



NEOGOV

2021

DIVERSITY

IN PUBLIC SECTOR HIRING REPORT



OVERVIEW

From the beginning of 2018 to the end of 2019, we analyzed millions of recruitments through our applicant tracking system that serves city, county, and state governments across the country. **Analyzing 16 million applicants by race and ethnicity and 17.4 million applicants by gender**, we sought to identify where the drop-offs took place throughout the recruitment process by race, ethnicity, and gender.

Our goal is for organizations to use this data to determine the best courses of action to address and reduce the race, ethnicity, and gender drop-off in recruitment.

DATA-DRIVEN FINDINGS

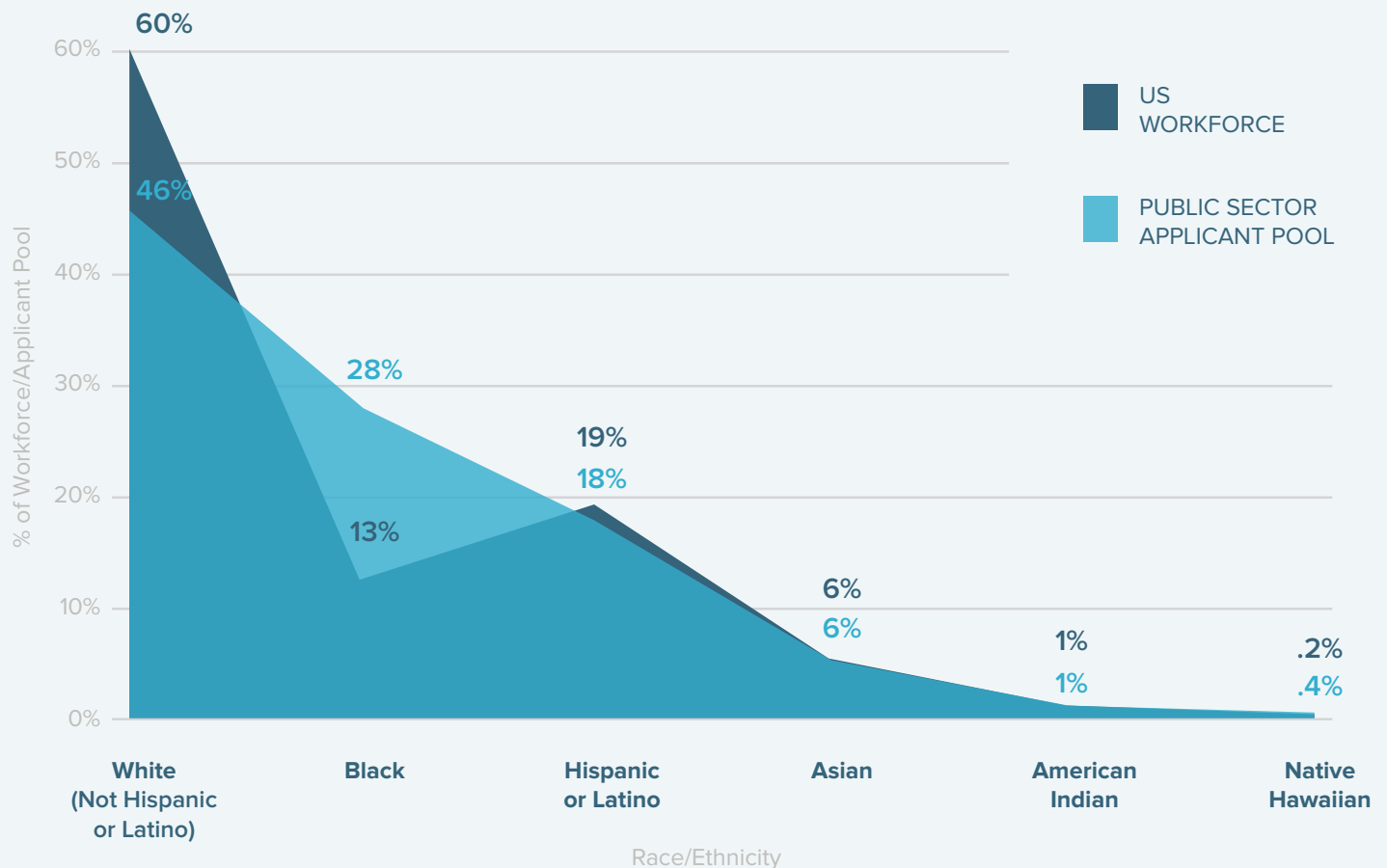
- Diverse candidates are well-represented in government, but Black candidates have to apply at a significantly higher rate to maintain that representation
- **White candidates are always hired above their application percentage**, while Black candidates are always hired below their application percentage
- Eligible Black female applicants are **39% less likely** to be interviewed and, once interviewed, are **31% less likely** to be hired than eligible White male applicants
- Black females were 26% more likely to be interviewed and 33% more likely to be hired **when PII blinding was used**. When interviewers use a **scoring rubric**, Black females are 21% more likely to be hired.

