

Office of *Human* Resources

Improving Language for Inclusive Hiring Practices

Writing Effective and Inclusive Job Ads

Montgomery County Government
Maryland

1

Introduction

Office of Human Resources | Montgomery County

This guide was created in response to the communicated need for a more streamlined approach to writing effective and inclusive job ads. The goals of this guide are to:

- Reduce the burden for those involved in creating job ads.
- Attract a diversity of candidates with the skills needed for the job.
- Make progress towards OHR's goal of creating a high-quality, diverse and inclusive workforce.

1.1

5 Guidelines for an Effective Job Ad

Office of Human Resources | Montgomery County



Keep it short and simple.

Only include relevant information (strive to keep it around 300-700 words) and eliminate jargon and acronyms.



Appeal to the reader

Format language to speak directly to the applicant ("*You should apply for this position if you...*," "*As a Program Manager, you will...*")



Use objective, specific language

Avoid using unnecessary adjectives (*e.g., excellent, outstanding, etc.*) and ambiguous language (*e.g., action-oriented, push the envelope, etc.*)



Remember, less is more.

Create a more inclusive hiring pool by reducing the number of minimum qualifications and preferred criteria to only what's necessary for the job (aim for 3-4 bullets per section), and emphasize skills/competencies needed over education (be direct in what you're asking for in terms of knowledge)



Be purposeful with formatting

Separate information using bolded headers, place the highest priority/most relevant information at the top, and use bullet points to list skills and main responsibilities

1.2

Job Advertisement Template

Office of Human Resources | Montgomery County

ABOUT THE DEPARTMENT

Summarize what your department does and why it's exciting in 3 sentences or less:

What does your department do?

Why is it exciting to work in your department?

WHAT YOU'LL BE DOING

Summarize how the role is important to the business and its purpose in one sentence.

List 4 of the core responsibilities - make them sound appealing!

-
-
-
-

WHO WE ARE SEEKING:

List 6 essential skills required - mention attributes of the person you're looking for. Describe your dream hire!

-
-
-
-
-
-

1.3

Sample Job Ad for Senior Positions

Office of Human Resources | Montgomery County

About the Office of Human Resources

We are a motivated, agile, human-centric, diverse group of people dedicated to serving our community by hiring, training, and retaining a well-qualified, high-performing, diverse workforce. We serve 10,000 employees in 40 different departments, 6,000 retirees, and a community of over 1 million. In addition, we foster positive relationship management in coordination with our four major union organizations.

WHAT YOU'LL BE DOING

The Montgomery County Government is looking for a Recruitment & Selection Division Chief who can make effective decisions quickly!

- Manage recruitment procedures - You will standardize and redesign current processes and documentation to improve the cost, quality, and timeliness of sourcing, recruitment, and selection services. You will also lead communications and outreach strategies.
- Supervise the recruiting team and report on its performance - You will design and deliver rigorous assessment tools to track performance. Additionally, you will be responsible for advising recruitment specialists and hiring managers on interviewing techniques.
- Keep department up-to-date - You will coordinate with department managers to forecast future hiring needs and maintain knowledge on current labor legislation.
- Serve as a liaison - You will build the division's professional network through relationships with human resources professionals, colleges, and other partners. You will also represent the County at legal/labor/employment hearings and union bargaining/negotiations related to employment.

1.3

Sample Job Ad for Senior Positions

Office of Human Resources | Montgomery County

WHO WE ARE SEEKING

- You have excellent verbal and written communication skills
- You have a background in Human Resources Management, including recruitment and evaluation processes
- You have strong customer service, human-centric, relationship, and team management skills
- You have expertise in Applicant Tracking Systems and HR databases
- You have familiarity with social media and other professional networks
- You have knowledge of labor and employment legislation

MINIMUM REQUIREMENTS

We are looking for a candidate with a degree (and/or experience) that showcases knowledge of human resources, along with long-term involvement in troubleshooting personnel issues, talent acquisition, and management. Candidates with executive/supervisory histories will be preferred.

