

RECRUITER'S HANDBOOK

Diversity, Equity and Inclusion Recruitment Essentials



Oleeeo



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Culture of Change

In recent years, diversity, equity, and inclusion (DEI) have become vital in the corporate world. Now, businesses develop programs and policies that promote workplace representation and involvement of people of various ethnicities, races, genders, religions, ages, sexual orientations, abilities, disabilities, backgrounds, and experiences.

More than legal compliance, DEI drives an organization's growth by focusing on equity. It's not another "feel-good" corporate project but a serious set of enterprise-level initiatives to transform the society we live in into a more just place.

Research reveals that diversity sourcing at all tiers of an organization helps boost innovation and improve several areas like team performance and revenue.¹ However, diversity is only one-third of the equation. To achieve the desired results, you must execute your DEI strategy correctly. After all, there's no point in hiring a more diverse workforce if you won't empower employees to share their viewpoints and contribute to business success with their unique input.



This handbook will provide you with insightful suggestions to help you implement DEI initiatives across your recruitment process. It will help you take the first steps towards developing a more diverse, equitable, and inclusive organization.



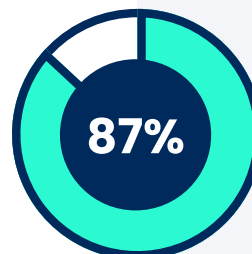
What Is Diversity, Equity, and Inclusion?

In the present global climate — with the pandemic aftermath — the fight for a more unbiased world is at its peak.² Social media currently plays a massive role in sparking the conversation about giving underrepresented groups the visibility and opportunities they deserve. That's why, in 2022, individuals and organizations seem to be more alert than ever to social injustice, racism, ableism, sexism, and other forms of oppression. As a result, more and more businesses globally continue to break new ground and pay particular attention to promoting diversity, equity, and inclusion in the workplace.

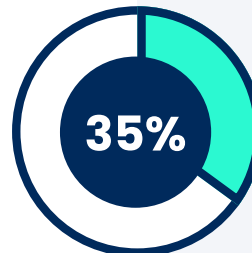
Corporations need to look beyond merely tolerating people's differences and be more welcoming of them. Appreciating people for who they are and the experiences that formed them is crucial to building more robust organizations.

Targeting these complexities and sourcing a more diverse workforce will result in a higher chance of long-term success, and that's where DEI comes in. Let's break down its elements.

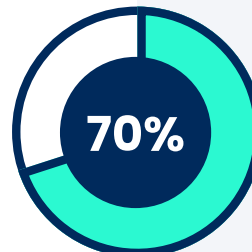
DID YOU KNOW?



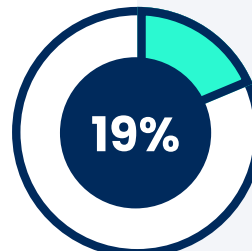
Diverse teams are **87% better** at making decisions



Diverse companies are **35% more likely** to beat their competitors



Businesses with a more diverse workforce have **70% more chances** to capture new markets



19% of diverse businesses have **higher revenue**¹

Diversity

Diversity refers to the wide range of differences that shape people's experiences, perspectives, and approaches. It includes demographic and philosophical characteristics such as:⁴

- Gender
- Race
- National origin
- Religion
- Ethical values
- Gender identity
- Sexual orientation
- Ethnicity
- Disability
- Physical attributes
- Age
- Social class



Equity

Not to be confused with equality — where everyone's treated the same — equity considers differences to treat people fairly.⁶ It strives to provide employees with what they need to succeed and contribute equally by embracing and respecting differences.

Inclusion

Inclusion aims to create a working culture and environment that involves and empowers every workforce element. It's an attempt to value and respect all employees' backgrounds and lifestyles and recognize how their unique input may bolster the organization.

Inclusion allows individuals to recognize, appreciate, and effectively use their peers' skills and talents because of and despite what makes them different.⁵ Additionally, it helps companies achieve their mission and create a stronger bond with their workers by promoting and sustaining a sense of belonging.





Why Does DEI Matter in Recruitment?

Generating positive changes that foster a healthier environment can help you craft a more solid employer brand. Diversity hiring is just one of many improvements you can make to your company culture to ensure all your employees feel accepted and valued.