APPLICANTS BY RACE AND ETHNICITY

Most racial and ethnic groups are represented at their applicant rate. However, White candidates under-index in applicants and Black candidates over-index in applications. **Black candidates apply at 28%, more than twice the rate of their census percentage of 13%.**

Figure 1

Composition of U.S. Workforce vs. Public Sector Applicant Pool by Race or Ethnicity



APPLICANTS FEEL PUBLIC SECTOR HIRING PRACTICES ARE MORE EQUITABLE

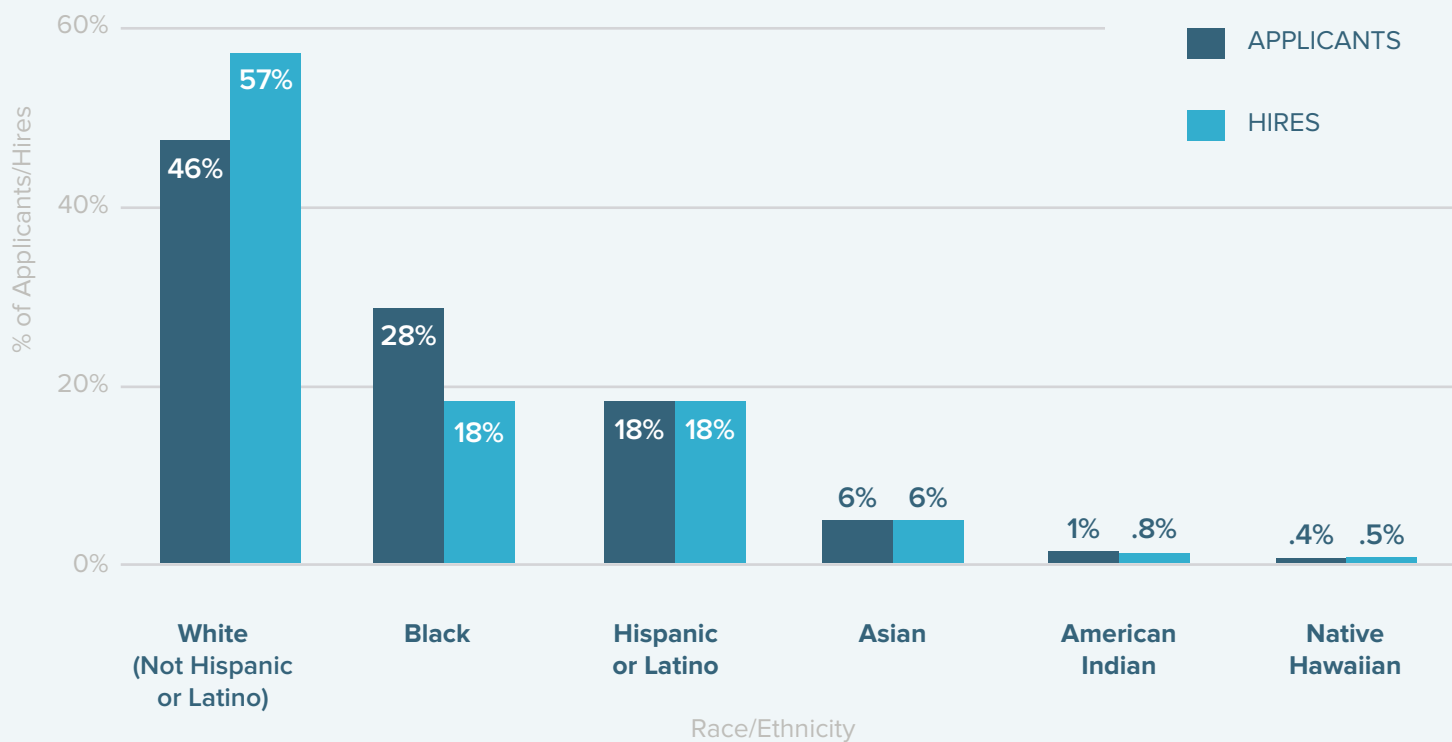
To understand why Black applicants over-index, we surveyed 2,700 applicants across all races and ethnicities about their reasons for applying to public sector jobs. **Approximately 25% of respondents reported they felt government was more fair and equitable in hiring** than the private sector. Additionally, 30% of respondents felt they were more likely to experience discrimination in private sector hiring than public sector.

HIRES BY RACE & ETHNICITY

With the exception of Black applicants, all other minorities are hired at approximately the rate at which they apply. **Black candidates are hired below their application rate and White candidates are hired above their application rate.**

Figure 2

Applied % vs. Hired %, by Race or Ethnicity



WHITE CANDIDATES ARE ALWAYS HIRED ABOVE THEIR APPLICATION PERCENTAGE

Across 22 job categories, **White candidates are hired above their application percentage in every category.** This is the only racial or ethnic group where candidates are hired above the application rate in each job category.

