

How to convert a diversity recruitment strategy into measurable results



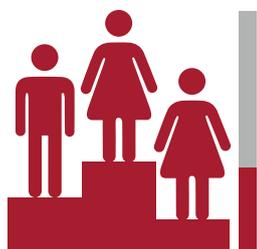
The benefits of employing a diverse workforce are well publicized. For a start, innovation, collaboration and company culture are all widely recognized as being significantly boosted by diversity.

There are plenty of tangible financial benefits too. Companies with the highest ethnic diversity levels are able to generate sales revenue that is 15 times higher than those with the lowest¹, and ethnically diverse businesses are 35% more likely to outperform their competitors². Gender-diverse companies are 15% more likely to outdo their rivals³ and having a workforce that is evenly split between men and women has been associated with a 41% rise in revenue⁴.

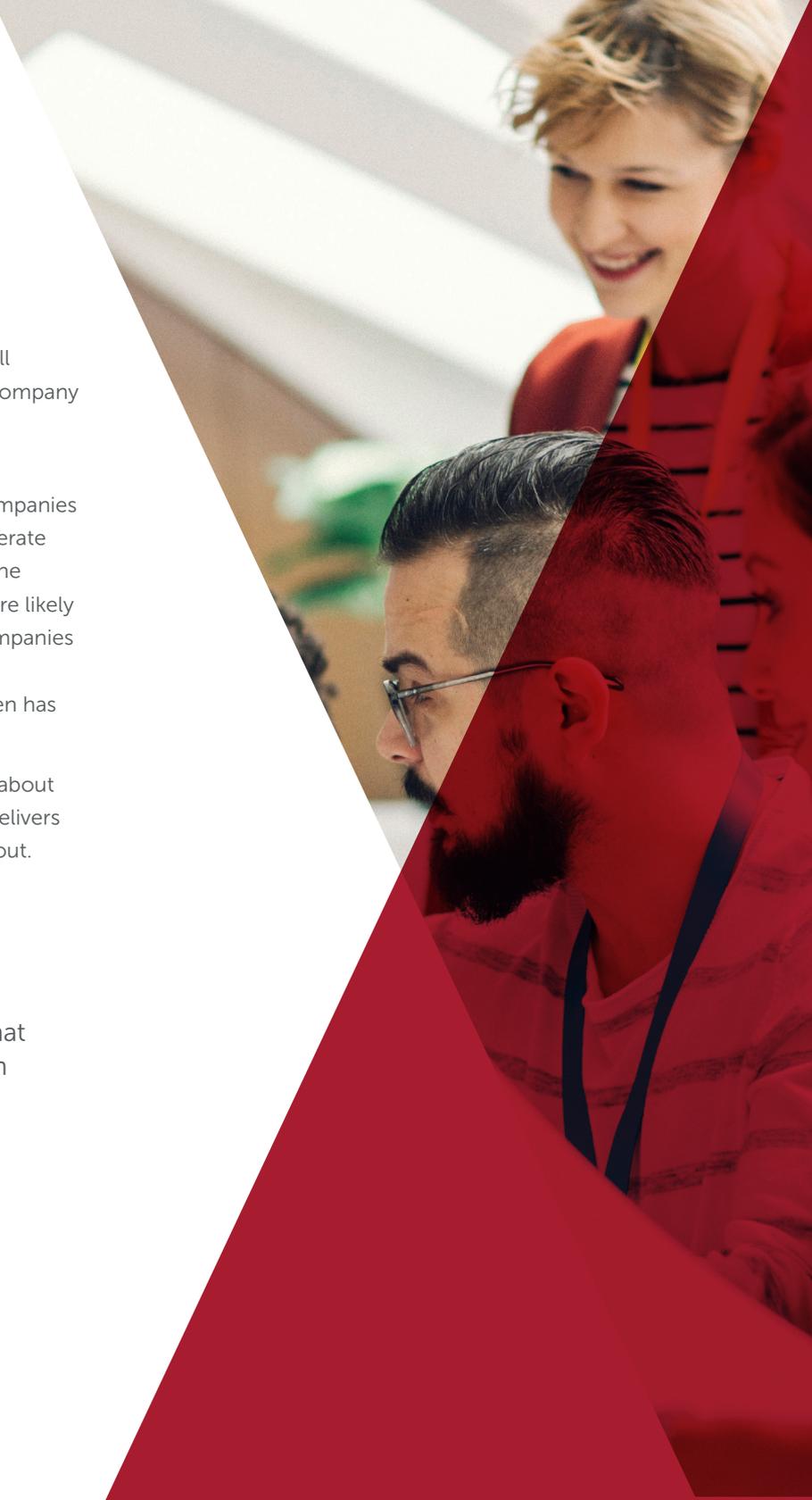
Such statistics are hard to ignore, but how do you go about ensuring your diversity recruitment strategy actually delivers measurable results like those above? Read on to find out.