We welcome the Society for Human Resource Management (SHRM) certified applicants!

1.4

Sample Job Ad for Managers

Office of Human Resources | Montgomery County

ABOUT THE POSITION

The Office of Human Resources is looking for a Human Capital Management Problem Solver to lead the transition of the Human Resources service delivery model from its existing practices to an agile problem-solving mindset. This position will guide projects to design better services across the HR enterprise to:

- Develop and facilitate comprehensive workshops and streamline processes by deploying effective techniques and guide with expertise.
- Ensure successful end-to-end delivery of strategic initiatives, projects, product developments, and service divisions in meeting their goals.
- Advocate for human-centric approaches to embody our dedication to making human-capital intelligence solutions more human!

WHAT YOU'LL BE DOING

Facilitate Strategic Initiatives and Agile Project Management

- You will identify, prioritize, and present distinct solutions to current issues and their implementation plan with detailed expected outcomes.
- You will conduct research that builds rapport with the client, identify critical insights to spark innovation, co-create solutions, launch prototypes, and guide them to success.

Data Diagnostics and Problem Solving

- You will bring a data-centered perspective to problem-solving and will create dashboards to foster data-informed decisions.
- You will perform a deep dive into business processes, service delivery, and programs to solve nebulous problems involving complex datasets, systems, and procedures.

Organizational Performance

- You will strengthen our project management and human capital management solutions throughout the organization and our network.
- You will develop and implement processes to monitor, set appropriate milestones and track our departmental performance in meeting our strategic priorities and divisional goals.

1.4

Sample Job Ad for Managers

Office of Human Resources | Montgomery County

Explore

- We believe in continuous learning and the discovery of approaches and models that foster efficient and effective service and delivery.
- You will work within the various business process teams to grasp problems and develop service delivery solutions.

WHO WE ARE SEEKING

- You enjoy guiding project teams and coaching them through agility-focused solutions, and embrace making services better for people.
- You are organized and have a history of execution details across multiple projects without dropping the ball.
- You act with high emotional intelligence, transparency, low ego, and deep empathy to build a broad co-creator base.
- You are a skilled facilitator and coach. You empower others to grow without jumping in to fix them. You believe in people!
- You get things done, and act with agility and iterate introspectively, embracing a growth mindset as you seek better ways to deliver more value with less waste.
- You correspond clearly across mediums and thrive in a team environment.

ABOUT THE TEAM

We are a motivated, agile, human-centric, diverse group of people dedicated to serving our community by hiring, training, and retaining a well-qualified, high-performing, diverse workforce. We serve 10,000 employees in 40 different departments, 6,000 retirees, and a community of over 1 million. In addition, we foster positive relationship management in coordination with our four major union organizations.

1.5

Best Practice for Minimum Requirements & Preferred Criteria

Office of Human Resources | Montgomery County

Overemphasis on degrees and work experience can often discourage eligible candidates from applying to our jobs, as they believe they don't meet the qualifications. To improve our Minimum Requirements and Preferred Criteria into a more inclusive unit, you should use the following sample.

Minimum Qualifications

We are looking for a candidate with a degree (and/or experience) that showcases information systems and technology knowledge, expertise in computer science, operational research, economics, public and business administration, policy, engineering, or other related fields. A graduate degree in mentioned fields may substitute one year of practical knowledge.

- For Grade X, we welcome four years of work experience
- For Grade Y, we welcome three years of work experience
- For Grade Z, we welcome two years of work experience

In this example of Minimum Qualifications, we steer clear of the title and focus more on the fields we want the candidate to be well-versed in. Include all common qualifications for all grades in the introductory text, and use bulleted format to highlight differences between each grade.

We are currently working on simplifying the Preferred Criteria section, and we will update it in the guide soon!

INNOVATION@MCG

Guidelines and evidence-based research
developed by Innovation@MCG

for

Office of *Human* Resources