

HCI's 2022 VIRTUAL Conference 2022

Inclusive Diversity Recruitment: Hiring with Equity

Increasing Diversity Talent Pools in a High-Volume Hiring Environment

Jennifer Cone

Director of Diversity in Talent Acquisition



How do you
prioritize
diversity in
a hiring
wave?



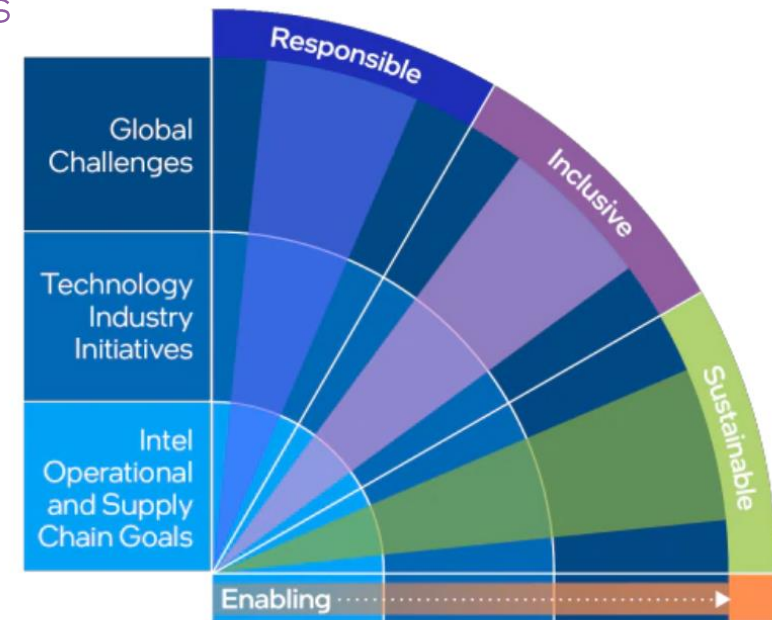
Components to successful diversity strategies

Three essentials

1. Strong organizational messaging
2. Leadership support and representation
3. Diversity enabled recruiting practices addressing:
 - Sourcing and systems
 - Interview processes and diverse panels
 - Onboarding & integration

Example: Intel 2030 RISE Strategy & Goals

- Double the number of women and URM's in senior leadership roles
- Exceed 40% representation of women in technical positions



[Click to View Intel's Full 2030 RISE Report](#)

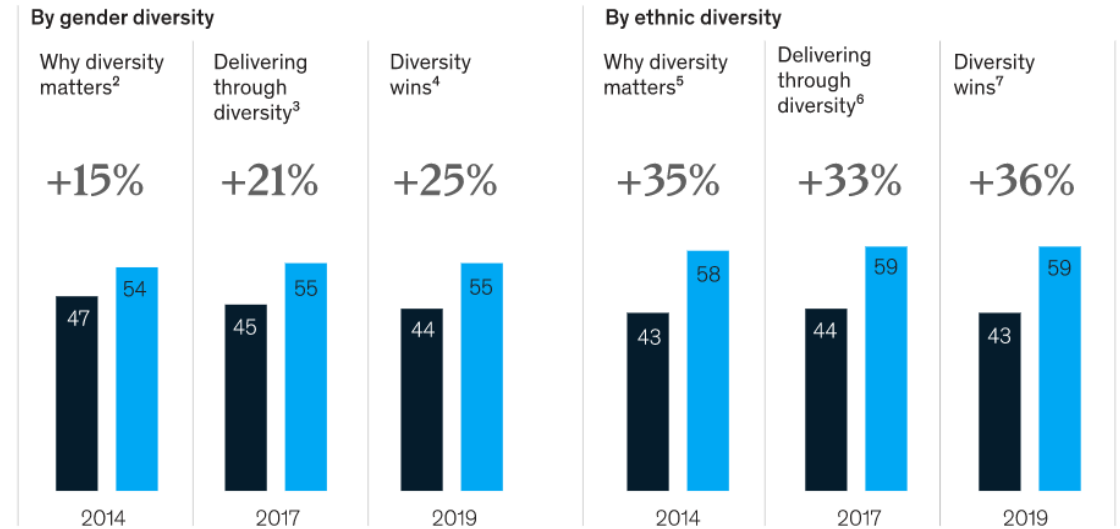


Leadership support and representation

The business case for diversity in executive teams remains strong.

