



Diversity Recruiting Maturity Model

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Jackye Clayton, Joe Gerstandt, Stan Kimer, Julie Sowash, Katee Van Horn

Introduction

by Stan Kimer



When you consider this title, the “Diversity Recruiting Maturity Model,” Two questions immediately come to mind:

What is a maturity model?

Why diversity recruiting?

Diversity recruiting isn't new. For the most part, we can agree that diversity recruiting is important. But, diversity recruiting efforts are falling short. We want to know why is it falling short, and what organizations can do to make it work.

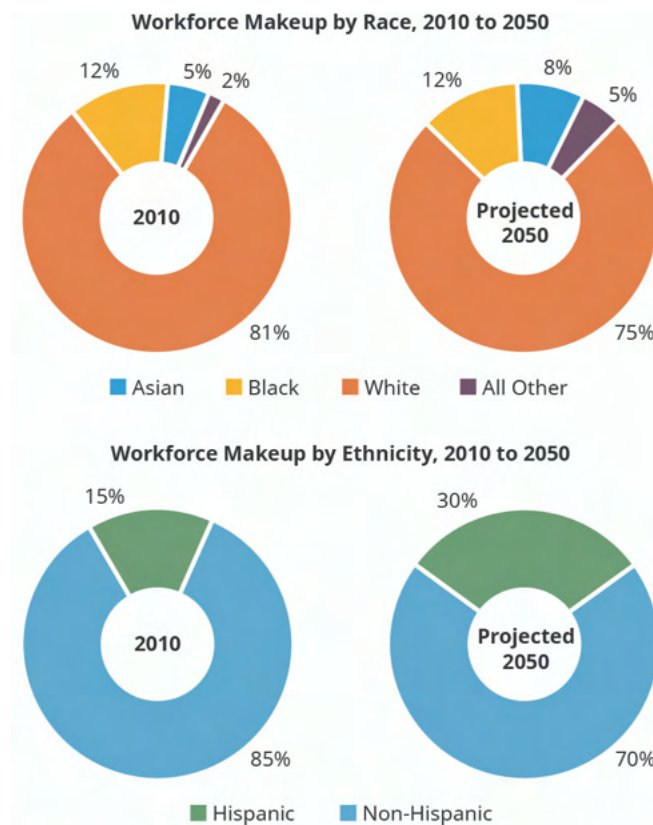
That is what prompted the creation of a task force; to gather experts who could develop a maturity model that would lead to getting to the answer to these questions and allowing organizations the ability to assess current conditions and have a framework to bases future diversity recruiting efforts.

What is a Maturity Model?

A maturity model is a set of structured levels that depict the organizational behaviors, practices, and processes that reliably and sustainably produce required outcomes (Hammond, Bailey, Boucher, Spohr, & Whitekar, 2010).

Since this initial introduction, many professionals have realized that this maturity model process could be applied to practically any kind of business or organizational issue or process.

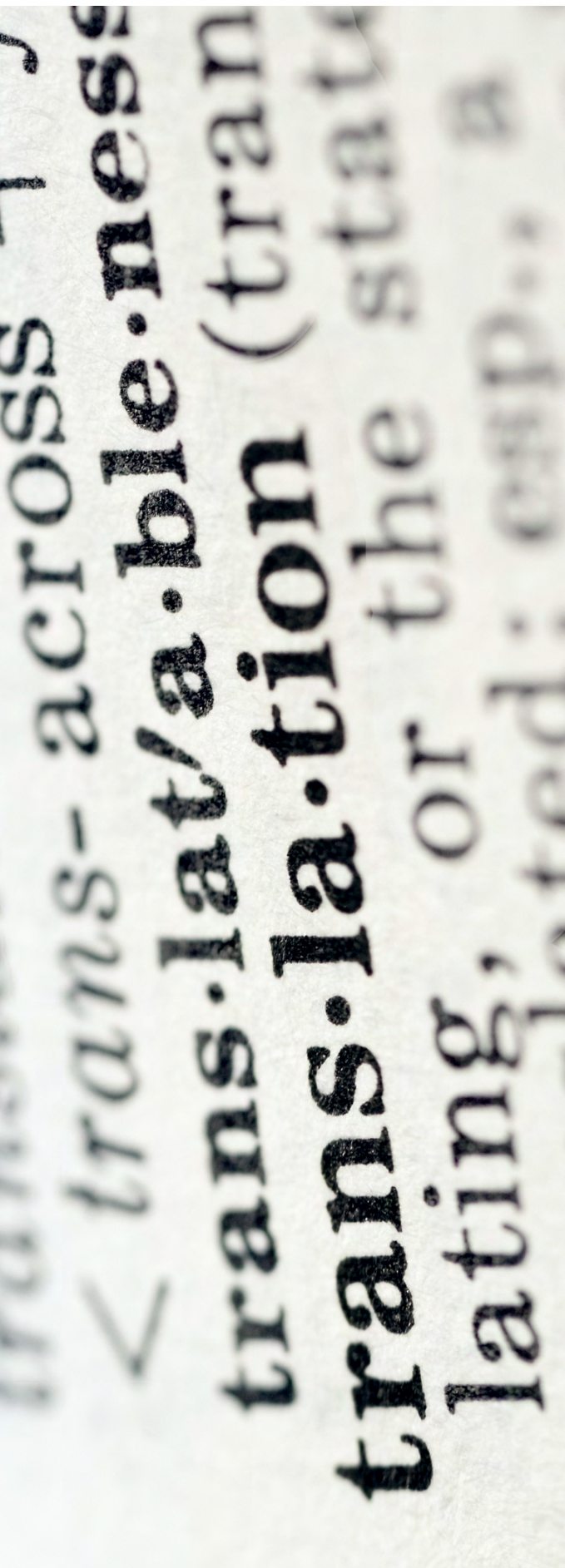
To continue to grow and thrive in the marketplace, nonprofit or governmental sectors; successful organizations need to understand the dynamics of population growth and shifts. Most analysts are predicting that by 2040, the non-white population in the United States will surpass the white populations. These demographic shifts will have profound ramifications on both the future talent pool as well as the customers and clients all of our enterprises are serving.



Source: Toossi, Mitra. "Projections of the Labor Force to 2050: A Visual Essay." *Monthly Labor Review*. Oct. 2012. Data from U.S. Bureau of Labor Statistics.

