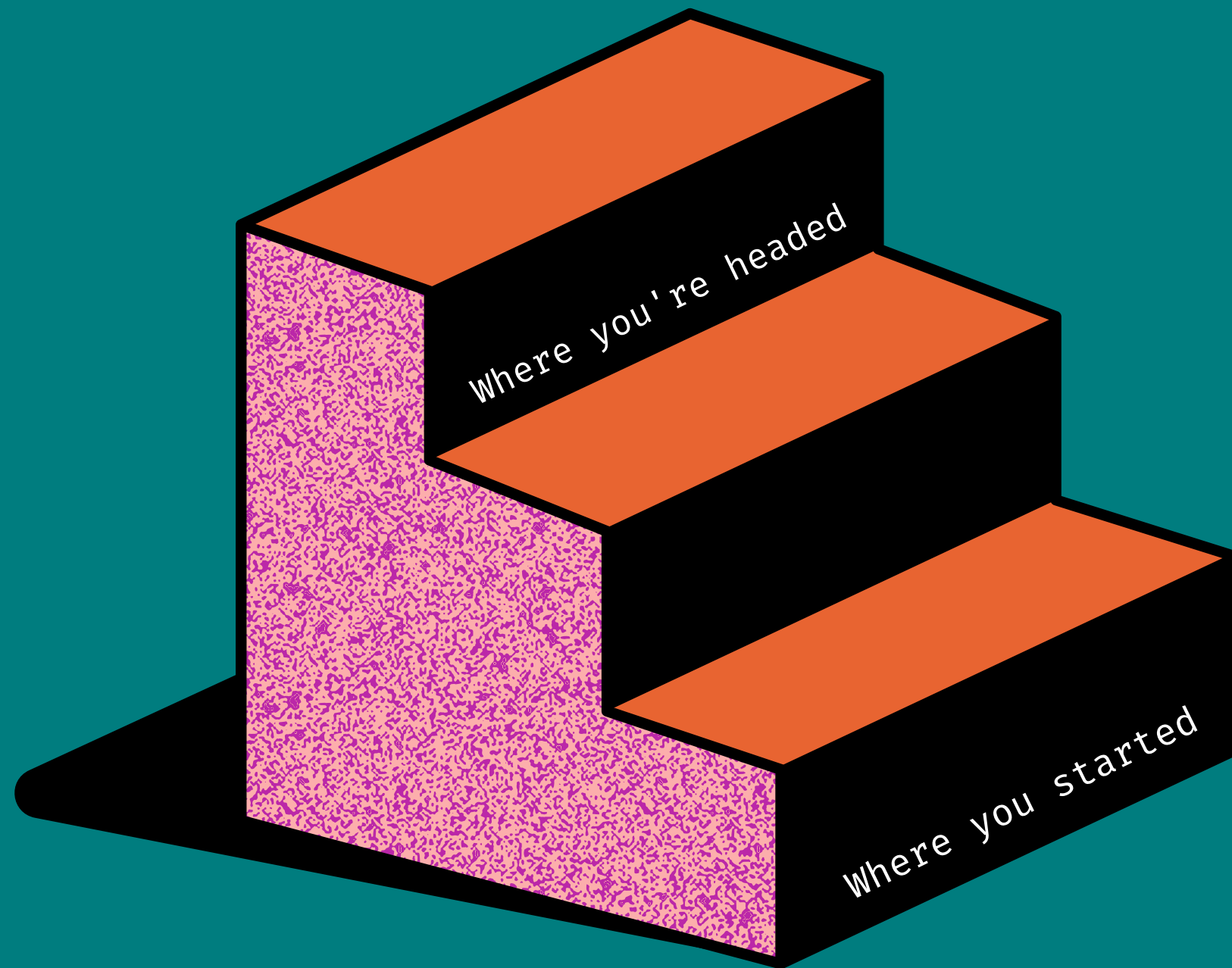
Promote to Diverse Communities: Building lasting ties with diverse communities, industry associations, and related networks is essential to discovering potential talent from traditionally excluded groups and encouraging inclusivity.

Many organizations share the WWCode vision of a more equitable tech industry. Expanding your network to share your WWCode Job Board listing may help more diverse talent learn about your company. Organizations such as:

- [National Society of Black Engineers \(NSBE\)](#)
- [AnitaB.org](#) (formerly Anita Borg Institute)
- [Society of Hispanic Professional Engineers \(SHPE\)](#)
- [National Center for Women & Information Technology \(NCWIT\)](#)
- [Out in Tech](#)



Join the WWCode Job Board: If you're not yet a WWCode Job Board member, learn more and get started today to amplify your opportunity to our 360,000 members in 147 countries via our social media and newsletters.



We are excited for you to recruit your next incredible hire from the diverse community of technologists! We encourage you to [learn more the WWCode Job Board](#) and how we connect our members to Partners who also believe in a more equitable tech industry. We're confident that following the tips outlined in this toolkit will increase your chances of appealing to diverse talent.

Next, this toolkit will guide you through considerations to maintain your appeal to diverse candidates and continue to recruit with inclusivity and equity in mind.

Maintaining DEI best practices during your hiring process



Now that you've attracted a diverse applicant pool for your open position, it's important to safeguard your hiring process against bias, which can lead to excluding qualified candidates who might be a great addition to your team. While your HR department will have its own guidelines for recruitment and interviewing, we've outlined additional equitable practices to consider to ensure you are hiring inclusively and diversely.

Diverse Interview Panels:

If possible, ensure interview panels are made up of individuals with diverse backgrounds and/or with DEI training.

Standardized Interviews:

Determine the process structure, questions, and evaluation for each candidate before interviews begin and apply the same process to each candidate. This helps combat bias — like affinity bias — where you may be tempted to skip interview steps/questions or add additional ones candidate-to-candidate. Ensure each candidate receives the same interview and evaluation.