Figure 3

Job Categories Where the Hire % is Higher Than the Application % by Race

JOB TYPE	WHITE	BLACK	ASIAN	HISPANIC/ LATINO
Architecture & Engineering	X			
Arts, Design, Entertainment, Sports, & Media	X			
Building, Grounds Cleaning & Maintenance	X		X	X
Business & Financial Operation	X			
Community & Social Service	X			
Computer & Mathematical	X		X	X
Construction & Extraction	X			
Educational Institution & Library	X		X	
Farming, Fishing, & Forestry	X			
Food Preparation & Serving	X		X	X
Healthcare Practitioners	X			
Healthcare Support	X		X	X
Installation, Maintenance, & Repair	X			
Legal	X		X	
Life, Physical, & Social Sciences	X			
Management	X			
Office & Administrative Support	X		X	X
Personal Care & Services	X			
Production	X			
Protective Services	X			X
Sales	X			
Transportation & Material Moving	X			

BLACK CANDIDATES ARE ALWAYS HIRED BELOW THEIR APPLICATION PERCENTAGE

Across 22 public sector job categories, **Black applicants are always hired at a lower percentage than their application rate.** Asian candidates are hired below their application rate in 68% of job categories.

Figure 4

Job Categories Where the Hire % is Lower Than the Applicant % by Race

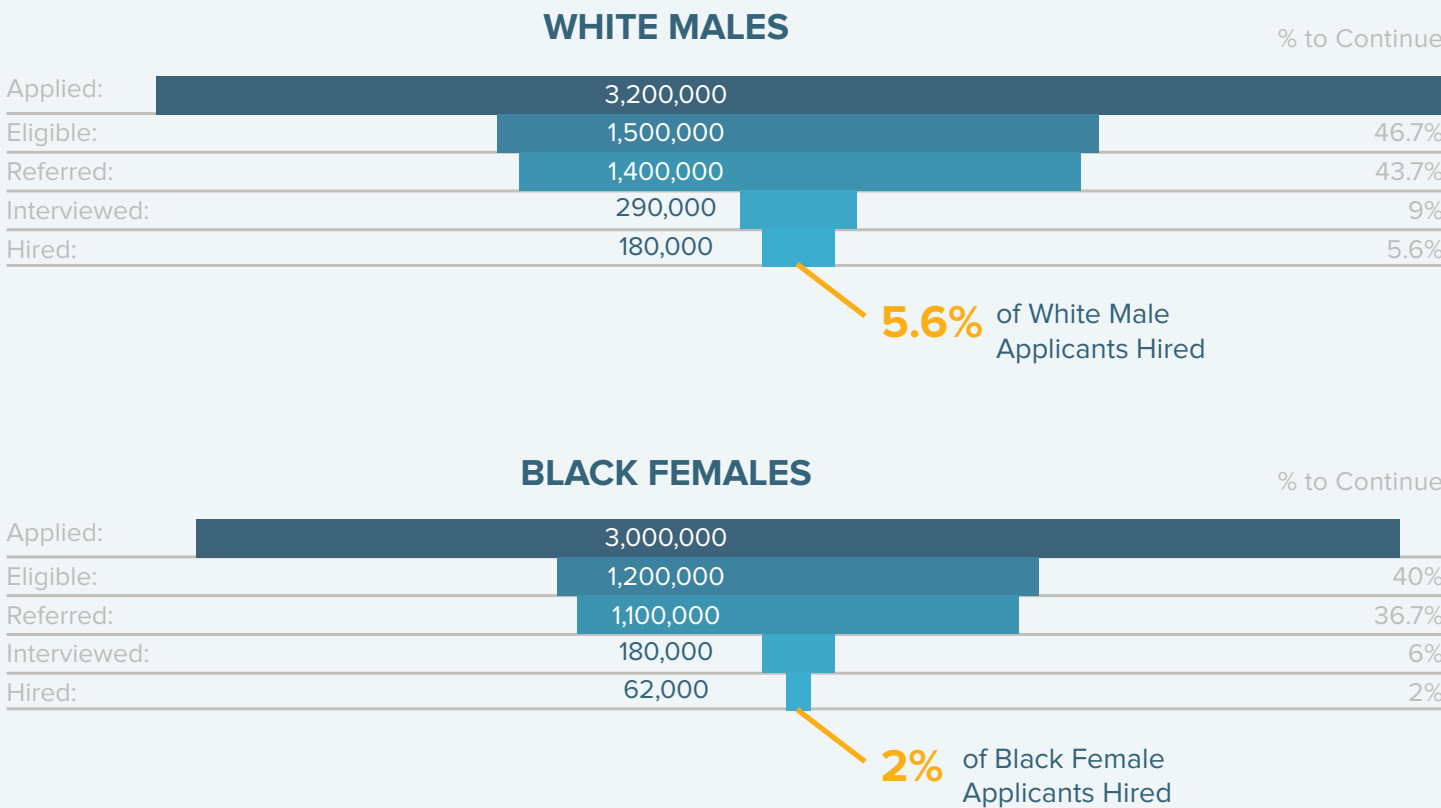
JOB TYPE	WHITE	BLACK	ASIAN	HISPANIC/ LATINO
Architecture & Engineering		X	X	X
Arts, Design, Entertainment, Sports, & Media		X	X	X
Building, Grounds Cleaning & Maintenance		X		
Business & Financial Operation		X	X	X
Community & Social Service		X	X	X
Computer & Mathematical		X		
Construction & Extraction		X	X	X
Educational Institution & Library		X		X
Farming, Fishing, & Forestry		X	X	X
Food Preparation & Serving		X		
Healthcare Practitioners		X	X	X
Healthcare Support		X		
Installation, Maintenance, & Repair		X	X	X
Legal		X		X
Life, Physical, & Social Sciences		X	X	X
Management		X	X	X
Office & Administrative Support		X		
Personal Care & Services		X	X	X
Production		X	X	X
Protective Services		X	X	
Sales		X	X	X
Transportation & Material Moving		X	X	X