In addition, it is important to realize that unlike 50 years ago, fully half of all new talent coming into the workplace are women. As the talent pool continues to evolve within the United States, the internet-connected global economy allows any company from small to very large to secure talent, customers, and suppliers anywhere around the world, making the diversity and inclusion discussion even more complex. Leading organizations now understand that a focus on diversity and inclusion must be a key strategic imperative to survive in today's economy.

This focus must include a commitment from the senior leadership, a robust plan with metrics and measurements, and resources and responsibility assigned.



The typical diversity and inclusion strategy includes the following areas:

- Recruiting and onboarding
- Employee engagement and productivity
- Talent growth and management
- Diversity of ideas, creative thinking
- Sales, marketing, customer service
- The impression of your company within diverse communities

If you look at these diversity and inclusion strategy components, where does it all start?

Potential customers like to look within a company they are going to conduct business with and see people like themselves; how will they be able to see diverse people if you are not recruiting them? And to best represent your organization within diverse communities, you need to recruit members of those communities into your organization.

All roads start with recruiting!

Diversity recruiting, therefore, must be a cornerstone of any corporate diversity and inclusion strategy, and in today's business environment, a diversity and inclusion strategy must be a key component of the overall corporate strategy.

We hope that this Diversity Recruiting Maturity Model will help you see where your organization currently is in the diversity recruiting journey and then provide you some guidance and tools to assist you in implementing a successful, impact diversity recruiting strategy.

What's the state of strategic diversity measurement in 2019?

"THERE IS NO BEGINNING AND END ON A CHECKLIST. ACHIEVING DIVERSITY AND INCLUSIVENESS IN YOUR WORKPLACE IS INSTEAD A PROCESS FOR CREATING CHANGE THROUGH EDUCATION, COLLABORATION AND VIGILANCE."

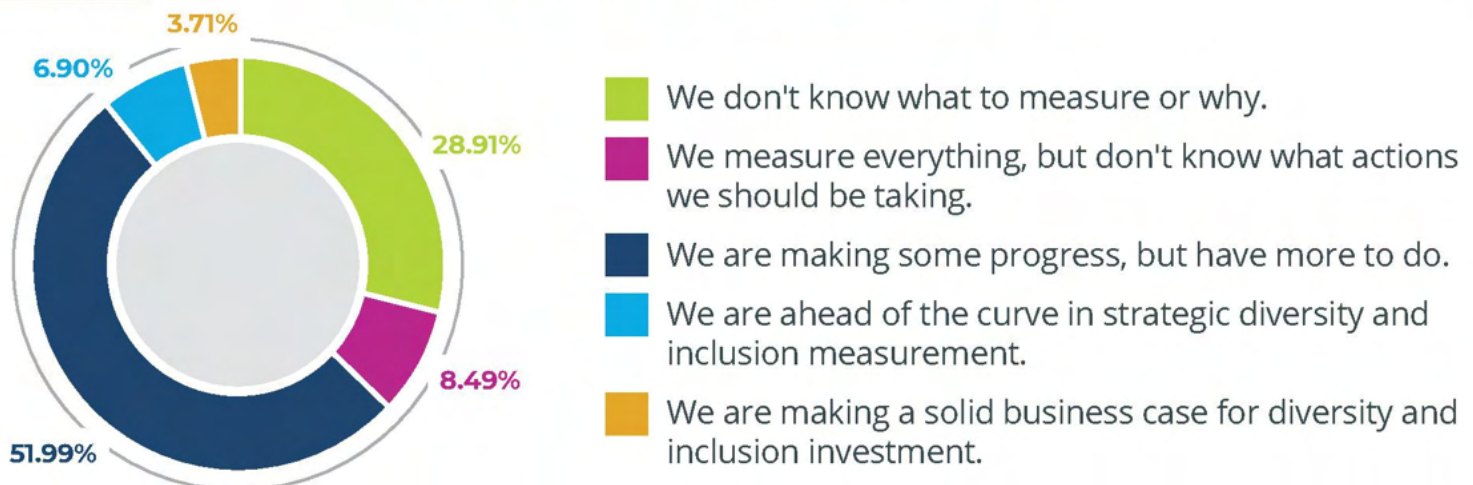
Third Sector New England

Most organizations recognize the work cut out for them. Respondents feel their organizations have a lot of work to do regarding assessing and measuring the impact of their D&I programs. Half of all organizations (52%) say they've made progress but have more to do (Figure 1).

One reason organizations feel this way could be that diversity and inclusion work is never truly finished – there isn't an end to D&I practices.

"Practicing diversity" is an ongoing process that doesn't stop at worker parity. In 2010, Third Sector New England (TSNE) published a step-by-step guide to establishing diversity best practices. In its guide, TSNE noted that D&I work is not always linear, and efforts must be continuous to succeed.

Figure 1 Stage of organizational measurement of the impact of D&I (all organizations)





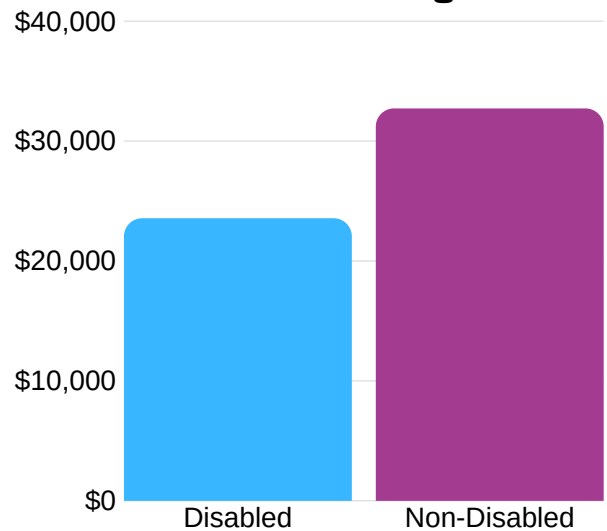
There are fewer Fortune 500 CEOs who are women (4.1%) than who are named David (4.5%) or John (5.3%)

Two single male names outnumber an entire gender. (NY Times 2015)

Resumes submitted by people with African-American sounding names are 14% less likely to get a call back than those with white-sounding names. (Research study by University of Wisconsin 2004)



