

Workforce equity and the employee lifecycle

Equity in how people are recruited, screened, selected, welcomed, reviewed, paid, promoted, supported, and retained. It covers the whole lifecycle, not a single inclusive-hiring page.

Goals: Hiring and retention; Eliminate disparities

Why it matters

Credential gatekeeping, vague culture-fit judgments, and unclear pathways are among the most consistent barriers DSD staff described. They are also decisions with owners, which means they can change.

Questions to begin with

- What does this work genuinely require, and which credible forms of experience show it?
- Where in the process do people drop out, and does that differ by community, language, disability, or place?
- Who decides, using what rubric, and how would we know the rubric was applied consistently?
- How does someone learn what advancement requires here, and who gets sponsored into it?

Work you can take forward

Design a role and its qualifications

A position description whose requirements are tied to the actual work, with credential alternatives named and accommodation normalized.

Hiring managers and HR partners · Supervisors and managers

- **Inclusive hiring lifecycle: eight stages from role design to outcomes** — program page </library/ja-inclusive-hiring-lifecycle>
- **Is this requirement job related? A short check before you keep it** — program page </library/ja-job-relatedness-check>

Ask: We are rewriting a position description. How do we test whether the degree requirement is really job related?

Run a structured, accessible selection process

Structured interviews, a job-relevant rubric, a diverse and prepared panel, accommodations offered without forcing disclosure, and a transparent offer.

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- **Is this requirement job related? A short check before you keep it** — program page /library/ja-job-relatedness-check
- **Accessible and culturally responsive meetings: before, during, and after** — program page /library/ja-accessible-meetings

Ask: What should be in our interview rubric so we are not relying on culture fit?

Examine advancement, classification, and pay practice

A clear view of how people move, who gets visible work and sponsorship, and where classification or pay questions need HR and labor relations.

Supervisors and managers · Division and administration leadership · Hiring managers and HR partners

- **Pay, classification, and advancement: what a supervisor can change and what needs a partner** — program page /library/pn-pay-classification-advancement
- **Mentoring, sponsorship, and reverse mentoring: three different things** — program page /library/pn-mentoring-sponsorship

Ask: People on my team say they do not know what it takes to advance. What practices help?

Build accessible leadership pathways and sponsorship for staff with disabilities

A transparent pathway map, leadership criteria tested for job-relatedness, sponsorship with decision power, accommodations owned across every transition, and accessible cohort events by default, with no guessing about who is disabled and no individual tracking.

Division and administration leadership · Supervisors and managers · Hiring managers and HR partners · Equity Directors and Specialists

- **Accessible leadership pathways and sponsorship for staff with disabilities** — program page /library/pn-accessible-leadership-pathways
- **Leadership criteria: are they job related, or do they screen out disabled staff?** — program page /library/ja-leadership-criteria-job-relatedness
- **Accommodations across transitions: closing the accommodation cliff** — program page /library/ja-accommodation-across-transitions
- **Mentoring, sponsorship, and reverse mentoring: three different things** — program page /library/pn-mentoring-sponsorship
- **Pay, classification, and advancement: what a supervisor can change and what needs a partner** — program page /library/pn-pay-classification-advancement
- **Stay conversations: learning why people stay before they leave** — program page /library/pn-stay-interviews-and-retention

Ask: We are redesigning our lead-worker pathway. How do we make it work for staff with disabilities without asking anyone to disclose?

Understand and improve retention

Stay conversations, exit patterns reviewed at an appropriate level, and observable practices with owners rather than blame.

Supervisors and managers · Division and administration leadership

- **Stay conversations: learning why people stay before they leave** — program page [/library/pn-stay-interviews-and-retention](#)
- **Team climate basics: participation, honest conversation, and fair opportunities** — program page [/library/lm-workplace-climate](#)

Ask: How do I hold stay conversations that are useful and do not feel like an evaluation?

Tools and frameworks

- **Tool card: Uniform Guidelines on Employee Selection Procedures (EEOC)** — Federal guidelines on employee selection procedures and the U.S. Equal Employment Opportunity Commission's questions and answers about them. They require careful attention to selection procedures that produce adverse impact and to evidence of job relatedness and validity. Public. Permitted use: cite and link; HR and legal partners interpret.
- **Tool card: Minnesota Equity Analysis Toolkit** — The State of Minnesota's official equity analysis toolkit, published by Minnesota Management and Budget, used with the DHS Equity Policy. Public. Permitted use: cite, link, follow. The policy owner determines when it is required.

In DSD work

One DSD adds the DSD inclusive hiring lifecycle, division-specific scenarios, and the consultation pathway for a real hiring or advancement decision.

- DSD hiring panels and position design
- Supervisor and manager practice
- Division onboarding

Connected programs

- Employment and day services

Situations to explore

- A hiring panel keeps choosing the same kind of candidate
- A team member says they do not know what it takes to advance
- An accommodation disappears during a leadership rotation