WHITE MALES ARE HIRED 2.5X MORE OFTEN THAN BLACK FEMALES

We analyzed each stage of the hiring process to determine where candidates were being ruled out. Let's consider Black women versus White men in the public sector recruitment process.

Our analysis reveals that **5.6% of White male applicants are hired, compared to 2% of Black female applicants.**

Figure 5
Candidates by Recruitment Stage: White Males vs. Black Females

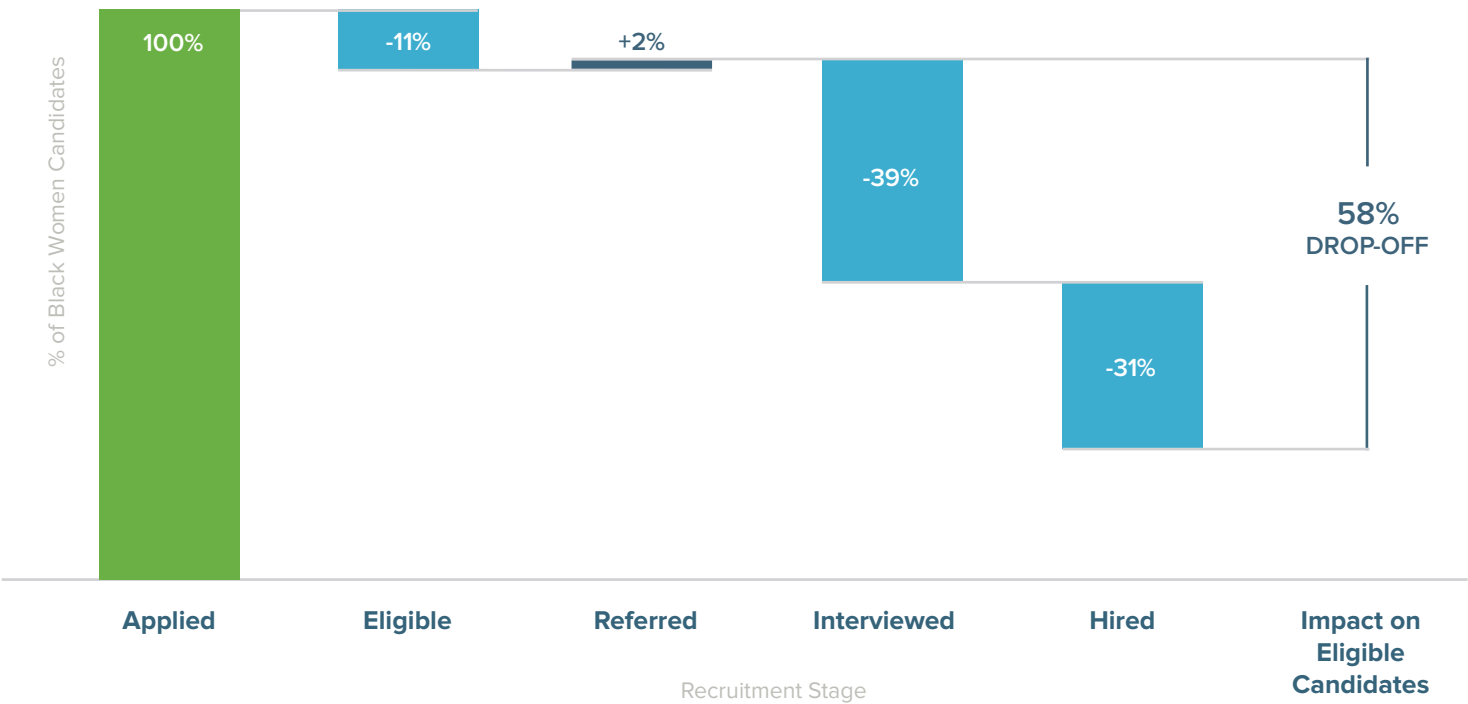


COMPARED TO ELIGIBLE WHITE MALES, ELIGIBLE BLACK FEMALE CANDIDATES ARE 58% LESS LIKELY TO BE HIRED

This waterfall chart shows the comparison between White male and Black female candidates throughout the recruitment process. While 11% fewer Black females are eligible than White males, they are referred 2% more than White males. However, 39% fewer Black women are given the opportunity to interview. A further 31% fewer Black female candidates are hired, compared to their White male counterparts.

In total, looking at the eligible to hired stages, **eligible Black female candidates are 58% less likely to be hired** than eligible White male candidates.

