

INTERACTIVE WORKBOOK

# Build your DE&I transformation plan for TA

This guide has been developed to help you create a DE&I transformation plan for TA that delivers real impact on your business, and gets you noticed by the Board.

Our 4-step framework will help you create a transformation plan that's completely tailored to your organisation's future ambitions, as well as the current state of your DE&I practices.

# Why is having a DE&I plan for TA important?

Bringing in a diverse workforce and helping to build an equitable and inclusive culture in your organisation will deliver impact in three key ways:

## **Your organisation's values**

First and foremost, having diversity, equity and inclusion woven into your business is the right thing to do. Including people is the right thing to do. Treating people well is the right thing to do.

## **Your organisation's success**

Operationally, businesses with diversity, equity and inclusion at their core are generally more resilient, innovative, and likely to be successful.

## **TA's impact on the business**

We're seeing a trend by which CEO performance is being reviewed against DE&I targets, which means that TA Leaders can deliver big impact by promoting a transformation project in this area.



**STEP ONE:**

**Understand what  
your business wants  
to achieve**

**To ensure your DE&I transformation plan delivers business impact, you first have to know what the existing DE&I ambitions are for both the business, HR and DE&I team.**

Use this page and some of the sources below to note down your answers to these key questions.

**WHERE YOU COULD LOOK:**

- **Your business strategy**
- **Your annual report**
- **Your people strategy**
- **Your business's DE&I strategy**
- **Your TA strategy**

**What does your business strategy say about your organisation's DE&I ambitions?**

**What do your people & TA strategies say about the function's DE&I ambitions?**

**Does your business have a specific DE&I strategy and if so, what are its ambitions?**

**What parts of these strategies could be most impacted by talent acquisition?**

**STEP TWO:**

**Understanding what good  
looks like for your sector,  
locations and skillsets**

# What does 'good' look like for your organisation?

Now you know what your business wants to achieve, consider look at what the market trends are for diversity in the talent pools you're hiring within.

This will help you to benchmark your current DE&I performance and help you to write realistic targets for the future.

This is an especially important exercise to carry out when considering the future critical skillsets in your organisation.

## WHERE YOU CAN FIND THIS OUT:

### Census data

You can explore the [latest UK census data here](#). The [United Nations Statistics Division](#) also has regularly updated census data that could be relevant to your organisation.

### Paid insight tools

Tools like LinkedIn insights, Talent Neuron and Horsefly can help you build a DE&I focused picture of your talent landscape.

### Industry reports

Understanding what DE&I looks like in your sector can be found in relevant industry reports.

**Use this slide to note down any relevant DE&I trends that will help you benchmark your current performance and build out realistic targets.**

**What are the relevant DE&I trends for your organisation's sector / industry?**

**What are the relevant DE&I trends for your organisation's locations?**

**What are the relevant DE&I trends for your organisation's future critical skillsets?**

**STEP THREE:**

# **Understanding your current performance**

# Breaking down TA's current DE&I performance

When assessing your current DE&I performance in TA, we suggest looking at three main strategic pillars: operational excellence, brand and experience and TA technology and data.

## Operational excellence

How well do your TA operations facilitate inclusive hiring practices?

## Brand and experience

Are your EVP and employer brand aligned to your communicating your approach to DE&I? Is this activated to create an inclusive talent experience?

## TA technology and data

Are your TA technologies set up to promote inclusive hiring and to generate the data you need for future improvement?