Likelihood of financial outperformance,¹ %

■ Bottom quartile ■ Top quartile



¹Likelihood of financial outperformance vs the national industry median; p-value <0.05, except 2014 data where p-value <0.1. ²n = 383; Latin America, UK, and US; earnings before interest and taxes (EBIT) margin 2010–13. ³n = 991; Australia, Brazil, France, Germany, India, Japan, Mexico, Nigeria, Singapore, South Africa, UK, and US; EBIT margin 2011–15. ⁴n = 1,039; 2017 companies for which gender data available in 2019, plus Denmark, Norway, and Sweden; EBIT margin 2014–18. ⁵n = 364; Latin America, UK, and US; EBIT margin 2010–13. ⁶n = 589; Brazil, Mexico, Singapore, South Africa, UK, and US; EBIT margin 2011–15. ⁷n = 533; Brazil, Mexico, Nigeria, Singapore, South Africa, UK, and US, where ethnicity data available in 2019; EBIT margin 2014–18.
Source: Diversity Wins data set

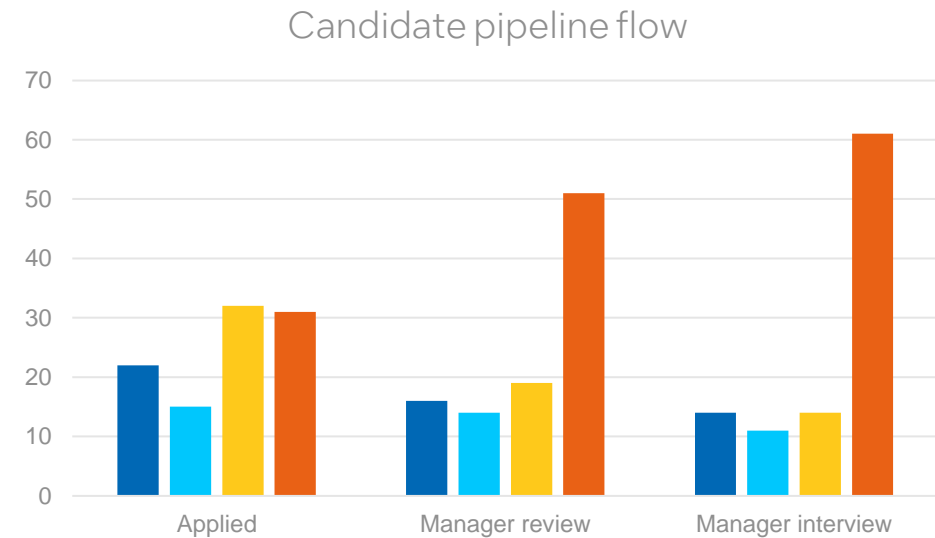
McKinsey
& Company

[How diversity, equity, and inclusion \(DE&I\) matter | McKinsey](#)

Sourcing and systems

5 Steps to Understand Your Data

1. Analyze the rate of diverse applicants
2. Benchmark market availability
3. Chart and compare hiring stages
4. Identify the challenge
5. Outline a path forward



Reevaluating Requisitions

Tips for broadening applicant pools



Use

Use inclusive language, but don't stop there.

- Use this: "Want to work as part of a high functioning team that values diversity of thought?"
- Not this: "Must be team player"

Consider

Critically consider the actual needs of the role.

Stay away

Stay away from citing a laundry list of experience needed.

Focus on

Focus on highlighting the skills needed.

- Move away from stating years of experience or degrees.

Fully Leverage Your Pipeline

Centralized Hiring

Because a candidate is not the right fit for a role, it doesn't mean they aren't the right fit for the company.

Hiring Events

Engaging candidates in interviews with multiple managers maximizes chance of hire.

Leveraging remote

Results are in: posting jobs as remote significantly increases pipeline



The Path to Increasing Diversity in High-Volume

- Strong organizational messaging
- Leadership support and representation
- Enabling systems
 - Uncover your data
 - Reevaluate requisitions
- Centralize hiring for entry level, high volume job profiles to leverage pipeline; hiring events; considering remote.