Figure 6
Recruitment by Stage: Black Females vs. White Males



RECRUITING STEPS THAT REDUCE DROP-OFF

Data shows that making these two adjustments to the recruiting process reduces the drop-off of minority candidates:

1 BLINDING PII

Our analysis showed that **Black females were 26% more likely to be interviewed** when the hiring party did not have access to the candidate’s personally identifiable information (PII). **The increase in interviews led to a 33% increase in hiring of Black females.**

PII that can be blinded during the recruitment process includes information such as the candidate’s name, race, gender, home address, email address, and school.

2 USING AN INTERVIEW RUBRIC

When organizations used a standardized interview rubric scoring with specific guidelines and explanations for each score, **Black female candidates were 21% more likely to be hired.**

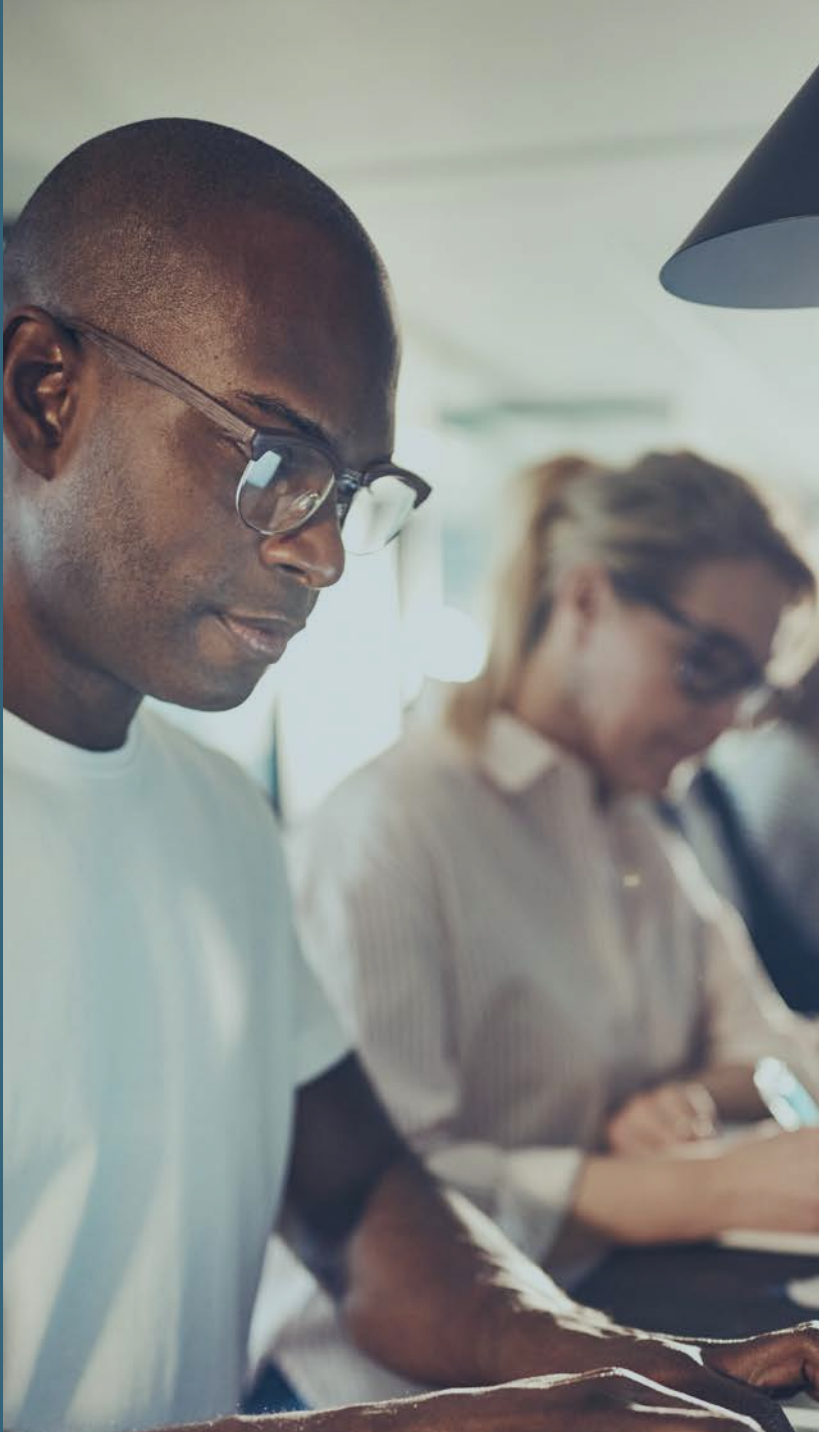
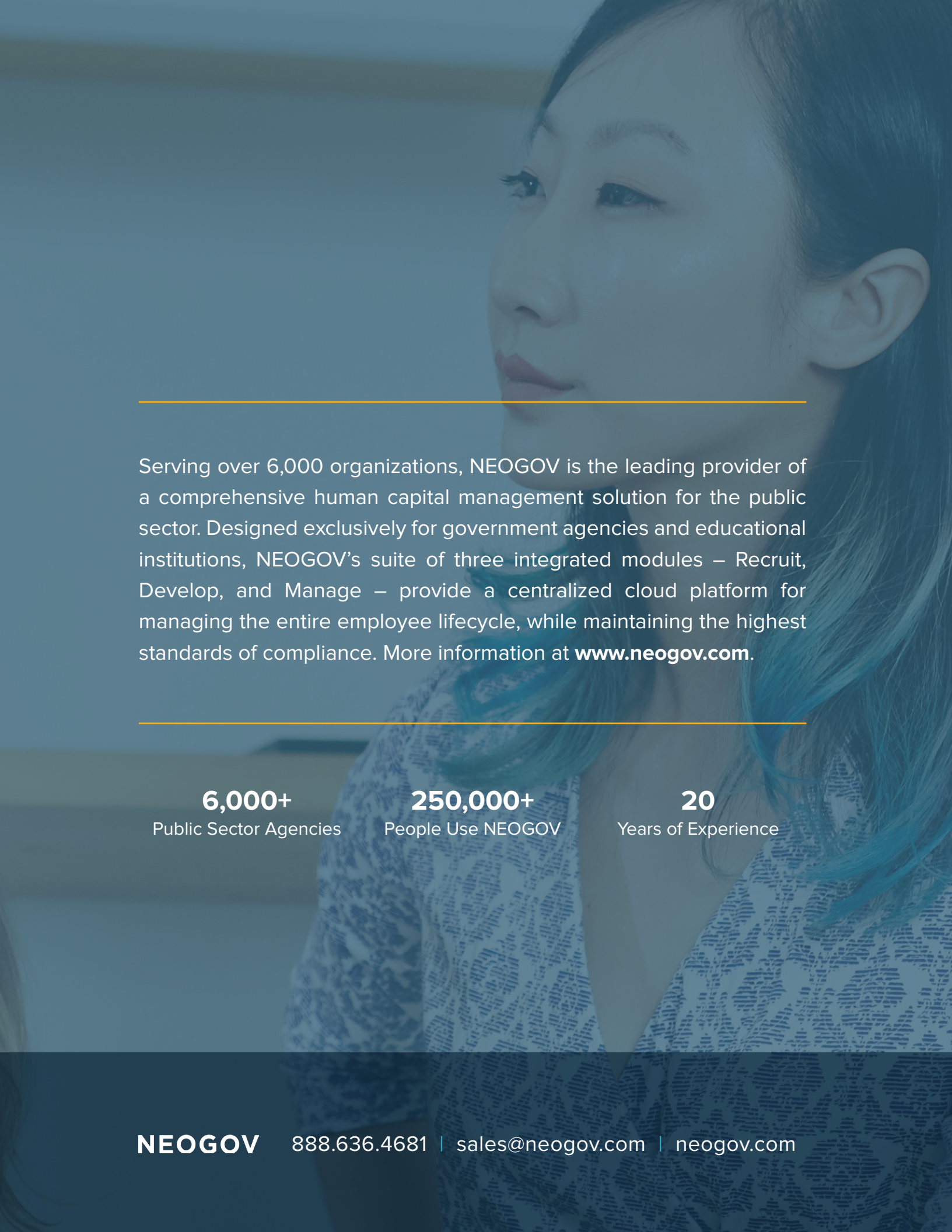


