



The Diversity Hiring Playbook

How to Find, Hire, and Keep Top Diverse Talent

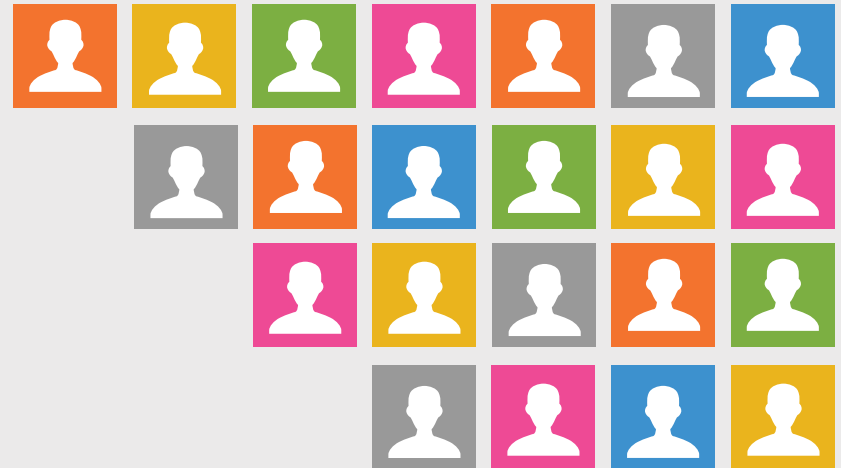
Table of contents

	Intro	03	STEP 03	Hire Them	09
STEP 01	Get Commitment	04	STEP 04	Retain Them	12
STEP 02	Find Them	06			

Introduction

Diversity means many things to many people. Whether you are looking to create a workforce with a better balance in gender, race, sexual orientation or something else, finding and retaining a diverse workforce can be challenging. As with any hire, it requires conscious prioritization. However, it can also require difficult conversations, and a holistic, strategic approach to finding and hiring the best diverse talent.

To help, we've asked diversity thought leaders from top companies to share their advice for recruiting diverse talent.



Get Commitment

Get Commitment

STEP
01

1

Get commitment from the right people

In order to have a truly diverse workforce, you'll need the help of people outside of recruiting - from HR setting fair policies to business line leaders promoting inclusion.

Imagine a diverse candidate's entire recruitment process and career at your company. Now, make a list of all the people who could have an impact on his/her experience. Get those people in the same room to develop a strategy and secure commitment.

2

Make a compelling business case

Having a diverse workforce is a smart thing to do. However, when competing with other business priorities, diversity is often subconsciously or consciously deprioritized. Point out that demographics are changing quickly and companies must have a proactive hiring strategy if they are going to compete for top talent and be able to sell their products to those demographics.

For example, if half of the population under the age of 5 is an ethnic minority, hiring minority talent will be critical to maintaining a long-term competitive advantage¹. If your company is client facing, point out that having a diverse workforce will help win deals - if prospects see people who look or talk like them at your company, they may feel more comfortable working with you.

3

Have a strategy



Answer the questions: who, how, and when? Agree upon what success will look like. For example, "Increase self-identified diverse hires by x%." Tie recruiter performance to diversity metrics and hold the team accountable.

¹ US Census: http://usnews.nbcnews.com/_news/2013/06/13/18934111-census-white-majority-in-us-gone-by-2043?lite

Find Them

Find Them

STEP
02

4

Partner with your own employees

Ask diverse employees and employee resource groups to promote openings to their networks.

Says Jim Schnyder, Talent Acquisition Lead at PepsiCo, “Reverse engineer your searches on LinkedIn: Look up a few high potential internal diverse employees from your current company and analyze their educational, professional and LinkedIn Groups. If you have LinkedIn Recruiter, take advantage of the “Similar Profiles” feature (lower right hand side of profile). Then use some of the terms learned from reverse engineering to filter your search results.”

5

Reach out proactively to the right candidates via LinkedIn

There are millions of Groups on LinkedIn for almost every profession and identity. Post relevant openings and company updates and develop long-term relationships with group owners. If you aren't able to join a Group, ask an employee who is a member of the Group's demographic to post on your behalf.