Annual Earnings



Where we are
TODAY

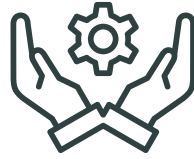


In 27 states, it is legal to fire employees for being non-heterosexual or transgender



Initiate

- Diversity Clearly Defined
- Business Case for Diversity Recruiting Developed
- Support from Executive Team for Business Case
- Program Success Defined (e.g., metrics)
- Process Established to Review Job Postings and Branding to Block Bias
- Extension of Bias Review Process to Assess and Minimize Impact of Candidate Ranking, Interview, Assessment, and Hiring Decisions
- Assessment of Current Diversity Baseline and Gaps Performed



Implement

- Proactive Steps Taken to Attract Diverse candidates (e.g., where you post jobs, how sourcing for jobs, etc.)
- Implement Technology to make it Easier for Diverse Candidates to Find, Assess, and Apply for Jobs
- HR Employee Policies and Accommodations Optimized for Diverse Candidates
- Diversity, Inclusion and Equity Recruiting Team and/or Team Lead Hired for the Program
- Availability of Market Data for Diversity Candidate Pool for Open Positions
- Bias Blocking Training for all Hiring Managers and the Interview Team.
- Tracking of Diversity Program Progress (i.e., reduction in gaps)



Iterate

- Implement Candidate Pool Nurturing Programs to Increase Diverse Candidate Applications to Jobs
- Utilize Proactive Data to Measure Impact of Potential Hires
- Diversity, Inclusion and Equity Team Engages with Candidates in the Interview Process
- Program Success is Clearly Tracked and Communicated Back to Leadership Team
- Reporting of Company Financial Performance Impact of Diversity, Inclusion and Equity Program
- Iterate and Evolve Process for Continuous Improvement



Inspire

- Promote Diversity, Inclusion and Equity Outside of the Company
- Share Best Practices Across Companies and Hiring Community
- Develop and Increase Diverse Candidate Talent Pool Through Outreach, Early STEM and Other Initiatives



INITIATE



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Diversity Clearly Defined - Joe Gerstandt



What does diversity mean, specifically and exactly?

This is a profoundly important question, and this is where the work begins. Many organizations invest time, energy, financial and other resources in the name of diversity and inclusion without realizing significant results. It seems likely that this is at least partially due to an antiquated and flawed paradigm regarding diversity and inclusion. Diversity is almost never clearly defined. Much of what is done in the name of diversity is rooted in the compliance and assimilation work that preceded it, and there is much value in clearly delineating from that work today. At the same time, there simply is not much actually done in the name of inclusion today. It is an incredibly popular word, but you will be hard-pressed to find an organization that can explain what it means clearly and concisely.

A good many organizations charge forward and start doing things without considering the existing paradigm. If an effort is to be measurable, and sustainable the underlying language and logic are of great importance. When it comes to diversity and inclusion efforts, language must be the first intervention, clear and concise definitions are the first evidence of true commitment.

Consider the following language and logic...

Diversity means difference. Difference is relational in nature, it exists between people not in people. Which is different from how we tend to use the word today. It is not uncommon to hear the phrase "we have a diverse candidate coming in to interview today." We all probably have some idea what is being communicated when we hear that phrase, but it seems to be at odds with the actual meaning of the word. It is also problematic.

If we were to look at a picture of President George Bush and Secretary Condoleezza Rice side by side, our traditional way of using the word diversity would lead us to say that it is Secretary Rice who is the "diverse" one in the photo. Difference does not exist in people (at least not in a meaningful way), it exists between people...you have to be different from someone/something.

President Bush and Secretary Rice are different at least in a couple of obvious ways, but that does not exist in or belongs to either of them it is a product of their relationship.



If we swapped President Bush out and replaced his photo with one of Oprah Winfrey, is Secretary Rice still “diverse?” Logically it does not hold to use diversity or difference as an individual attribute. There are also likely real consequences to labeling some folks as diverse or different, as we are at the same time labeling everyone else as normal.

Diversity means difference, and the difference is relational. Anytime two or more human beings are gathered or interacting in some way a certain amount of diversity is present. Difference has consequences. Some will tell you that diversity always makes things better, and some will tell you that diversity always makes things worse...the underlying truth of what diversity does is it makes things different. As a social group gets more diverse, things are going to get better or they are going to get worse.

Difference is a social catalyst. Difference makes a social group more complex, and whether or not that drives higher or lower performance depends on the nature of the social group.

One of the specific ways in which diversity makes a group more complex is by bringing with it greater potential for disagreement/tension/conflict.

Disagreement done well is likely the highest level skill set for a team that works together and is at the heart of robust social processes such as decision-making and problem-solving, but a great many teams do not know how to disagree well and are not able to realize the contribution that diversity can make. It would seem most organizations are today trying to increase diversity in organizations and teams that do not truly value diversity but see it as a challenge, an obstacle, something to be overcome or tolerated.

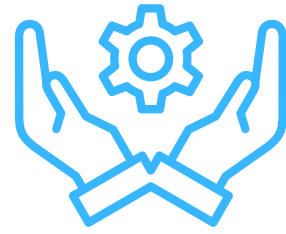
Diversity means difference, and difference has consequences. If we are to maximize the positive consequences and minimize the negative consequences, then we have to do stuff – we might call this stuff the practice of inclusion.

Inclusion is an active process of change (the things we do to be inclusive), and an experiential outcome (what it means to be fully included). Knowing that diversity means difference, that it is relational, and has real consequences, we also know that a real commitment to inclusion is mandatory.

Our teams and organizations have diversity today, they will have more diversity tomorrow...do we want that to drive positive outcomes or negative outcomes?

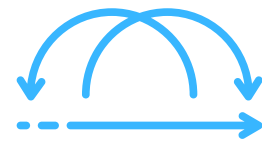


IMPLEMENT



- Proactive Steps Taken to Attract Diverse Candidates (e.g., where you post jobs, how sourcing for jobs, etc.)
- Implement Technology to make it Easier for Diverse Candidates to Find, Assess, and Apply for Jobs
- HR Employee Policies and Accommodations Optimized for Diverse Candidates
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- Iterate and Evolve Process for Continuous Improvement

Inclusive Teams - Katee Van Horn

Many organizations are creating more balanced teams that represent our diverse world. We know from research that diverse teams make better business decisions. And as a leader, you are doing all you can to increase representation across your team. Fast forward a bit and you've done it! You now have a balanced team. Congratulations! This is the first step though. Now it's about creating inclusive teams. Come Together When you finally get to a place where you have a diverse team you might think the work is done. Actually, this is where the fun work begins. You have many team members with different ideas and perspectives and ways of working and, and, and . . . It can get overwhelming. To get the best results from your team, you need to be able to harness the power of their differences. Hard to consider when you can't get through a team meeting without a disagreement, right?