Figure 7
Interview Rubric Scale (Sample)

	1 (LOW)	2	3	4	5 (HIGH)
Rate candidate based on experience according to this scale	Has never presented to a group of 50+	Has presented 2-3 times to a group of 50+	Has presented 3-5 times to a group of 50+	Has presented 6-9 times to a group of 50+	Has presented >10 times to a group of 50+
Public Speaking					



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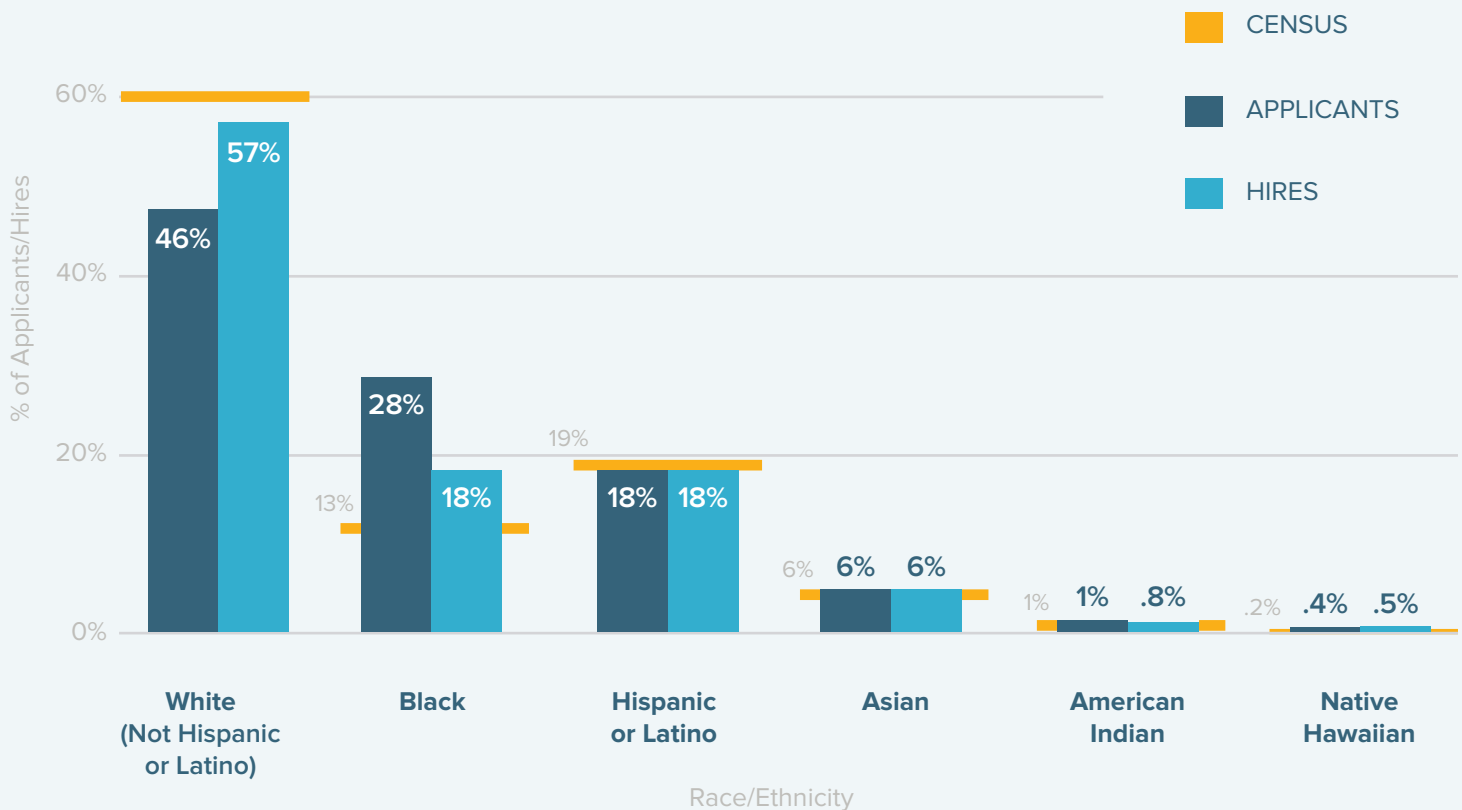
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Hispanic, Asian, American Indian, and Native Hawaiian job seekers apply at approximately the same rate as their census percentage. White candidates apply 11% below their census percentage, while **Black candidates apply at over twice their census percentage.**

Although 13% of the US workforce is Black, 28% of public sector applications are submitted by Black candidates. However, the Black workforce makes up 18% of public sector hires.

Figure 8

Public Sector Applicants and Hires Compared to the US Census



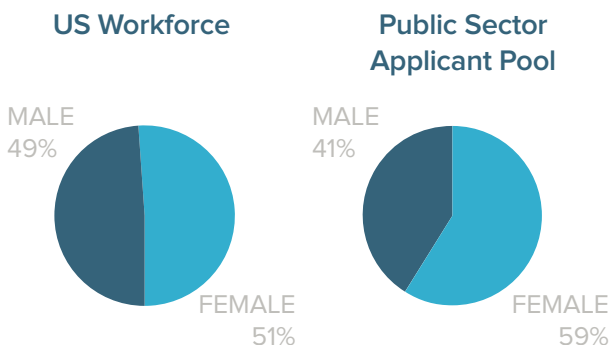
**BLACK CANDIDATES APPLY
AT MORE THAN DOUBLE THEIR
CENSUS PERCENTAGE.**

APPLICANTS AND HIRES BY GENDER

Similar to minority candidates, **female applicants also apply to public sector positions at a higher percentage than the census.** In fact, 59% of applicants were female, whereas 51% of the population is female.

Figure 9

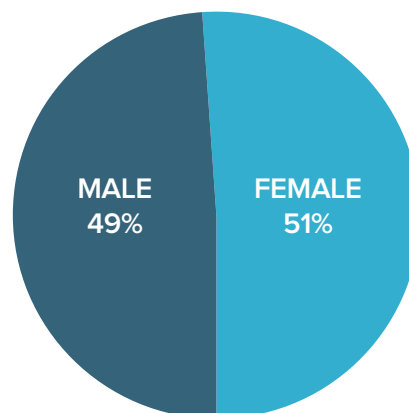
Composition of U.S. Workforce vs. Public Sector Applicant Pool by Gender



However, like minority candidates, despite females applying at a higher rate than males, a smaller percentage of women were hired. **While 59% of applicants were women, 51% of hires were female.**

Figure 10

Breakdown of Hires by Gender



APPLICATIONS AND HIRES: BLACK FEMALE VS WHITE MALE

When Black female and White male applications were considered, 52% were White males and 48% were Black females. However, 74% of the hires were White male candidates, versus **26% of hires that were Black female candidates.**

Figure 11

Candidates by Recruitment Stage Black Females vs White Males



MINORITY CANDIDATES ARE HIRED BELOW THE CENSUS LINE 41% OF THE TIME

Despite applying at or above the census percentage, minority candidates were hired below their census percentage in 41% of job categories. For example, Hispanic or Latino applicants were hired at a lower rate than their census percentage in 14 of the 22 categories. This means that less than 19% of the hires in these job categories were Hispanic or Latino. By contrast, White candidates were hired above the census line across all categories. In other words, White candidates made up more than 60% of the hires for each job category, despite making up a smaller percentage of the applicants (46%).

