

# Recruitment and Retention

Engaging all employees in equitable, inclusive hiring and leadership practices helps attract, recruit, and retain a diverse workforce and leads to firm success and a healthier profession.

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## WHY IT MATTERS

Architecture is a profession heavily dominated by white men—especially at the most senior levels of leadership. One in four employees has considered leaving their firm, yet three-quarters of those who quit said they would have stayed if their desires for career development, work-life fit, and manager behavior had been met.

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## WE MORE EASILY RECRUIT AND RETAIN ARCHITECTURE PROFESSIONALS WHEN...

- firms recruit for diversity, embrace difference, interrupt bias, and promote equitably
- leaders understand that equity and diversity benefit the profession and their firms
- employees feel their workplaces are psychologically and physically safe
- employees' and firms' values align, leading to positive employee engagement
- managers know and follow laws against discrimination in hiring and employment

### ACT

#### *Attend to employee engagement*

- Foster ongoing dialogue and feedback between employees and managers; don't wait for annual reviews.
- Match firm values and priorities with personal ones, and know what motivates each employee.
- Take vacation time and flexible work time and encourage others to do so; watch for signs of burnout.
- Accommodate a variety of roles and working arrangements; avoid pigeonholing people into stereotypical roles.
- Support cross-firm affinity groups and mentorship for “onlys” and underrepresented groups.

#### *Neutralize bias*

- Understand that equitable hiring is a business issue, not a “women's issue” or a “minority issue.”
- Establish processes aimed at eliminating bias in hiring and evaluation.
- Conduct exit interviews with genuine curiosity, to learn and evolve.
- Understand the value of critical mass in reducing onlys and creating inclusion.

#### *Improve diversity in the profession*

- Reach beyond your own networks to find potential job candidates.
- Develop relationships with K–12 schools, and make architecture more visible to young people and diverse populations.
- Be prepared for candidates' questions on EDI, especially if your current demographics don't reflect your goals.