# Operational excellence

To assess how well your TA team and function is set up for inclusive hiring, we recommend asking yourself the following questions:

DE&I Targets	Not at all	Work needed	High performing
Do you have ED&I targets in place for all levels of your business?			
Do these ED&I targets change depending on the locations of your business?			
Do these ED&I targets align to the market levels for:			
<ul style="list-style-type: none"><li>• the location of your business?</li><li>• the sector you're in?</li><li>• the skillsets you're hiring for?</li></ul>			
Process and policies	Not at all	Work needed	High performing
Do you have diversity requirements for:			
<ul style="list-style-type: none"><li>• your longlists?</li><li>• your shortlists?</li><li>• your interviewers?</li></ul>			
Do your requisition policies promote inclusive hiring practices like part time roles, flexible and hybrid working?			
Do you have a process for blind screening candidates?			
Do you have documented processes for selection and assessment that promote inclusive hiring?			
Do you offer guidance on assessing candidates in an equitable way?			
Is your scoring process and criteria easy to understand and consistently captured for feedback?			

# Operational excellence

Assessment continued from  
previous slide

## Function performance

*Not at all*

*Work needed*

*High performing*

Does your gender hiring data outperform the market trends at:

- all levels of your business?
- all locations for your business?
- all skillsets that your business hires for?

Does your ethnicity hiring data outperform the market trends at:

- all levels of your business?
- all locations for your business?
- all skillsets that your business hires for?

Are there any other measures of diversity that your business is focused on? Are you outperforming the market trends at:

- all levels of your business?
- all locations for your business?
- all skillsets that your business hires for?

# Operational excellence

Assessment continued from previous slide

Team capability	Not at all	Work needed	High performing
Do you have inclusive: <ul style="list-style-type: none"><li>• job description templates?</li><li>• requisition templates?</li><li>• briefing templates?</li><li>• interview preparation templates?</li><li>• interview templates?</li><li>• assessment guides?</li></ul>			
Do you give clear expectations regarding inclusive hiring to: <ul style="list-style-type: none"><li>• your TA team?</li><li>• your hiring managers?</li><li>• your external talent suppliers?</li></ul>			
Do you have KPIs and SLAs regarding inclusive hiring in place for: <ul style="list-style-type: none"><li>• your TA team?</li><li>• your hiring managers?</li><li>• your external talent suppliers?</li></ul>			
Do you offer hiring managers training on inclusive hiring practices?			
Does your TA team’s DE&I training include topics beyond just compliance?			

# Brand and experience

Is the experience that you give talent as inclusive as it could be?

Ask yourself the following questions to understand how well your current EVP, employer brand, and talent acquisition experiences are performing when looked at under a DE&I lens.

Employer value proposition (EVP)	Not at all	Work needed	High performing
Does your EVP include DE&I messaging?			
Do you know what proposition messages resonate more with talent from diverse backgrounds?			
Employer brand	Not at all	Work needed	High performing
Does your employer brand have an inclusive reputation with external talent?			
Does your employer brand have an inclusive reputation with internal talent?			
Are you showcasing a diverse range of employees in your talent acquisition communications?			
TA experience	Not at all	Work needed	High performing
Is your careers site accessible to neurodiverse talent and talent with disabilities?			
Does your careers site feature content about diversity, equity and inclusion?			
Can talent watch / read career stories of employees from a diverse range of backgrounds on your careers site?			
Do you use inclusive channels to attract candidates?			
Do you showcase your approach to culture and DE&I in your onboarding communications?			

# TA technology and data

The final thing to consider is how well you TA technologies and systems are configured to promote inclusive hiring practices, and to generate the data you need to continually assess and improve your plans for DE&I.

Systems	Not at all	Work needed	High performing
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Do you have prompts built into your hiring systems that promote inclusive hiring practices that offer in-the-moment guidance (e.g. prompts asking if roles have to be full-time)

Data and insights	Not at all	Work needed	High performing
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Are you able to understand the diversity of your talent pool at all stages of your recruitment process including:

- Applications?
- Interviews?
- Other selection assessments?
- Offer?

Is it easy to access the DE&I data for your talent acquisition process?

Do you have a DE&I dashboard that you use to continually improve your approach?

Data and insights	Not at all	Work needed	High performing
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Are you continually monitoring your selection technologies to ensure that they're not systematically screening out diverse talent?

Are your selection technologies accessible to neurodiverse talent and talent with disabilities?