Read on for 8 tips on how to create more inclusive teams:

1. Think back to that training you had when you first became a leader. You know, the one about the four stages of building a team. Forming, storming, norming, and performing. Review the lesson to remind yourself what will you need to do for everyone to come together and deliver as a team.
2. Remember that it's okay to be uncomfortable. It's okay for everyone to have different perspectives and even to disagree. That's kinda the whole point. We are so conditioned to want everyone to like each other (and us) and get along. Having people in conflict seems wrong. But as long as you are coaching your team, you can get to a great solution.





3. Create a team charter. During your first meeting as a team, set some guidelines for how you will work together. If you are in different locations think about video conferencing. Take time zones into consideration as well. This team charter should include simple etiquette. Include a rule about (not interrupting each other) and team communication (ie: Slack, email, Yammer). Build the charter together with the team to gain buy-in.

4. You can't always have your way. Each team member will think their idea is the best idea. Make sure everyone feels heard, even if their idea isn't selected. Agree in your charter that you will decide together which idea or ideas will work. This could mean one idea to start. It also might mean that you blend different ideas together. Whatever solution you decide on, make sure everyone is in agreement and committed to the idea.

5. Don't allow for interruptions. This should be a part of the team charter, as I already mentioned. Everyone should have a chance to share their ideas and thoughts. You want each team member to feel like they are being heard. They may not agree with the other person's idea but need to be respectful and listen.

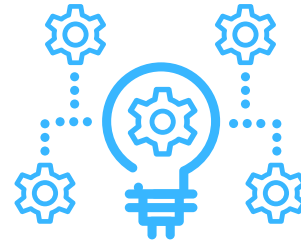
6. Feedback, feedback, feedback. Giving feedback is key to driving trust and accountability among team members. We need to be vulnerable enough to open ourselves up to feedback on our performance. It will help us get better. If a team gives and receives feedback with positive intent, everyone can improve.

7. No brilliant jerks allowed. You may have certain folks on your team who are used to being the smartest one in the room. Not anymore. With the newly formed team, try to start on equal footing so no one dominates the conversation. Make sure that everyone understands that they each get an equal vote. And be clear that you are the tie-breaking vote.

8. As a leader, one of our greatest strengths is hiring smart people and letting them come up with solutions. The solutions may have never crossed your mind. Don't expect that your ideas will always be the best idea. You are asking your team members to be open to other's ideas, so practice what you preach. The tensions of a diverse team can lead to amazing outcomes if managed.

As a leader, you need to be able to harness the power of each individual for the good of the larger team. I wish you luck on building inclusive teams!

INSPIRE



- Promote Diversity, Inclusion and Equity Both Inside and Outside of the Company
- Share Best Practices Among all Divisions and Internal Departments
- Publish Diversity, Inclusion and Equity Results
- Develop and Increase Diverse Candidate Talent Pool Through Outreach, Early STEM and Other
- Initiatives

Diversity is Not a Bad Word - Jackye Clayton

So you learn the client you are recruiting for has a diversity initiative. Hold on...did you just receive a discriminatory job order? What the heck does diversity even mean? Do they just want women? Blacks? Tall people? Tall black women who can play the banjo? What exactly are they asking for!?!?

Funny thing is, if you ask the client, they usually won't tell you exactly what they want either. Most companies these days strive to have a diverse group of employees. But what does this mean for recruiters that are tasked to find the diverse "ones?" We need to remain "PC" and keep our client happy. This is a very delicate balancing act.

In order to put things in proper perspective and truly understand what recruiting diverse candidates would mean, I had to break it down.

[Merriam Webster's dictionary defines Diversity](#) as *the condition of having or being composed of differing elements: Variety; especially: the inclusion of different types of people (as people of different races or cultures) in a group or organization*. You can also look at [this article posted by Kay Kelison](#) recently right here on SourceCon for an accurate description of what diversity is.

OK that's cool. It makes sense. But, wait... what about the Equal Employment Opportunity laws?

They are very specific that employees should be hired on skill set alone. Doesn't that throw a wrench in the whole diversity recruiting thing? How can I legally select (or discard) qualified candidates simply because a client thinks they are not diverse enough. That seems unfair and frankly, kind of dishonest.

So, here's the real deal. Companies will not discriminate. They can't, if they want to abide by the law. *But*, they can build an environment that will allow them to obtain the buying power of ALL groups. This is not a Black-and-White situation (pun INTENDED). We are talking about groups like single mothers, immigrants, different educational levels, people with disabilities; the list could go on and on.

Granted, the world has changed considerably. I won't bore you with all that Gen X, Y, Baby Boomer stuff, but in offices today you will most likely find a good blend of age groups. You may have some folks that went to a segregated school, some who didn't have a microwave until they were 13, and some who have never had a television without a remote control. Having this blend allows an organization to understand and target their various aged customers.

Companies are now looking to build environments that can be an accurate reflection of our world's changing demographics. When a work environment is filled with people from several different generations, races, ethnicities, sexual orientations and the like, it will be more in tune with the people whom they are serving! A diverse workforce allows companies to have a strong competitive advantage. Ideally, the mix of people will encourage mentoring programs, allow an organization to have a better grasp of the market, and provide connections that will give them a better perspective on reality.

Ten Things to Consider:

1. **Be aware of *your own* biases and stereotypes before starting to search for candidates. (If you can't leave those at the door, you may want to rethink if being a recruiter is right for you...)**
2. **Get a very detailed job order that describes in detail what *skills* the candidate needs to bring to the table.**
3. **Post jobs in several different places that will attract a broad range of candidates.**
4. **Go out and source rather than wait for a candidate to come to you! Make sure when going to networking events that you look for a group that have an assortment of members who may be different than you.**
5. **Make sure that the images potential candidates will see when looking at your website, brochures, or other marketing materials show a diverse range of people. It is even better to have real pictures of real employees!**
6. **Make sure that your interviewing space is accessible to people with various disabilities.**
7. **Go to diversity job fairs.**
8. **Continue to proactively recruit solid top candidates with a diverse background.**
9. **Perform group interviews and make sure that members of the interviewing team are diverse as well.**
10. **And of course, referrals!**

Diversity isn't a bad word. It's not a "race" issue, but it is an inclusion issue. It's about working together to help people and organizations work better. Like what Malcolm Forbes said "Diversity: The art of thinking independently together."