When promoted correctly, a diverse and inclusive workplace could bring:¹

- ✓ **A more positive work atmosphere**
- ✓ **Increased productivity**
- ✓ **Higher employee retention**
- ✓ **A boost in creativity and innovation**

Shaping your employer brand requires a deep understanding of what you want your company to be associated with. If you're going to position yourself as a game-changer in your industry and outperform your peers, you'll need to align your organization's mission, values, and goals with your DEI strategy.⁷ Showcasing a more diverse and inclusive culture at every point of interaction with potential employees will help you streamline the recruiting process and attract better-fitting candidates.

Your DEI strategy needs to display how you intend to help employees overcome issues inside and outside the workplace. Setting a sturdy foundation to eliminate unconscious bias, prejudice, and stereotypes from your hiring operations is paramount to improving your employer brand and becoming more attractive to job seekers.

Measuring Diversity, Equity, and Inclusion

The prejudices behind a lack of diversity and inclusion in the workplace are primarily unconscious. So you need much more than good intentions to achieve a cultural transformation that will shift your organizational paradigm.

It's easy to perpetuate biased behavioral patterns and revert any positive changes without clear and accurate measures for tracking your DEI initiatives and their outcomes.

Metrics are essential to your DEI journey. They'll help your hiring managers identify blind spots as they source candidates and manage better practices to promote inclusion in your recruiting efforts.

To stay on top of your progress, you must first define which aspects you'd like to monitor. Depending on your particular DEI goals, you could look into demographics, educational achievements, professional expertise, tenure, skills, and other business-specific diversity indicators.



ONLY 57%
of businesses are using organizational inclusion to track their DEI efforts, and most of them don't fully trust the resulting data⁸



Collecting Useful Data to Measure DEI

Remember that diversity metrics must apply to the local context or risk wasting valuable resources on irrelevant problems. For example, while religion-based discrimination might be a problem in a particular location, racial profiling could be the predominant issue in another. Therefore, before you target specific concerns within your company, you need to perform thorough research on regional challenges. This will give you a deeper understanding of how to adapt your DEI strategy appropriately.

When gathering the necessary data to gauge DEI in your organization, make sure to consider legal and ethical requirements. In some jurisdictions, you could get in trouble for capturing and storing sensitive information without consent. If you collect data through surveys or other voluntary disclosure forms, keep it safe from third parties and ensure the source cannot be tracked down.



Why Gauge Diversity, Equity, and Inclusion in the Workplace

Gathering data on DEI implementation and results can help you find new areas of opportunity and diagnose risks. It will also let you track the progress of your diversity and inclusion initiatives.

These metrics are a great starting point to identify bias within your organization:⁹

Representation:

The number of employees in a specific group measured against labor market and industry standards.

Retention:

The percentage of employees from a particular group satisfied with the company and more likely to stay.

Promotion:

The employees from a monitored group that are more likely to advance in their career paths within the organization.

Pay and benefits:

The compensation and rewards earned by individuals in a monitored group and how they compare to others.

Recruitment:

The contrast between the number of applicants for an open position and the diverse talent pools.

Customer and supplier diversity:

The number of clients and vendors from each identity group.



PRO TIP:

Employee feedback is one of the most useful data sources available when measuring inclusion. Regular surveys of how members of your organization feel about fair treatment, decision-making, differences integration, trust, and belonging, are essential to better understanding employee sentiment.¹⁰

Measuring DEI in Recruiting

Your Human Resources team is key to setting diversity, equity, and inclusion goals in a company. However, it's not as simple as identifying how many underrepresented hires they need for a quota. Employee demographics are just the tip of the DEI iceberg in the workplace, and initiatives need to be implemented from the top of the funnel to attract the best candidates.

The hiring process is not immune to unconscious bias. That's why HR leaders must stay aware of their own prejudices to implement better diversity hiring strategies before qualified candidates even apply.