**STEP FOUR:**

# **Creating your transformation plan**

# Creating your transformation plan

The following slides will help you create a transformation plan to improve DE&I in your TA function.

Use your notes from the other sections to ensure your strategy is aligned to the business and the market, and also relevant to the areas that need improvement in your TA function.

You'll need to articulate the following to create your DE&I plan for TA:

## **Vision**

When it comes to writing a vision - every word counts. Be as impactful as possible when describing where you're going to take DE&I for TA.

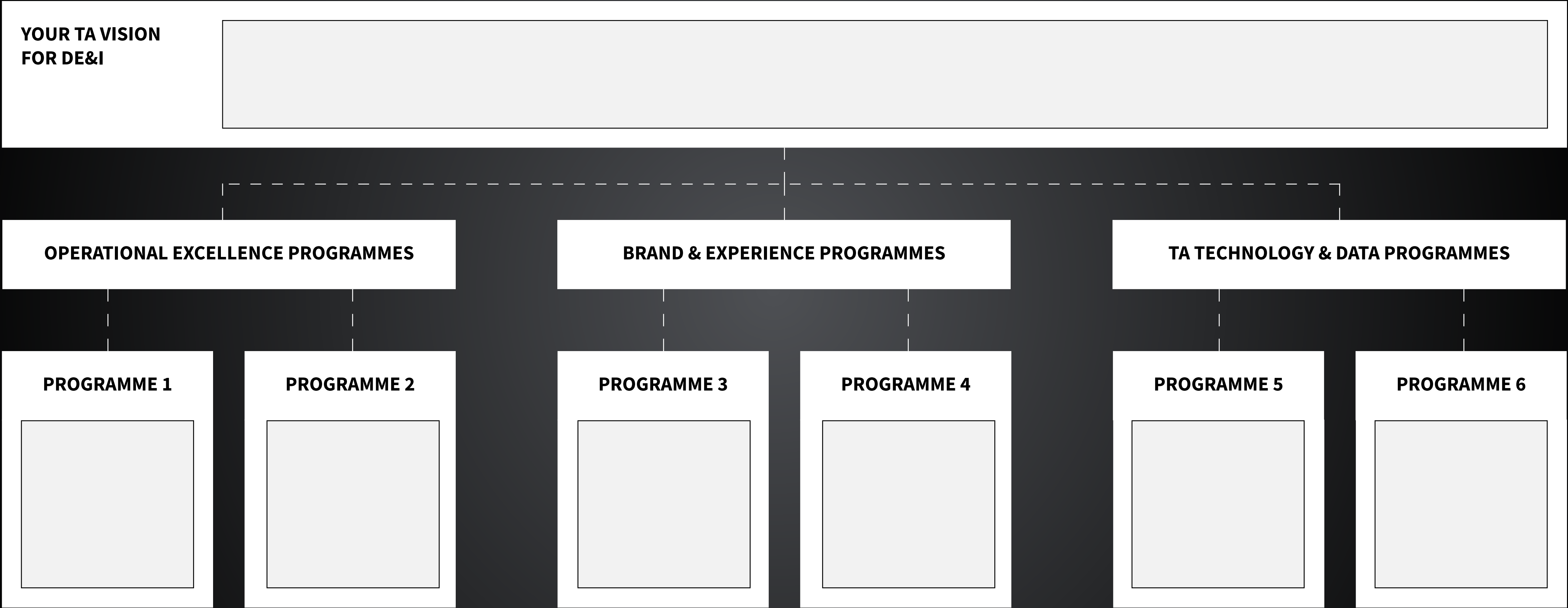
## **Programmes of change**

What are the headline programmes you need to undertake as part of your DE&I plan for TA?