Again, use Recruiter to conduct targeted searches for candidates with search terms that frequently crop up with diverse candidates, such as a search including historically black colleges and universities (HBCUs) if you are hiring in the U.S. You can find more tips on how to build a list of keywords relevant to diverse candidates [here](#). And once you've set that up, be sure to save your search and set a search alert to get notified automatically.



Pro tip: reverse engineer your searches to zero in on diverse talent

Find Them

6

Have a strong campus presence

Diversity and inclusion is a long-term strategy. The best way to prepare for the future is to engage diverse talent before they start their careers. Partner with identity and professional interest groups at local and national universities. For U.S. offices, reach out to HBCUs or professional associations, such as The Association of Latinos in Finance and Accounting or Job Opportunities for Disabled American Veterans. Sponsor minority internships or scholarships.



Work closely with professors to engage with students. For example, Dixon Hughes Goodman, the largest certified public accounting firm based in the Southern U.S., helps fund the PhD Project in support of the project's mission to increase the diversity of corporate America by increasing the diversity of business school faculty.

7

Use LinkedIn diversity tools to target key demographics—on LinkedIn and beyond

Reach diverse talent at scale on LinkedIn using recruitment ads and InMails through Talent Direct campaigns, both of which can be targeted based on a number of criteria to reach diverse audiences.

Hire Them

8

Remove biases throughout hiring process

Few people are consciously biased. Hiring managers will often have job requirements or preferences in mind that are proxies for race, gender, or economic background. For example, if a hiring manager says they prefer candidates from Ivy League Schools, you may suggest expanding that search to top state schools as well.

As Seth Welty, Senior Vice President of Diversity & Veteran Recruiting at Citi, says, "Often people don't realize that their expectations are creating bias in the recruiting process. It's the recruiter's responsibility to mitigate these unconscious biases and advise the hiring manager on how to establish inclusive hiring practices."



Few people discriminate consciously. Learn to identify and address proxies for biases

9

Get verbal commitment



Explain that because diversity recruiting often involves recruiting minorities, it may mean a longer time to fill but a higher pay-off in the long run. Get their commitment to both.

10

Show diverse candidates they have a bright future at your company

Candidates want to know they will be able to succeed and progress beyond the job you are offering them. Ensure that your interview panel includes senior leaders from different backgrounds. If that's not possible, have a diverse executive reach out to the candidate directly to answer questions about the company. Encourage executives to speak at universities, identity group events and conferences to show potential employees they will be valued.

11

Ensure diversity is reflected in your talent brand



Before a candidate sets foot in your company, they will first look at your website and recruitment materials. Ensure that diversity is reflected throughout your employer brand - whether in pictures, descriptions of your culture and employee resource groups, or employee testimonials.

Retain Them

Retain Them

12

Stay in touch

At AARP, the Talent Acquisition team will periodically conduct “check in” interviews with diverse hires to discuss their career and experience at the company. Says Elita Rosillo-Christiansen, VP of Talent Acquisition, “It’s a great way of understanding what is and isn’t working so we can pinpoint opportunities for improvement.” While you may have less control over a candidate’s experience once they are hired, staying in touch with both hiring managers and candidates can help you pinpoint problems and improve retention.

13

Stay motivated

There is no way around it: diversity recruiting is *tough*. After all, no one looks forward to talking to a VP about gender bias in his or her department’s hiring process. However, keeping you and your team committed is one of the best things you can do to hire diverse talent and, by extension, change your company’s attitudes and demographics over time. Be sure to remind yourself why you are doing what you do: so that everyone you hire can bring their whole selves and full potential to work. What could be more important than that?



A special thanks to the diversity thought leaders from AARP, Citi, PepsiCo, and Dixon Hughes Goodman for contributing their tips.



For more information on how to leverage LinkedIn Recruiter and the Professional Diversity Network to find, engage and attract diverse talent, visit <http://linkd.in/170yxJr>

