

## WHAT IS YOUR RECRUITING STYLE?

### RECRUITING PRACTICES ARE A PRODUCT OF CULTURE

The final element of a successful diversity and inclusion program involves being intentional to attract, hire, and retain candidates that represent the diversity you are seeking. Having a strong company culture that values diversity and inclusion, building awareness of unconscious bias and other potential barriers, and supporting employees' roles in embracing inclusive behaviors all lay a strong foundation for being able to recruit diverse talent to your organization.

## HOW TO INCORPORATE DIVERSITY

### DEFINING YOUR STRATEGY

- Develop an intentional diversity strategy
- Know the benefits of a diverse workforce and inclusive culture. Hiring managers and recruiters must understand the "why"
- Identify needs, set clear goals, and monitor metrics. Know the demographics of your community and customers
- Holistic strategy includes attracting, hiring, and retaining diverse employees

### ATTRACTING DIVERSE CANDIDATES

#### Branding & marketing

- Diverse content on your website, including a diversity mission statement
- Use social media to share diversity efforts
- Update company materials with current workforce demographics and information about Employee Resource and Affinity Groups

#### Create diversity friendly job listings

- Words matter – word choice, layout, and the way you talk about your company could potentially deter diverse candidates
- Be culturally sensitive when describing your opportunity

#### Work environment

- Workplace policies and benefits such as flexible schedules, remote work options, dress codes, and daycare assistance will attract a broader range of candidates
- Onboarding practices can increase retention
- Provide diversity training

## WHY EXAMINE YOUR RECRUITING PRACTICES?

"According to a 2015 survey by Glassdoor, 67% of active and passive job seekers consider a diverse workplace to be one of the most important things to them when they are evaluating companies or job offers. [...] If you don't create a workforce that fosters, invites, and supports diversity, none of your efforts are going to amount to anything."  
- Scope Recruiting

"Each stage of the applicant's path is an experience that either builds or weakens the connection to the potential future employer. From accessing the career site to waiting for feedback or even greeting the front desk attendant at the facility, each part of the journey, no matter how small, influences how well a company attracts and engages diverse talent."  
- Allegis Group

"Research featured in the Harvard Business Review found that when the final candidate pool has one minority candidate, he or she has virtually zero chances of getting hired. However, a "two in the pool effect" represents a promising method for overcoming unconscious biases and increasing diversity in the workplace."  
- ideal.com

### HIRING DIVERSE CANDIDATES

- Leverage local organizations with community connections: churches, cultural institutions, non-profits
- Online tools can facilitate finding diverse candidates
- Employee referrals – pros and cons
- Candidate pool: more diverse candidates = more diverse employees

### OVERCOME UNCONSCIOUS BIAS

- Blind resumes level the playing field and ensure the most important characteristics are fully considered
- Automated resume screening allows for objective and consistent application of criteria across all candidates
- Focus on skills and potential vs. experiences
- Personality assessments
- Abandon “not a fit” as a reason for not hiring someone
- Include diverse interviewers on panels

### MEASURES OF SUCCESS

Once you've implemented a diversity recruiting strategy, it's important to measure and monitor key components to ensure your tactics are achieving the desired outcome. Metrics can help you assess the return on your investment as well as identify areas where an adjustment to your approach may be needed. Keep in mind all aspects of a successful diversity program (Attraction, Hiring, Promotion, and Retention) are necessary to fully realize the benefits of having a diverse workforce and inclusive culture.

There are many metrics that can be used to measure the effectiveness of your strategy as it relates to attracting, hiring, and retaining diverse candidates. For example, if one of your goals is for women to comprise at least 45% of your staff, then measure how many female resumes you receive, how many women are interviewed, how many are selected, how many accept/decline, how they rate their recruitment experience, how they perform in the job, how long they stay, and why they leave. Evaluating all aspects of the cycle provides greater insight into areas of strength and opportunity for your company as you strive to implement a recruiting strategy that supports a diverse and inclusive workforce.

How can your company benefit from a more diverse workforce?

### RECRUITING, HIRING, AND RETENTION METRICS

- **Resumes.** Of all initial candidates presented to hiring managers, what percentage were diverse?
- **Interviews.** Of all candidates interviewed by hiring managers, what percentage were diverse?
- **Offers.** Of all candidates that were given job offers, what percentage were diverse?
- **Hires.** Of all hires, what percentage were diverse?
- **Turnover.** What was the turnover rate of diversity hires (within their first year)? How did it compare to the turnover rate of all new hires?
- **Performance.** What was the average on-the-job performance rating (or performance appraisal score) of diversity hires after one year? How did it compare to the job performance rating of all new hires?
- **Manager satisfaction.** What was the average manager satisfaction score (from a survey) after a diversity hire? How did that satisfaction rate compare to the manager satisfaction rate after non-diverse hires?
- **Applicant satisfaction.** What was the average diverse applicant satisfaction rate (from a survey)? How did that satisfaction rate compare to the applicant satisfaction rate of non-diverse hires?
- **Interviewers.** How diverse were the people involved in the interview and selection process?