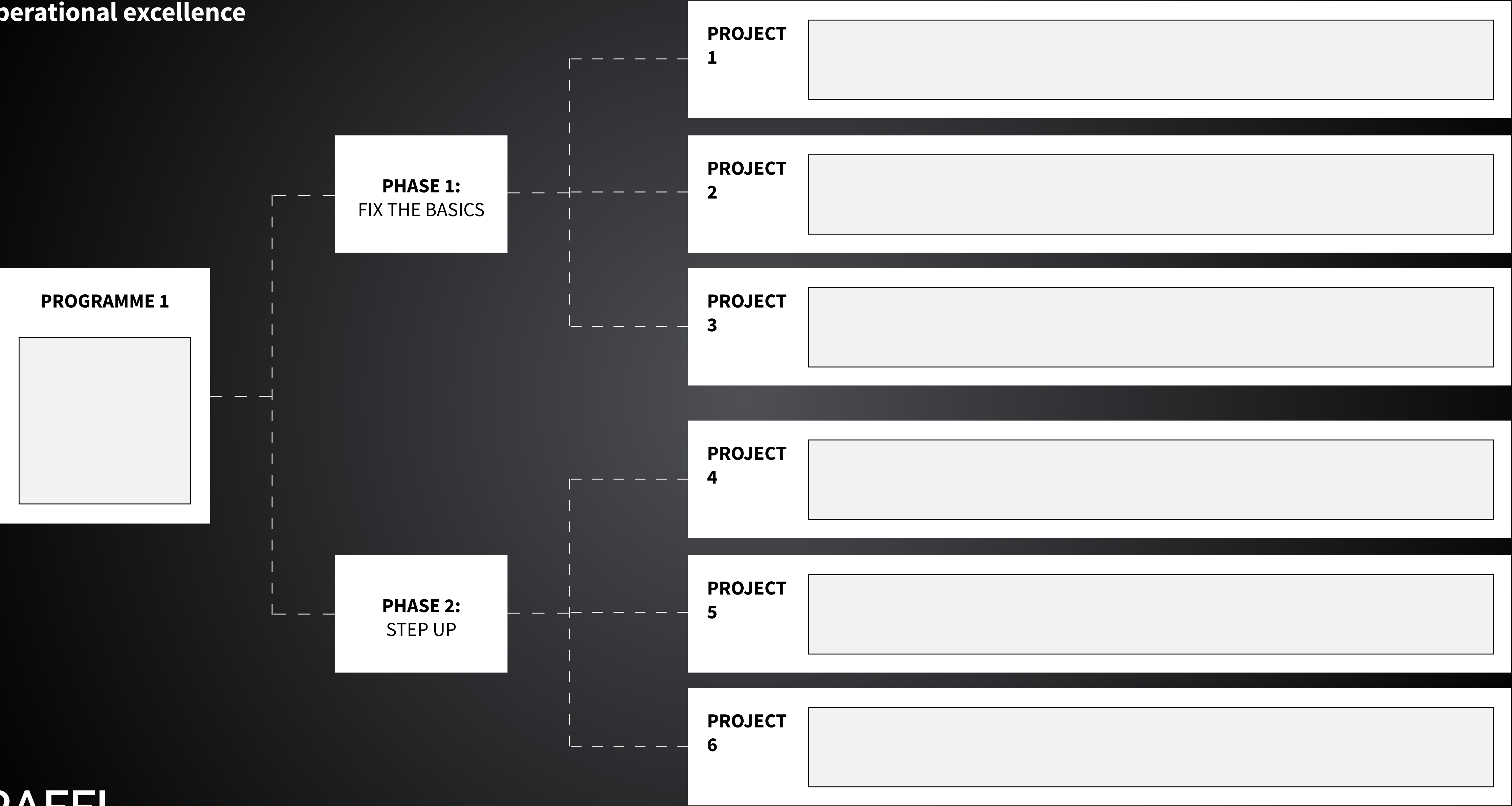
## **Strategic projects**

What are the strategic projects you'll focus on within each programme of change?