Figure 12

Hire Rate is Less than Applicant Rate and Census

JOB TYPE	WHITE	BLACK	ASIAN	HISPANIC/ LATINO
Architecture & Engineering		X		X
Arts, Design, Entertainment, Sports, & Media			X	X
Building, Grounds Cleaning & Maintenance			X	
Business & Financial Operation		X		
Community & Social Service				
Computer & Mathematical		X		X
Construction & Extraction			X	
Educational Institution & Library				
Farming, Fishing, & Forestry		X	X	X
Food Preparation & Serving				X
Healthcare Practitioners		X		X
Healthcare Support				
Installation, Maintenance, & Repair			X	X
Legal		X		X
Life, Physical, & Social Sciences		X	X	X
Management			X	X
Office & Administrative Support				
Personal Care & Services			X	X
Production			X	X
Protective Services		X	X	
Sales		X	X	X
Transportation & Material Moving			X	X

APPLICATIONS TO HIRES: BLACK VS WHITE, FEMALE VS MALE

Figure 13

Black Versus White Applications to Hires

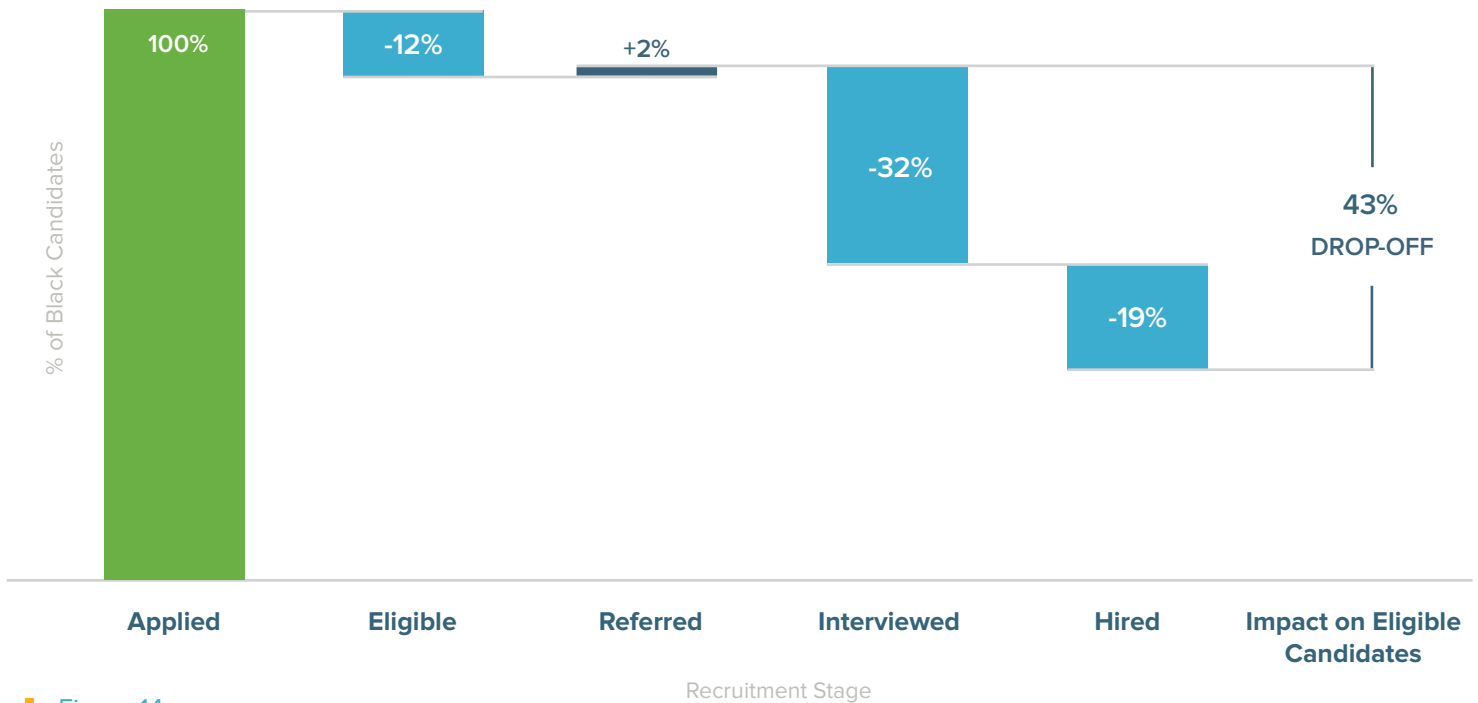


Figure 14

Female Versus Male Applications to Hires