Objective Evaluation:

When formulating interview questions, projects, tests, or other assessments, work to be as objective as possible:

- a. **Inclusive language:** Use the same inclusive writing practices you used to write your job listing.
- b. **Competencies:** Align all interview materials with the job requirements and competencies to ensure you effectively match candidates to the work.
- c. **Personality tests:** Despite many organizations arguing that personality tests and psychological exams effectively reduce human bias during hiring, research indicates that these tests may have the contrary effect. This occurs because these tests are typically developed without accounting for cultural differences in how potential candidates comprehend and respond to the questions.



EMPLOYEES NOTICE

30% of diverse technologists do not believe their company culture models inclusivity.

20 | *Evaluating your progress*



As you collect, sort through, and select applicants, check in with how you're doing. Have you successfully recruited diverse talent into your organization?



Analyze Your Recruitment Pool:

Analyzing demographics at each stage of the recruitment process may give you a good idea of areas to check for inclusivity, including your job listing:

- Check recruitment stages such as who applied, who was eligible, who advanced past the initial selection, who cleared any tests or exams, who was shortlisted for interviews, who was offered a job, and who was ultimately hired.
- If your applicant pool was very diverse, but no diverse applicants passed the first round of interviews, you should revisit the materials, questions, or interviewer to check for possible biases.

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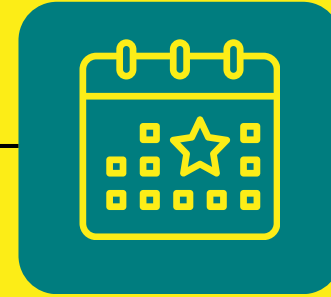
Supporting diverse candidates



While you cannot hire every candidate, you can still work toward a more equitable tech industry by supporting diverse candidates through clear recruitment practices and communication.

Optimize Your Hiring Process:

The duration of the hiring process can annoy applicants. Candidates typically wait two to three months for an offer for the job they applied for. This is especially concerning in the IT industry, where top talent is usually only available for a span of ten days on average. Make sure you are optimizing your hiring time so that you don't lose diverse talent or possibly cause diverse talent to lose other opportunities while they wait to resolve the interview process with you.



Stay Transparent:

It is important to always provide candidates with a clear understanding of their position in the process. To achieve this, consider automating an email system that informs applicants as they move through the different stages. This may include informing them when their application is received or when they have been shortlisted for an interview.



Offer Feedback:

Offering feedback to candidates who were not selected can help them grow into stronger candidates for other positions in tech. Interviewing is a learned skill; you can help diverse talent grow to find more opportunities. Be specific when offering feedback, giving an accurate account of their strengths and weaknesses. Candidates value the opportunity to learn where they excelled and what they can improve.





EQUAL PAY SURVEY CALLOUT

43.6% of technologists said their previous employer did not prioritize DEI efforts and initiatives.

*Fostering growth,
empowering,
supporting, and
retaining your new hire*

Foster Cultural Awareness and Inclusion:

Promote an inclusive workplace culture that respects and values diverse backgrounds. Have clear DEI policies, including any DEI and accessibility accommodations notices you legally must make available (varies by country, state, company, and industry), as well as other cultural or religious observances protected under Title VII of the Civil Rights Act of 1964.

Set Clear Goals and Expectations:

A diverse work culture means your employees will naturally have diverse cultural, personal, and professional experiences. Clear communication is very important to create an environment of fairness and inclusivity. Your organization should have clear, shared policies and documentation, and managers should support hires in navigating company policies. Individual, team, and company goals should be established, tracked, and rewarded, with regular meetings to discuss goals, track employee growth, and get feedback from your employees.

Offer Flexibility:

Flexibility is ideal for fostering a diversified working environment, as your diverse workplace will have different needs. Consider practices like remote or hybrid work, flexible start-stop times, “free” or flexible cultural holidays, customized benefits, and other flexibility that allows employees to meet their goals while working in a way that best fits their lives, which can increase productivity and well-being.



Establish Affinity Groups:

Companies can foster an inclusive atmosphere within their workplace by establishing cultural groups for employees with shared identities, backgrounds, or career ambitions. An affinity group is simply an assembly of individuals with a shared affinity, and these can be organized within a business when the appropriate facilities are available.

Create a Safe Feedback Culture:

Different perspectives can sometimes lead to disagreements or misunderstandings and even worst-case scenarios like harassment, bullying, or discrimination. Beyond having clear, shared policies on this behavior, provide a secure environment for open communication and assurance that grievances will be taken seriously and addressed promptly. Taking preventative steps is necessary to ensure these types of issues do not recur in the future; this could include making changes to the policies and procedures.

CLOSING STATEMENT

Thank you for being a pivotal force in the Women Who Code mission. By choosing job boards like the WWCode Job Board, you're not just making a strategic decision for your organization; you're shaping the future of tech. Your commitment directly impacts the diversification of skills, talent, and innovation within your team, fostering an environment where diverse technologists can thrive. Through resources like the WWCode Job Board, you're creating opportunities that extend far beyond the workplace. You're empowering women, elevating their careers, and, in turn, uplifting families, communities, and our entire industry. We invite you to learn more about our impact and community in our [Annual Report](#), and to gain insights from our members — your future talent hires! — into the current work landscape by reading our [2023 Equal Pay Survey](#). Thank you for your interest in being part of the Women Who Code community and joining our movement to create an equitable and empowered tech industry.



Joey Rosenberg
President, Product & Communications
Women Who Code



Become a WWCode Job Board customer to amplify your opportunities, reach diverse talent, and elevate your organization as a strategic partner in a more diverse and equitable tech industry.

[LEARN MORE](#) >



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