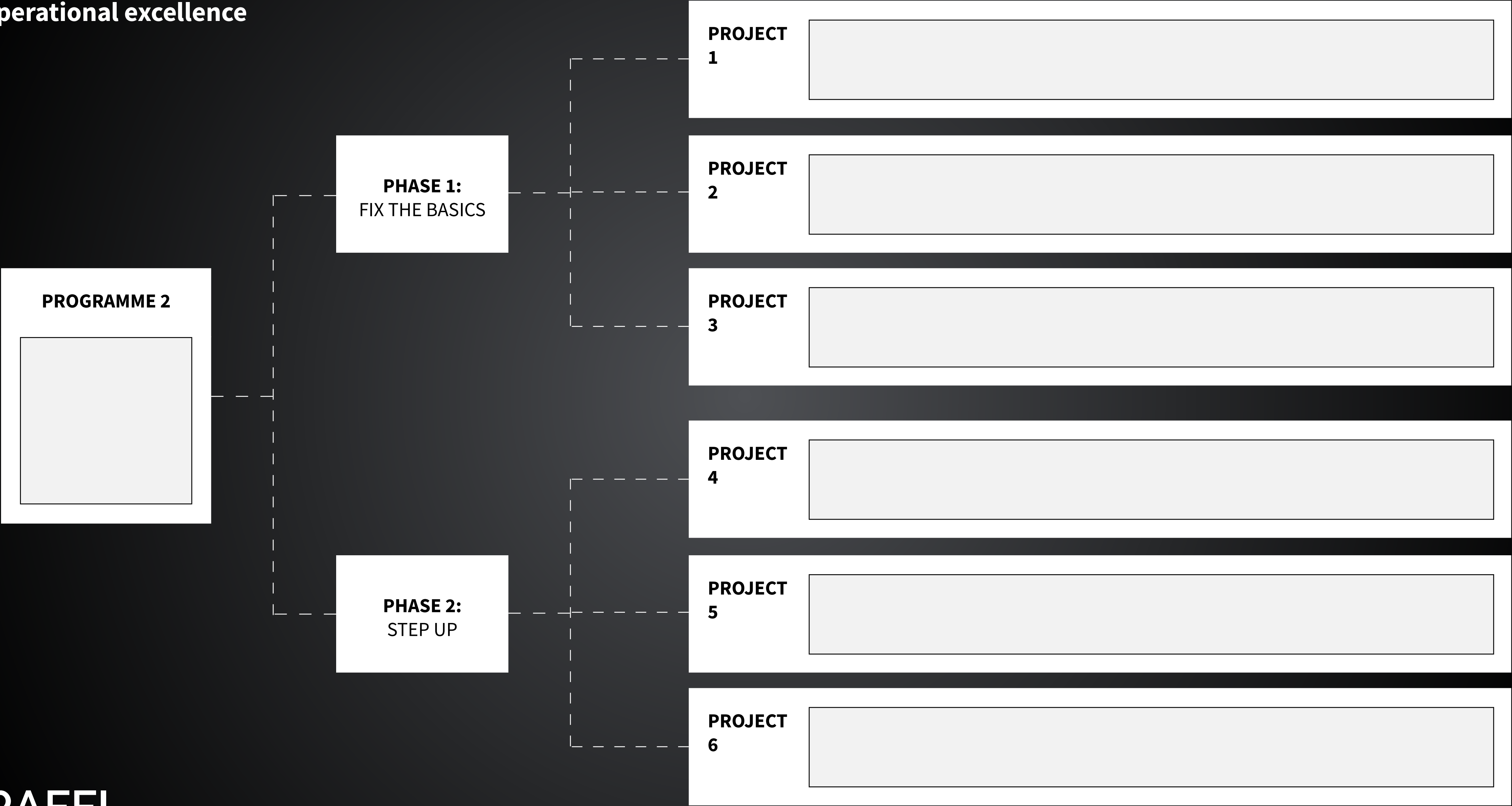
**Your strategy on a page**