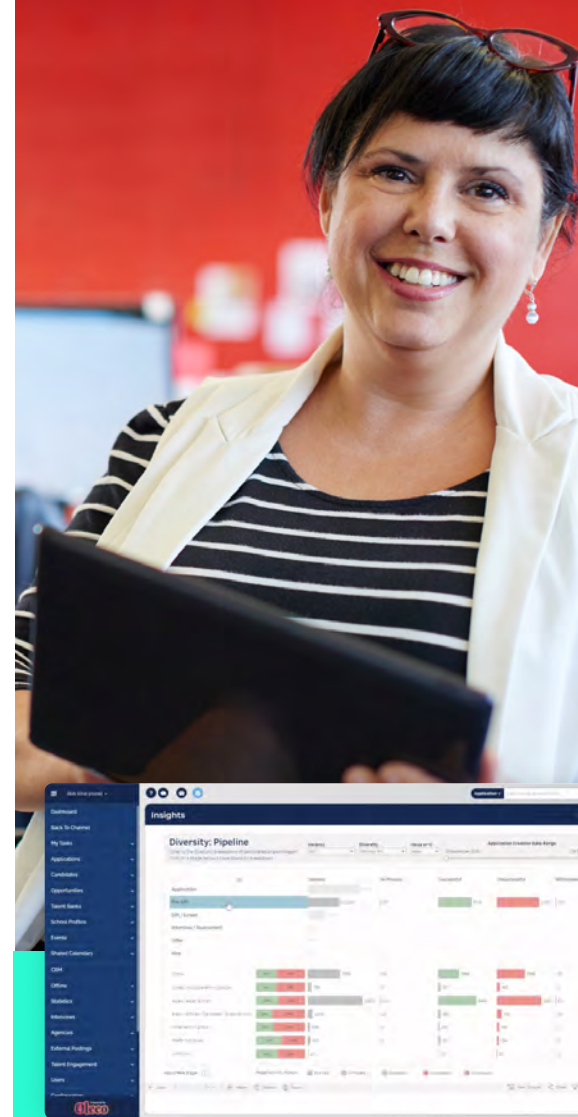
Certain metrics will help you learn why candidates drop out of the job-seeking race and find ways to prevent it.

To meet your organization's diversity goals, pay attention to:¹¹

- ✓ **Your outreach activity.**
- ✓ **Your staffing funnel effectiveness and progress.**
- ✓ **The number of qualified, underrepresented candidates entering your funnel from a specific source.**
- ✓ **The candidate experience during the hiring process.**
- ✓ **Your company demographics against industry averages, local census data, and customer diversity.**
- ✓ **The average turnover rate of underrepresented talent.**
- ✓ **Employee sentiment towards your DEI policies and initiatives.**

PRO TIP:

Analyzing diversity-related data during the hiring and onboarding process will help improve DEI efforts. Metrics will allow an organization to make better hiring decisions, track progress effectively, and set clear goals for increasing diversity, equity, and inclusion.



Oleeeo's Diversity Insights gives recruiters data-rich visual diversity reporting to help understand where your efforts are falling short and optimize the organization's recruitment strategy to appeal to more minorities.

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Quick DEI Hiring Changes to Make Today

A solid DEI plan involves joint efforts between an organization's teams to create a safer, more welcoming workplace for employees from all backgrounds. Diverse recruiting often becomes the top priority in a company's diversity, equity, and inclusion strategy. It aims to open the door to the right people while creating opportunities for underrepresented talent.

If you want to power up your diversity recruiting efforts, here are some strategies you should follow.

1 Audit Job Descriptions to Make Terminology Gender-Neutral

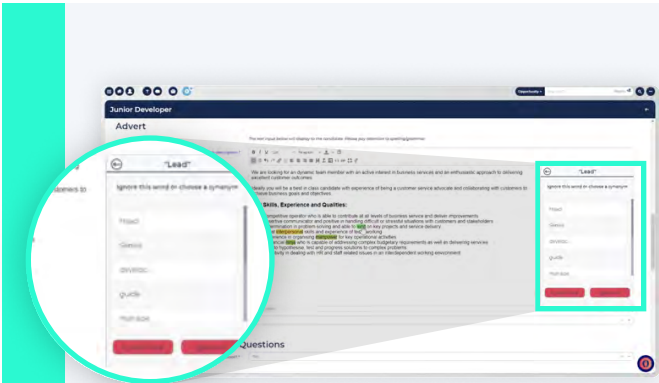
If you want to attract a more diverse workforce, you need to watch the language. You don't want your job descriptions to accidentally drive talented candidates away by encouraging one group to apply over others. That's why you need to keep your phrasing neutral.