Diversity Recruiting Maturity Model

Scorecard
Case Studies
Awareness
Education

Diversity Recruiting Maturity Model Scorecard

Where are you your journey?

Evaluation Item	--	-	+	++	Score
1. Our organization has an overall diversity and inclusion strategy and implementation plan	None whatsoever (-5)	Starting discussions (-1)	Yes – early stages and not very robust (+2)	Yes – with strong support and funding (+5)	
2. Our senior executives understand the strategic importance of recruiting and building a diverse workforce	Not even on their radar (-5)	A little (-1)	Yes – pretty good understanding (+2)	Yes – a strong understanding (+5)	
3. Our HR leadership includes a focus on diversity recruiting	Not even on their radar (-3)	They discuss it some (0)	Yes – with a little funding and planning too (+2)	Yes – very much a central focus (+4)	
4. We actually do have a documented diversity recruiting strategy (if + or ++ skip to question 6)	Not even thought about it (-3)	Have had some discussions and a little progress (-1)	Yes – new and not too robust, but we have one (+2)	Yes – and it is quite comprehensive (+4)	
5. Even though we do not have a diversity recruiting strategy, we are doing some things around diversity recruiting	No strategy and also doing nothing (-3)	Maybe 1 or 2 small things (0)	Yes – I think we are doing some good things (+1)	Yes, even though we do not have a strategy, we are doing a lot (+3)	
6. We actually have some metrics and measurements for our recruiting diversity efforts	None at all (0)	Perhaps a few informal metrics (+1)	Yes – a few formal metrics that are reported (+3)	We have an extensive score card (+5)	
7. We are doing work / programs in the community to help build a pipeline of future diverse talent	None at all (0)	One or two small things (+1)	A decent program (+2)	We consider ourselves a leader in this area (+4)	
8. We actually have a funded position (or part of a position) specifically focusing on diversity recruiting	No (0)		Yes – a little but need a lot more (+2)	Yes!! and fairly robust (+4)	
9. We share recruiting best practices with other organizations and at industry and diversity forums	No (0)		Yes – a little (+1)	Yes – extensively (+2)	
10. Our onboarding program is designed to make all diverse new employees feel valued, welcomed and included	We don't have an onboarding program or we do but nothing really focused on diversity (0)		Yes – a little (+2)	Yes – it is a key element of our onboarding (+4)	

Give yourself two points for each of the following things you do:

Create gender-neutral job postings	Hold “blind resumes” to remove unconscious bias	Having diverse people on interviewing teams
Leverage diverse employees or employee resource groups in recruiting efforts	Have strong diversity messaging on our recruiting page on our website	Recruiting at Historically Black Colleges and University and other diverse schools
Attend and / or sponsor diversity-specific recruiting events	Using diverse community events as a platform to recruit	Building relationships with diversity focused professional networking groups
Post job postings on diversity specific recruiting sites	Train interviewing managers on unconscious bias and how to mitigate it	Include diversity focus into internship programs

Your score _____

-10 and Below: You are “pre-stage 1” and need to do basic diversity and inclusion work in your organization as an initial step

-9 to +8: You have done enough ground level work to move into the Level 1 – **Initiate** stage

+9 to +22: You should be in the building stage and heading toward **implementing** (Level 2) a strong integrated strategy. This will help assure that your early efforts can be leveraged and maximized

+23 to +38: You have a good strategy and many tactics and can continue through Level 3 – **Iterating**

Over 38: You are one of the industry leaders in diversity recruiting and should promote your efforts and **inspire** others (Level 4) in this journey

Resources to Hire People With Disabilities

[AAPD Career Center](#)

The AAPD Career Center is a premier source for people with disabilities to search for and land professional jobs with leading employers. It is also a source for companies of all sizes to find qualified and diverse job candidates.

[abilityJOBS](#)

Connects people with disabilities and employers. Employers must set up an account to create a company profile, post and manage job openings, and search for job candidates. The cost to post is \$125 for a single job posting for one month, and \$175 for two months. There are also several free options to access resumes and connect with prospective candidates.

[AbilityLinks.org](#)

A free job board for people with disabilities and employers. To access the job board and post positions, you must create a user account.

[The Arc](#)

This advocacy organization serving people with intellectual and developmental disabilities provides information on hiring people with disabilities. To post jobs, you must create an account. Job postings are free once you have an account.

[Association of University Centers on Disabilities \(AUCD\)](#)

This membership organization supports a national network of university-based programs for people with disabilities and their families. It also offers a free job board for employers interested in hiring people with disabilities. To post a job, email a one-page description of the position to Gwendolyn E. Clark at gclark@aucd.org.

Sustainable Development Goals - Targets

-  **4.a.** Build disability sensitive education facilities
-  **11.2** Provide accessible transport systems
-  **11.7** Provide accessible public and green spaces



52% of schools are not wheelchair accessible

Accessibility makes education possible



61% of government websites are not accessible

Accessibility empowers users

Accessibility for Persons with Disabilities



79% face difficulties or cannot evacuate during a disaster

Accessibility saves lives

Countries with accessibility standards or guidelines



Convention on the Rights of Persons with Disabilities

Article 9 requires States to ensure equal access to facilities and services

Resources to Hire People With Disabilities

[Bender Consulting Services, Inc.](#)

Provides recruiting support to connect employers with people with disabilities. Also offers training on disability employment strategy and accessible technology options. To speak with a representative, call 412-787-8567.

[Disabled Person, Inc.](#)

Offers a job board for hiring people with disabilities and provides [tips](#) to employers on inclusive hiring practices. Account registration is free. The cost to post is \$50 for a single job posting and \$625 per month for unlimited job postings.

[Diversity Jobs](#)

This is a job board for hiring minority groups, including people with disabilities and veterans. You must create an account to post a job. The cost is \$225 per job posting.

[Getting Hired](#)

Getting Hired, an Allegis Group Company, is a recruitment solution dedicated to helping inclusive employers hire professional individuals and veterans with disabilities. To access their job board and other resources including training programs and accommodation solutions, employers must sign up to become a partner.