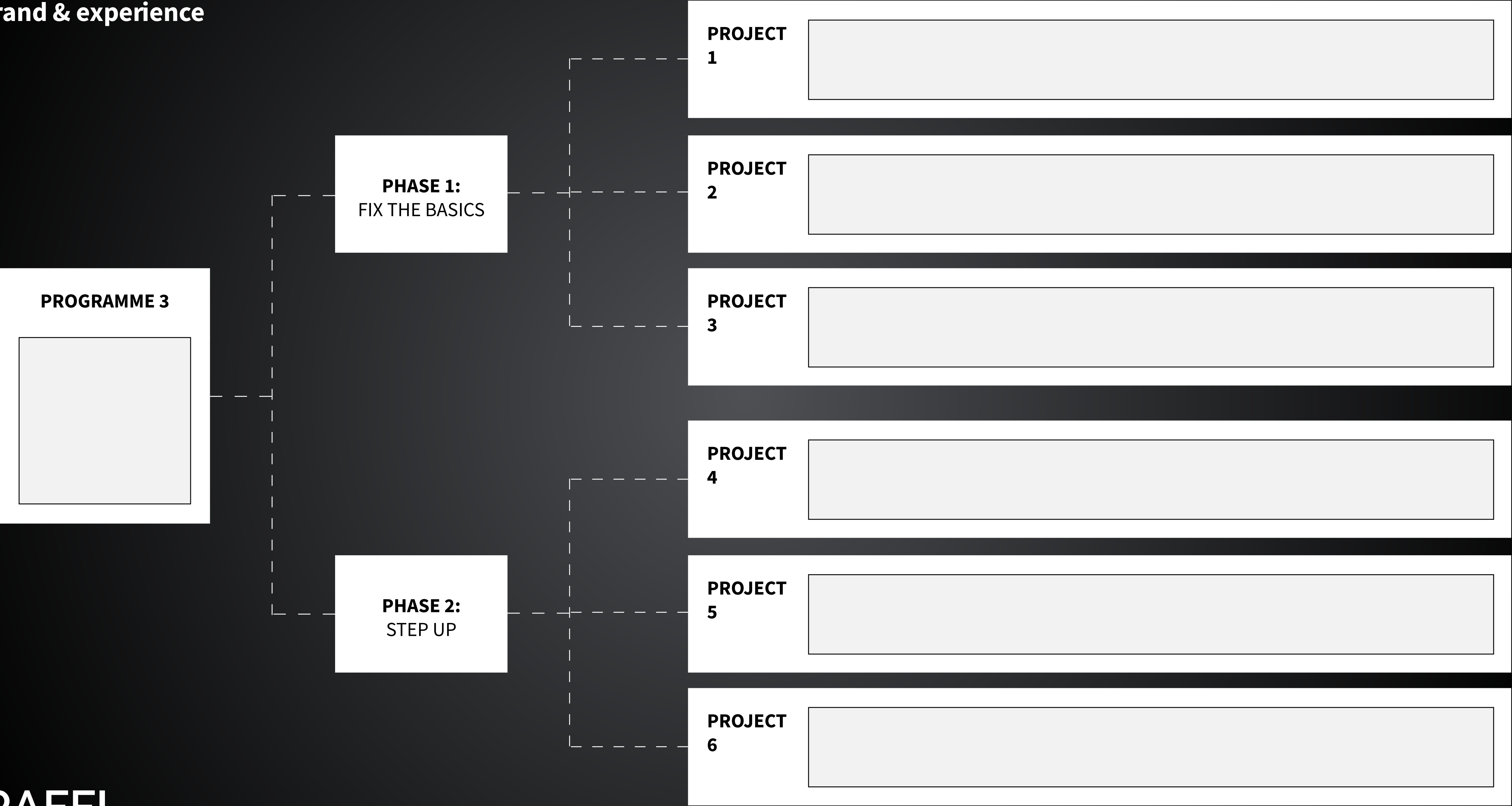
Operational excellence