Posting gender-segregated job descriptions will affect your employer brand and deter brilliant applicants from even considering your organization.

Using adjectives that are stereotypically associated with a particular gender may seem innocent, but it could cause more harm than good. In your job descriptions, steer clear from utilizing gender-coded language, like in the example shown to the right.



MALE	FEMALE
competitive	patient
aggressive	enthusiastic
courageous	dependable
champion	committed



Boost the diverse appeal of your job vacancies with **Oleeo's Intelligent Writing** — helping you to identify and remove overly masculine and feminine wording from your job adverts.

LEARN MORE

2

Use Artificial Intelligence (AI) to Automate Initial Candidate Screening

Recruiters and hiring managers often go through dozens, if not hundreds, of resumes and applications in a day. As a result, it can get incredibly challenging to identify valuable assets during the hiring process before competition grabs them.

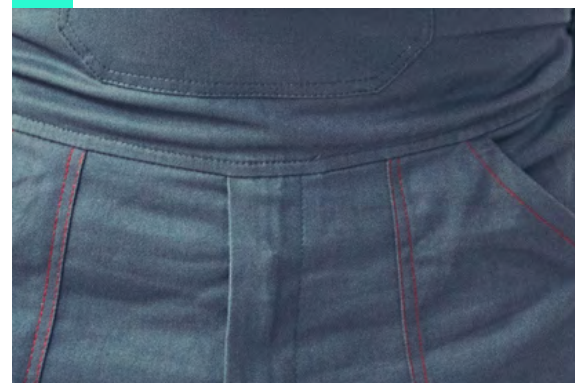
Recruiter time restrictions are often why many applicants don't get a callback. Yet, human bias also plays a huge role in determining which candidates are considered for an interview. Even when your hiring team has the best intentions in mind, they are still susceptible to their own inherent prejudice.

As a result, organizations can face a less diverse candidate pool. This will inevitably create a less varied workforce and a weaker DEI plan. Fortunately, numerous recruiting solutions can make the selection process more objective and fair.

Artificial Intelligence (AI) and data science are great allies when recruiting diverse talent. An applicant tracking system (ATS) offers an effective way to bypass obstacles caused by prejudice and lack of time. This recruitment staple can help widen the candidate pool and find the right people for the right positions by using historical data to rate job seekers.



UP TO 99%
of Fortune 500
companies use
an ATS to find
skilled workers¹²



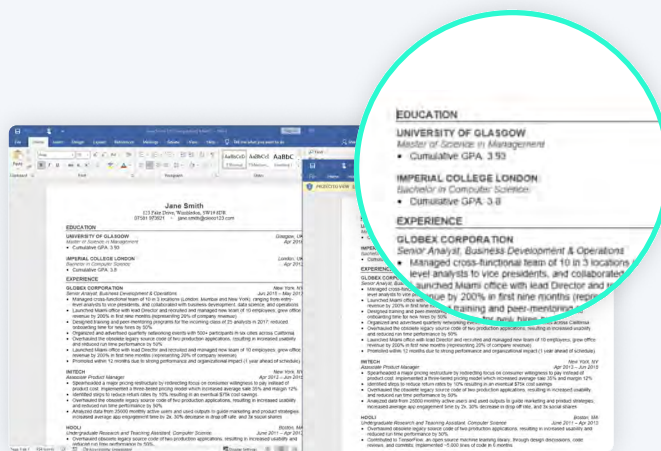
3

Use Blind Screening Technology

Applicant tracking systems are not the only recruiting software available. Some programs hide personal information that could influence recruitment-level decisions when reviewing resumes. Numerous companies benefit from blind screening technology to breathe diversity, equity, and inclusion into the hiring process.

Candidate names may imply race, national origin, gender, and even religion. For instance, a study performed in 2003 by the Massachusetts Institute of Technology and the University of Chicago revealed that **job seekers with a white-sounding name had a 50% higher chance of a job interview than those with a black-sounding name.**¹³

By replacing this information with numbers, you reduce your chances of bias towards certain applicants. This will allow you to score them based solely on relevant information and bump the right people with the right skills to the interview phase.



Remove any unconscious recruiter bias with **Oleeeo's Anonymous Screening**. At the relevant screening stages, Oleeeo removes names and other candidate information to make sure each applicant is judged impartially! Once a candidate passes the screening stage, their personal details are revealed.

