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.

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.

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.