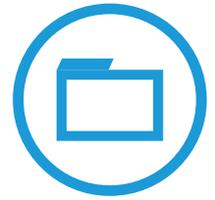
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Securing a strategy



While most businesses understand the benefits of diversity, they often underestimate exactly what is required to develop a strategy that can deliver results. At Allegis Global Solutions (AGS), we have extensive experience in assembling effective, diverse teams. We achieve this by immersing ourselves in our clients' corporate culture, learning what they need in order to support and hire a diverse and inclusive workforce.

When delivering a diversity strategy, we advocate a phased approach, built around five core principles to ensure measurable results can be achieved:

Training and education

One of the first steps in the process is to facilitate ongoing training and education for recruitment professionals on diversity best practices. This involves highlighting the best tools and resources to draw on when sourcing diverse talent, and thoughtful techniques to have inclusive candidate engagement (interviewing do's & don'ts and disability etiquette training). It is also vital that those involved with diversity recruiting are made aware of unconscious biases (prejudices we all possess), which can be one of the biggest barriers to success. Recruiters need to learn that they have unconscious biases and be prepared to identify and overcome them. They also need to raise awareness that hiring leaders will also have biases that will hinder or derail the

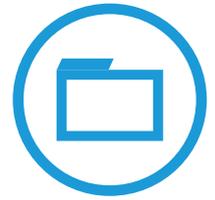
recruitment process. Lastly, because diversity and inclusion is ingrained in our DNA at AGS, we train our teams to discuss diversity recruitment priorities and strategies, at the onset of the recruitment process during a requisition intake discussion. During their training, our teams learn how to have confident and deliberate conversations to ensure that they have the necessary knowledge to reach a wide range of talent.

Client solution and design

While training is ongoing, AGS also works alongside clients to develop an in-depth understanding of their unique needs and cultural nuances. This knowledge is then used to design a long-term strategy that will deliver the diverse talent required to make a genuine difference within the company, rather than simply fill a quota. Any diversity initiatives that are currently in place will be assessed and incorporated into the strategy if necessary.

Suggestions are made on the best sourcing tools and techniques to be used, as well as key performance indicators on which they will be assessed, and overall goals for the strategy are agreed.





Consultation

Consultation is a key part of any diversity strategy. We consult with both internal and external partners to ensure that our clients are leveraging their resources effectively to reach top talent in the marketplaces. Throughout the process, our Center of Excellence for diversity and inclusion will provide talent advisement. This could include external partnership engagement, marketing and branding recommendations, social media direction, and how to navigate the legislative landscape with a heightened focus on individuals with disabilities and veteran talent.

Accountability and transparency

AGS is responsible for best-faith efforts towards delivering diverse slates and leveraging metrics to drive diversity conversations and the implementation of the planned strategy. We help our clients understand their gaps in representation, and with a successful partnership, how AGS can help our clients prioritize their objectives to make a lasting impact.

Implementation and integration

Once the groundwork has been laid and a clear plan with achievable goals is in place, we ensure execution of the diversity strategy is completed, adhering to best practices at all times. Implementation normally occurs within six months to a year, with progress continually monitored and further strategic initiatives and partnerships put in place depending on the results of the strategy and ongoing needs of the client.

Tools and techniques



There is no one-size-fits-all approach to diversity and any strategy needs to be carefully tailored to the specific needs of your business. To make this possible, AGS is able to draw on a wide range of diversity hiring tools and techniques. Some of the most effective of these are outlined below.

Diverse interview slates

The integral component of diversity recruiting is providing diverse interview slates for open requisitions, delivering the proportion of diverse candidates that was agreed when designing the strategy.

Diverse pipeline engagement

Developing a pipeline of diverse talent is a key part of a successful diversity strategy, ensuring there is a strong pool of candidates to be drawn on when new hires are needed. Pipelines must be actively managed to ensure potential employees are engaged with a business' employer brand. Both silver-medalist and passive candidates should be captured within your pipeline, with regular interaction maintained with top passive candidates.

Affinity groups and partnerships

Building relationships with affinity groups and external partnerships can be a fruitful source of diverse talent. For example, organizations like the Workforce Recruitment Program and US Business Leadership Network can help to source candidates with disabilities. Working alongside your diversity and inclusion and community affairs teams, AGS can leverage the recruitment opportunities associated with your existing diversity partnerships and affinity groups to identify diverse candidates. We will also provide recommendations for future partnership opportunities based on your diversity recruitment strategy.





Conferences and events

Establishing a strong presence at events, be it graduate career fairs or commercial conferences, is an important part of diversity recruitment. Getting your presence right at such events is key if you are to present your brand as an appealing career choice for diverse talent. From ad creation and marketing materials to on-site execution and post-event reporting, focusing on attention to detail is vital for making the most of events. Hosting events can also prove a useful technique. For example, holding a recruitment event during a heritage week or month can help to attract talent from a particular population. For maximum efficiency, external attendees should be required to submit their resume. This allows the event to be staffed with recruiters and hiring leaders aligned to the guests' profile, who can also be captured in your talent pipeline.