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4 Use Data to Drive Decisions With Psychometric Testing

Psychometric tests have been a recruiting essential for decades. They help hiring managers make data-driven decisions and reduce the influence of their personal prejudices. In addition, these evaluations can give your hiring team a more solid understanding of what an applicant is like beyond more subjective metrics like experience and motivation.

Test results can help you decide which applicant is a better fit for your organization. They are an excellent tool for analyzing an individual's weaknesses and strengths and allow you to obtain information that's hard to guess by simply reading a resume. They provide additional data for a more informed decision.

By administering the right assessments to your applicants, you can determine whether they have the personality traits and cognitive abilities required for a role. This will help you streamline the hiring process and optimize resources.



PRO TIP:

Psychometric tests reduce gut-feeling-based conclusions. They let you address candidates more objectively to hire a more diverse workforce. Yet, it's important to note you cannot base your entire hiring process on test results, as they may be inaccurate depending on the context. Keep in mind some applicants will pick the answer they think will get them hired, so you'll still have to implement other measures to ensure they're the right fit.

Encourage Employee Referrals

A previous or current employee referral could make a candidate much more likely to land a job. Knowing someone at work could also increase their engagement and commitment to the organization. Employees often refer close friends and family members (who tend to have similar backgrounds and traits). That's why hiring based solely on referrals could be a double-edged sword. If you don't pay attention, you could end up with a pretty homogeneous group, but asking your diverse employees for referrals could help you grow your diverse staff.

Creating a diverse candidate referral program as a part of your DEI strategy will show your company values different backgrounds. Employers could encourage workers to refer some of their diverse social media connections, for example.

PRO TIP:

Your current workers can be your best advocates to reach a specific candidate pool. Ask them to share your job ads with their network and incentivize them to promote your organization among their peers. This will boost morale by making employees and potential applicants feel more valued.





Long-Term DEI Recruitment Strategy

Workforce diversity is growing fast. Adopting a diverse recruiting strategy is a great moral choice that empowers businesses and organizations to leave prejudice behind when hiring talented individuals. It provides numerous perks like cultural awareness, access to a more varied talent pipeline, and a boost in performance, productivity, and innovation.

A diverse workforce is proven to have better problem-solving abilities. This often results in better business decisions and results. Diversity enriches teams with a much more extensive range of information and perspectives, leading to higher revenue in the long run.

When implemented correctly, a strong diverse recruiting strategy could potentially position you as an industry leader.

Improve your long-term DEI recruitment plan with our top tactics.

TACTIC 1

Create a Company Culture That Celebrates Your Company's Diversity

Workplace diversity and inclusion should start from the top down. That's why aligning your company culture to your DEI strategies is a must. Your managers and team leaders must display inclusive behavior if you want your employees to follow suit.

While workforce diversity is essential to create a richer organization, hiring people of different genders, sexual orientations, nationalities, religions, etc., is not enough. You must promote equity and inclusion in the workplace to make everyone feel safe, truly welcome, and free to be themselves. But creating and encouraging a sense of belonging doesn't happen overnight. You need to adjust your company culture and have leadership-level behavior organically permeate the workforce.

Learning your employees' concerns and opinions is essential to creating a more inclusive company culture. Yet, in some instances, people could be reluctant to share their perspectives out of fear it might get them in trouble. Your organization needs to create safe spaces for diverse team members to speak up and give feedback. This is the only way they'll feel supported and heard.



PRO TIP:

A healthy company culture geared towards diversity, equity, and inclusion will facilitate talent acquisition. Building programs where employees can reap benefits and share their experiences will make your organization much more attractive to potential applicants. Displaying how your company helps its people succeed and advance in their career paths will improve your employer brand and draw in a broader candidate pool.

TACTIC 2

Update Your Workplace Policies to be More Appealing to Diverse Applicants

Outdated company policies could make it seem like you don't prioritize diversity and inclusion. Times are changing rapidly, and if you don't keep up, you could miss out on attracting and hiring talented, diverse applicants.

If you're seeking to build more diverse teams within your organization, you need to show candidates you value a varied workforce. To become more appealing to diverse job seekers, you must show them how you live by equity and inclusion-related values.