[OurAbility Connect](#)

This job board connects people disabilities and employers. Employers can post positions and find resumes of qualified candidates by creating an account for \$200 per month.

[RecruitDisability.org](#)

This job board for hiring people with disabilities partners with [OneMoreWay.org](#), which provides information to employers interested in creating an inclusive workplace. Basic packages to post a job start at \$99 per posting.

[WRP.jobs](#)

A free job board for employers interested in hiring students and recent graduates with disabilities. Only candidates who previously participated in the Federal Government's [Workforce Recruitment Program](#)(WRP) have access to job postings. To post a job, please fill out this [form](#) with information on your company and job openings.

Resources for Recruiting Women and LGBTQIA+ Candidates by Rachel Murray

There are many pieces to the recruiting puzzle and when it comes to hiring diverse candidates, it's worth examining each of them. One question we are frequently asked is, where can I *find* people (who aren't white guys) to hire for tech roles? First, it's absolutely critical to remember that everything from your job posting to your employer branding to your screening, resume review, and candidate interview processes can contain bias, but there are ways to mitigate it. It's also worth mentioning that when you do hire more candidates from underrepresented communities, it's equally critical that you create an inclusive environment. Without this, you'll be saying goodbye to those hires who are different from you before you know it, and you'll have to start the whole process over again!

Assuming you've examined your processes and have accounted for ways to mitigate bias in your hiring, and have also worked toward creating an inclusive culture, here are some great places to start thinking about where to source a more diverse group of candidates.

This week we'll start with places to find women and LGBTQIA+ candidates!

[Fairygodboss](#) – Online job bank and acts as a Glassdoor for women wanting to know how woman-friendly a company is

[Grace Hopper Celebration](#) – Probably the best known conference for women in tech around

[InHerSight](#) – Similar to Fairygodboss, it also provides jobs online and rates and reviews companies based on specific factors that matter to women

[Lane by Women 2.0](#) – Job board for women in tech

[Lesbians Who Tech](#) – Known for fun summits with big names in NYC and San Francisco

[The Mom Project](#) – Connecting moms returning to work with companies

[NCWIT Summit](#) – National Center for Women in Technology holds an annual summit supporting women in tech

[Out in Tech](#) – Job board and events for the LGBTQIA+ community

[Out Professional Network](#) – Job board, local networking and events for the LGBTQIA+ community

[Path Forward](#) – Program for people returning to work after 2+ years of full-time caregiving

[Pink Jobs](#) – Job board for the LGBTQIA+ community

[Power to Fly](#) – Career advice and coaching, jobs and events for women

[reachHIRE](#) – Return-to-work program focused on women in management roles

[She+ Geeks Out](#) – That's us! Events, networking and professional development for women+ in tech and tech-adjacent roles, as well as Diversity, Equity, and Inclusion education

[Systems](#) – Online community for women in computing, part of the extensive community resources of AnitaB.org

[Tech Ladies](#) – Job board and networking connecting companies and women in technical roles

[Transgender Job Bank](#) – Job board for transgender, genderqueer, bigender, pangender, genderfluid, and agender people

[Women's colleges](#) – Wikipedia list of U.S. women's colleges

[Women in the Enterprise of Science and Technology \(WEST\)](#) – Learning community for women in science and technology

[Women in Technology \(WIT\)](#) – Job board, events and community for women in tech in the Washington DC area

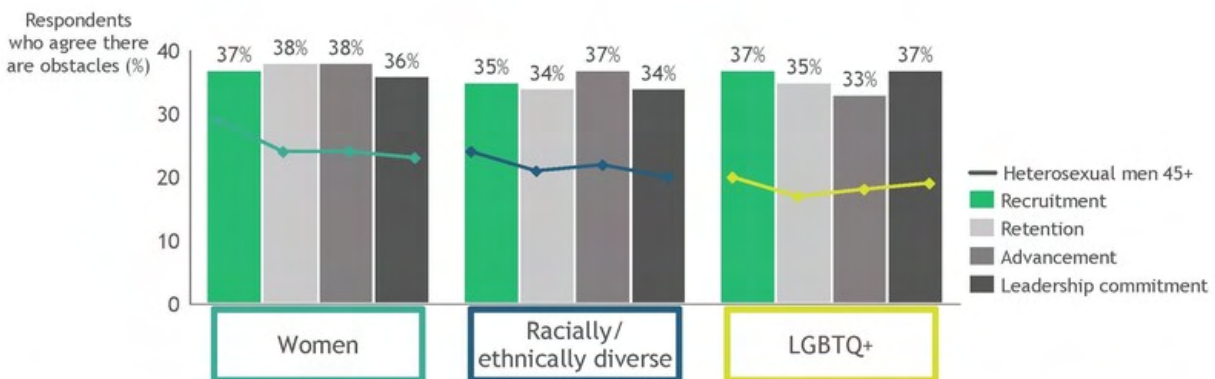
[Women in Technology International \(WITI\)](#) – Worldwide coalition of women in technology including jobs, networking, career services, and more

[Women's Job Search Network](#) – Job search and career change network for women

[Women Who Code](#) – Job board and community for women in technical roles

Corporate Leaders Underestimate the Obstacles Faced by Members of Diverse Groups at Work

"There are obstacles to [gender, race/ethnicity, LGBTQ+] diversity and inclusion at my company..."



Note: n(heterosexual men 45+ - gender and LGBTQ+) = 1,879; n(heterosexual men 45+ - race/ethnicity) = 1,117 n(women) = 8,573, n(race/ethnicity) = 3,206, n(LGBTQ+) = 1,622.
Source: BCG Global Diversity Survey 2018.

People with Disabilities: An Underutilized and Growing Talent Pool

By Kris Foss, Managing Director of Disability Solutions at Ability Beyond

People with Disabilities Are A Large and Growing Market

People with disabilities in the United States alone represent an annual spending power of \$645 billion, and their friends and families—those who would make spending decisions based on how inclusive and accessible a company may be, represent another \$4 trillion in annual spending, according to the [Return on Disability Group](#). This is both a talent and customer market that businesses want to engage! When your employees can give you a unique lens to a customer market they can inform advertising, product development, customer service and more.