Social media

Social media can play a huge part in successful diversity recruiting. Top talent is attracted to diverse organizations that may have a presence on social media. Utilizing social media is an ideal way to demonstrate your interest in candidates from a variety of experiences and backgrounds, and spread your brand's compelling story. The internet also provides plenty of opportunities for sourcing diverse candidates. A variety of top employers understand that the internet is full of communities where like-minded individuals gather and interact. By reaching out through these avenues, it's possible to directly interact with the diverse talent your business needs. For example, the online community Grace Hopper Celebration of Women in Computing is an ideal way to connect with female candidates who have computing science skills. Meanwhile, sourcing techniques such as Boolean and X-ray search are an effective way to comb social networks for the diverse candidates you need.

Diversity mailbox

It is far easier to attract diverse talent if candidates can see that your company is going above and beyond to reach them. Creating a dedicated diversity mailbox that allows you to communicate with diverse candidates directly demonstrates this commitment and can prevent talent from falling into the 'applicant black hole.'



A diversity strategy in action



AGS was engaged by a leading financial services payment provider and tasked with increasing the diversity of slates presented to the client's hiring leader. A candidate slate is the number of qualified candidates presented to a hiring leader for interview consideration. Our teams aim to provide diverse slates to our hiring leaders. A slate can vary from requisition to requisition, and client to client. In this instance, this client asked that we aim to provide diverse slates to our hiring leaders. An example of the client's requirements was to supply at least one female and one black/African-American or Hispanic professional per candidate slate.

The following results were achieved:

- **12% overall increase in diverse slates within first year**
- **30% increase in diverse slates for legal and financial roles**
- **8 hires from focused veterans initiative**

These results were achieved through:

- **Integrating diversity recruitment best practices into intake conversations**
- **Creating, maintaining and leveraging diverse pipelines**
- **Highlighting diversity-focused discussions on monthly all-hands call**
- **Delivering diversity sourcing training to recruiters**
- **Facilitating discovery conversations with more than 20 recruiters to highlight opportunities to improve process**
- **Partnering closely with diverse organizations to develop strategy to recruit diverse talent**
- **Disseminating daily reports outlining gaps in interview slates**
- **Documenting and sharing diversity resources**
- **Leveraging talent mapping**
- **Partnering with employee networks in order to drive referrals**
- **Deepening collaboration between diversity and inclusion team and compliance departments to deliver results**



Weave diversity into everything you do



At AGS, our approach to diversity is to weave it into the talent acquisition process from the start, treating it as a core principle rather than an afterthought. We work with clients to develop recruiting strategies that do just this, achieving tangible, measurable results in the process.

Of course, it's important to remember that a strong recruitment strategy alone is not enough to reap the full rewards of a diverse and inclusive culture, and hiring managers still need to pick the best candidates for their business at the selection stage. However, by implementing a strategy that is built around the principles, tools and techniques discussed in this paper, choosing the diverse talent you need becomes a whole lot easier.



About the Author



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Jennifer Sutton serves as the Director of Diversity Recruitment and Campus Recruiting Strategies at Allegis Global Solutions (AGS). Jennifer is currently responsible for strategic consultation across all global RPO accounts supporting campus and diversity recruitment strategy, design, execution, and delivery. Jennifer is a world class trainer in diversity recruitment best practices and behaviors. She specializes in business development and transforming strategy into executable solutions, specifically the offerings and talent advisement. With over eight years of diversity recruitment experience, Jennifer is a very sought after strategic talent ambassador as she has educated many industries on a variety of inclusive recruitment practices.

Prior to AGS, Jennifer worked for a number of notable organizations. She began her career at Merrill Lynch in an asset management relationship management capacity, but later transitioned into talent acquisition where she uncovered her passion for attracting and promoting diverse talent. Over the past thirteen years, she has also worked at OneWire, Goldman Sachs & Co, Morgan Stanley & Co., and Prudential Financial as an influential contributor, diversity recruitment expert, and strategic diversity & inclusion advisor. Jennifer attended Hampton University, where she received a Bachelor of Science in Finance, and graduated with honors. She is a proud member of Delta Sigma Theta Sorority, and resident of Jersey City, NJ.

References

- 1 American Sociological Association. "Diversity Linked To Increased Sales Revenue And Profits, More Customers." ScienceDaily. ScienceDaily, 3 April 2009
- 2 McKinsey & Company, Why diversity matters
- 3 McKinsey & Company, Why diversity matters
- 4 Diversity, Social Goods Provision, and Performance in the Firm, Journal of Economics Management Strategy, Massachusetts Institute of Technology and George Washington University



About Us

Allegis Global Solutions is a leader in global talent solutions. To date, we support clients in more than 60 countries both on-site and through regional hubs, matching our great people with companies seeking to augment their permanent and contingent workforce.

We deliver scalable, flexible and tailored solutions, shaped around our clients' unique business requirements and culture. We draw upon decades of industry expertise and market insight to design strategies that work. We develop innovative tools, products and processes that deliver results.

Our passion for talent is the driving force behind everything we do. We live to match exceptional companies with outstanding people. By creating a culture devoted to great talent, we can deliver client-focused solutions that make a difference for businesses across the globe.

www.allegisglobalsolutions.com