PRO TIP:

Updating your workplace policies is as simple as taking small but beneficial actions that make your employees feel seen and appreciated. Things like observing religious holidays, creating outreach programs, and flexible schedules that accommodate their needs will reinforce the idea that your organization is interested in their communities.

TACTIC 3

Offer Internships or Apprenticeship Training to Minority Groups

Top talent can appear where you least expect it. That's why encouraging diversity within your organization is vital. It'll give you the chance to attract the best candidates for the positions you're seeking to fill and, consequently, improve business operations.

Internships are an excellent way to find driven individuals to share their talents and perspectives with your company. They're also a terrific learning opportunity for new generations of professionals. An internship program gives young applicants from all backgrounds the chance to get a taste of their dream job and potentially land an entry-level position at some point.

Millennials and Gen Z seek companies and organizations that know the importance of building more diverse and inclusive environments.¹⁴



These generations highly value workplaces that help diverse employees overcome systemic obstacles. Setting up fair-pay internships and apprenticeships for these groups will reduce the risk of leaving behind less advantaged applicants.

Lastly, it would help to showcase promotion and growth opportunities for all. Sometimes candidates refrain from applying to internships out of fear that's as far as they'll get in the corporate ladder. Including minorities when making important decisions and career advancements is essential to draw in the right people. Seeing diverse leaders will inspire younger applicants and motivate them to give your business a shot.

TACTIC 4

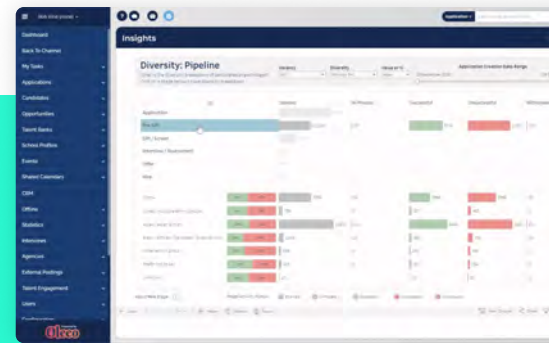
Monitor Recruitment Analytics

Understanding your standing is vital when tracking progress in any business scenario, and DEI is no different. Measuring metrics regarding your diversity, equity, and inclusion programs and initiatives will allow you to achieve your goals faster. Assessing diverse recruitment data is the fastest route to learning:

- ✓ What diversity looks like in your hiring funnel
- ✓ How it varies from one scenario to another
- ✓ What the diversity trends are and how they evolve
- ✓ What your results look like
- ✓ What the candidate withdrawal rate is
- ✓ When applicants tend to drop out the most in the job-seeking path

PRO TIP:

Once you have the answers to these questions, you can use them to improve your DEI strategies. This will allow you to attract underrepresented groups and retain them as they move down the funnel.



Understand how your recruitment efforts stand up against industry standards with **Oleeo Diversity Benchmarks**. Drill down into your recruitment insights to see how your applicants and new hires compare to national benchmarks.

[LEARN MORE](#)





Incorporate DEI in Your Recruiting Process

A DEI strategy can generate a significant impact in your organization and widen your talent pool when successfully implemented. In addition, businesses with a solid DEI plan tend to be more profitable, perform better, and become more innovative.

If you're looking for recruiting solutions for diverse talent acquisition, Oleeo can help. Our diverse recruiting tools can reduce the administrative burden on your hiring team when shaping your DEI recruiting plan. We'll provide you with a comprehensive recruiting enablement platform with inbuilt intelligence that allows you to leverage data in the hiring and onboarding process.



About Oleeo

Oleeo helps enterprise businesses improve their recruitment strategy. Unlike other applicant tracking systems, companies don't need to change their processes to fit the software, Oleeo Recruit is completely customisable.

The system uses AI to help recruitment managers quickly sift through thousands of applications and automation nurtures candidates through the recruitment process. Oleeo Recruit enables companies to attract a more diverse workforce by de-biasing job postings and offering blind application screening. You can even benchmark your data to ensure you're moving diverse candidates through every step of the hiring process.

With clients such as the UK Police Force, Amazon Stores and Morgan Stanley, Oleeo guarantees to halve your time to hire. Recruit the best talent, your way with Oleeo.

www.oleeo.com



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