An Opportunity for Employers to Lead in Talent and Market

Hiring people with disabilities is not about charity, but about smart business. Ranging across industries and business lines, our clients include some familiar brands such as PepsiCo, Synchrony Financial, American Express, Aon and Staples. These companies and others are taking action in hiring people with disabilities to meet their talent needs across the board and seeing real business results including key HR metrics:

- An average 14% higher retention rate in the same roles;
- 33% decrease in interview to hire ratios, saving talent acquisition professionals valuable time while decreasing time to fill;
- 53% and 28% higher rates of voluntary “self-disclosure” among job seekers with disabilities and veteran’s respectively—important compliance results for government contractors and reflecting a positive and inclusive corporate culture;

Diversity within Disability

All of us have many roles in life both in our work and personal lives and bring our varied backgrounds, upbringing, culture, and prior experiences to the table. People with disabilities are no different and cut across all dimensions of diversity. By attracting, hiring and promoting talent with disabilities, we are also including their whole selves, disability only being a piece of who someone is. For example, across our client base, employees with disabilities who have been hired cut across several areas of EEO reporting including:

- 35% Women
- 21% Veterans
- 19% Hispanic
- 36% White
- 42% Black

Case Study #1: PepsiCo

Talent need. Our team, Disability Solutions, worked together with PepsiCo to design, build and launch Pepsi ACT (Achieving Change Together) with the goal of hiring talent with disabilities including veterans across the country to meet their workforce needs. Developed as a national model for next-generation hiring practices, ACT has since become a part of their overall talent strategy. Filling job opportunities across all career and experience levels, to date, the ACT model has been implemented across nine U.S. cities including a call center serving two business lines in North Carolina, including outgoing sales calls and inbound customer services calls.

The approach. To achieve business results, we start with our discovery process to understand the business needs. This includes job qualifications, work environment (including a “day in the life” analysis), business goals and objectives, and the application process. Although systems, policies and procedures are not the sexiest topics, they are extremely important to identifying often easy-to-fix barriers to jobseekers getting interviewed and hired.

Based on discovery learnings, hiring managers and HR were prepared through training and best practice discussions, and we then began outreach together with HR site leaders to build talent partnerships on their behalf. Talent partners included veteran’s groups, state workforce agencies, community organizations who provide services to people with disabilities, and college campuses. The Pepsi ACT talent brand was an important piece of the outreach and hiring efforts reaching beyond community partners to reach job seekers directly through word of mouth, social media and other organic communication within the community.

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The results:

- Hires through ACT was the single largest source of call center hires (23%)
- Decreased the "Interview: Hire Ratio" by 50%
- 42 hires (23%) with disabilities of 180 total hires within the first year. Hiring continues today as an embedded part of the overall talent strategy.
- 91% retention
- HR Leaders internally lifted and shifted model to additional call center sites;
- A national "best practice" visit from then Secretary of Labor Thomas Perez (pictured right with Tammy Smith, the first employee hired via PepsiACT)

Case Study #2: Synchrony Financial

Talent need. Synchrony Financial (SYF) operates a large operations center employing over 1900 employees in Ohio, housing a variety of business lines and roles including both B2B and B2C customer card services. When considering a location to pilot a hiring initiative spearheaded by their Persons with Disability and VETS employee Networks together with Human Resources, Synchrony considered factors such as a variety of roles, business line growth and projected talent need, leadership commitment and regional talent resources. Due to growth and business need, the decision was made to begin by focusing on Customer Service and Inbound Fraud Representative roles.

The approach: Employees, leadership and community organizations participated in focus groups and individual interviews and the input gathered was included in the discovery process. A strategic playbook was developed to outline the steps for a pilot and other key recommendations.

- Talent partnerships were developed throughout the community to build a recruiting pipeline, targeted advertising directly attracted job seekers with disabilities, and opportunities were posted on the Disability Solutions Career Center, a national job board focused on attracting talent with disabilities. Job seeker referrals came from a mix of partnerships including veteran's groups, non-profit organizations, local colleges, and direct advertising
- Leadership, hiring managers and HR teams received training
- The model was piloted, refined and measured, and readied for expansion across the organization
- Synchrony and Disability Solutions hosted "soft skills trainings" together with community partners to prepare job seekers and to communicate information about available roles, qualifications, and work culture

The results:

- Exceeded pilot goal of hiring 45 employees with disabilities to meet their annual hiring needs, with 60 employees with a disability hired over 12 months
- Above average retention in first year
- Expanded to second operation center in Arizona, and soon to be across organization and throughout a variety of business lines
- Their best practices were shared nationally through the [CEO Action initiative](#) – a commitment to diversity by CEOs

Growing Talent Competition

As the competition for top talent increases, leading companies are searching for new and valuable talent pools. Those taking action in reaching talent with disabilities are recognizing measurable and meaningful business outcomes. What type of jobs can a person with a disability do? What have you got?

The Business Imperative of Equality and Values

Salesforce Research surveyed over 1,500 business professionals in a special report, "The Impact of Equality and Values Driven Business." The research shows that the modern professional wants to work for and do business with companies that lead with their values, create social impact, and commit to workplace equality. **Here are key findings:**



A MAJORITY OF BUSINESS PROFESSIONALS EXPECT SOCIAL IMPACT



of business professionals believe **businesses have a responsibility to look beyond profit and make a positive impact on society.**

MILLENNIALS WANT GREATER ADVOCACY FROM COMPANIES

Millennials, the rising workforce and consumer power, are

1.5x

more likely than baby boomers to want companies to stand up for equal rights.

COMMITMENT TO EQUALITY DRIVES EMPLOYEE ENGAGEMENT

Employees who say their company cares about closing the gender pay gap are

2.2x

more likely than those who don't to say they're proud to work for their company.



CUSTOMERS ARE MORE LOYAL TO COMPANIES THAT GIVE BACK*



of consumers say that **investing in or giving back to the community influences their loyalty to a company they plan to purchase from.**

EXECUTIVES RECOGNIZE THE GROWING NEED FOR ACTIVE LEADERSHIP...

...IN SOCIETY

10 out of 14 senior executives say looking beyond profit to make an impact on society is more important than it was two years ago.**



...IN WORKPLACE EQUALITY

11 out of 14 senior executives say promoting equality in their company is more important than it was two years ago.**



READ THE FULL REPORT
Salesforce.com/equalityreport

* Data taken from "State of the Connected Customer," Salesforce Research, October 2016.
** Findings from interviews with senior executives at the 2017 New York Times New Work Summit, Salesforce Research, Spring 2017.

Diversity Recruiting Metrics

Dr. John Sullivan

Almost everyone supports diversity recruiting efforts. They are taken as “givens” in most corporate HR departments. But these efforts might actually gain even more resources and respect if recruiters went the extra mile to prove their business impact through the use of metrics. What metrics should you use? I recommend that, instead of relying solely on the traditional EEOC measures, you should use a broader set of metrics. **Realize Upfront That Some Performance Comparisons Are Unfair** All diversity recruiting is not the same. Some diversity recruiting is more difficult because there are fewer diverse individuals residing in the geographic region (for example, recruiting for African Americans in Utah). Recruiting for certain job families can also be more difficult because of the relative shortage of qualified individuals (for example, recruiting diverse CEOs). These different levels of difficulty make comparing recruiting “success” between different regions and job families more difficult. As a result, I recommend that when you develop diversity metrics you limit direct comparisons to positions:

- Within the same job family
- Within the same geographic region

In addition, sometimes adjustments must also be made when assessing recruiters who work with hiring managers who have a history of weak diversity hiring. **Measuring Individual Recruiters’ Effectiveness** Some of the metrics I recommend for individual recruiters include:

- **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 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?

Note: If you were forced to weigh the relative importance on each of these eight items, I would put the most emphasis on interviews, hires, and applicant satisfaction. Here are some metrics that can be used to assess a department-wide diversity recruiting effort:

- **Brand.** What percentage of people in the diversity community are aware of and think positively about the firm? (This should be part of a random community survey whose results are then compared to the previous year’s.)
- **Brand.** Does the company appear on the Fortune “Best Place for Minorities to Work” list?

- **Referrals.** What percentage of all referrals are diverse candidates (compared to the previous year)?
- **Referrals.** What percentage of all referrals come from diverse employees (compared to the previous year)?
- **College hires.** What percentage of all college hires are diverse (compared to the previous year)?
- **Sourcing.** What is the utilization rate of the sources that produce the best performing diversity hires (compared to the previous year)?
- **Agencies and executive search.** What is the percentage of diversity hires that come from outside sources? How does that compare to the percentage of executive diversity hires that result from internal executive searches?
- **Names.** What percentage of all names in the candidate database are diverse (compared to the previous year)?
- **Internships.** What percentage of all interns are diverse (compared to the previous year)?
- **Rewards.** What percentage of a manager's bonus is based on diversity recruiting and retention results?

Diversity Metrics That I Would Not Track Not all activities and tools in diversity recruiting return a high value. As a result, it is important to avoid those measures that provide little help in improving diversity recruiting effectiveness. Some of these measures include:

- The number of diversity events attended
- The number of diversity sources that were utilized
- Contributions to diversity organizations and scholarships
- The cost of the average diversity hire (compared to the cost of a non-diversity hire)
- The time to fill (for positions filled by diverse people)

Other Things To Measure Although they are not traditional metrics, it is equally important to make an attempt at measuring the economic impact that results from having a diverse workforce. **Conclusion** While many people think of diversity as a legal requirement, it should in fact be looked upon as a tool for increasing innovation, which then results in increasing a company's revenue, market share, ROI, and image. A diverse group brings different perspectives which collectively creates new ideas and out of the box thinking. Because diversity is such an important goal, it is equally important that managers constantly monitor its success. Whether they be departmental measures or individual measures, it is important for senior HR managers to realize that you cannot improve what you do not measure. So if you care about diversity... monitor it closely.



Six signature traits of inclusive leadership

Thriving in a diverse new world

In today's workplace, core aspects of leadership, such as setting direction and influencing others, are timeless, but we see a new capability that is vital to the way leadership is executed. Highly inclusive leaders demonstrate six signature traits, which represent a powerful capability highly adapted to diversity. Inclusive leadership is essential to fostering an environment of empowered well-being, where people are given the support and flexibility they need to be energized, confident, and aware.

Inclusion leadership traits



How organizations can support inclusive leadership

Highlight **inclusive leadership** as a **core pillar** within the organization's diversity and inclusion strategy and empowering a culture of well-being

Formally **assess inclusive leadership capabilities** across senior leaders and people managers

Integrate development of the six signature traits of inclusive leadership into leadership development programs



Diversity—of markets, customers, ideas, and talent—is an essential part of today's business environment. When leaders have clarity about what it means to be highly inclusive they are positioned for success.

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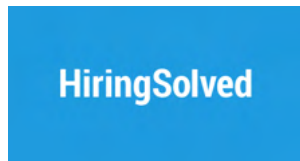
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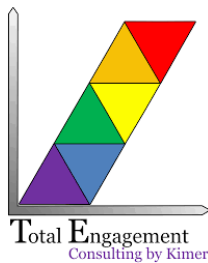
Katee is a former VP of Engagement & Inclusion for a Fortune 500 company. She focuses on diversity & inclusion strategies that help organizations leverage the diversity and innovation of their people. She knows IDB isn't just a "check the box" activity and delivers real results.



Joe Gerstandt is a speaker, author, and advisor bringing greater clarity, action, and impact to organizational diversity and inclusion efforts. Joe has worked with Fortune 100 corporations, small non-profits, government entities, and everything in between. He speaks at numerous conferences and summits and is a featured contributor for the Workforce Diversity Network Expert Forum.



Jackye Clayton started research and development of Diversity and inclusion in 2008 as a writer for Sourcecon. Later she took her message and began in person speaking engagements and training workshops for both corporate and non-profit organizations. She now serves as the Director of Customer Success for HiringSolved, the leader in AI-based talent acquisition software.



Stan C. Kimer, founder and president of Total Engagement Consulting, is recognized as an internal/external consultant with unique skills in employee development/career mapping and workplace diversity (all areas but a specialization in LGBT - Lesbian, Gay, Bisexual, Transgender). Stan formed his own consultancy around these areas in 2010 following a 31-year successful diverse, multi-functional career at IBM.



In her role as Senior Consultant, Julie leads the implementation of programs and solutions with Disability Solutions' clients. She supports the build and deployment of strategic solutions by first assessing current outreach, hiring, and retention systems, policies, and processes, which impact a company's ability to successfully engage and retain qualified job seekers with disabilities.