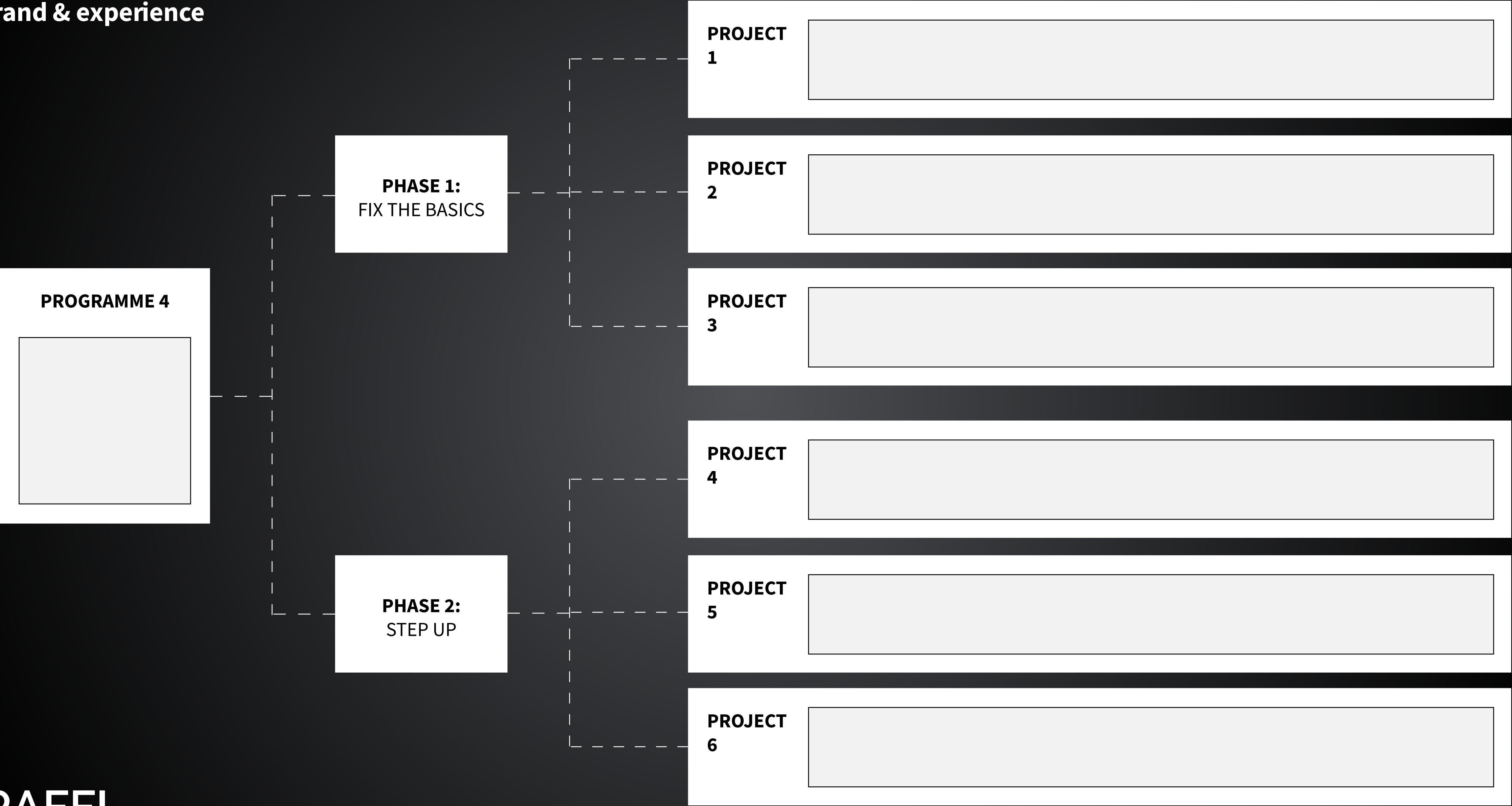
Operational excellence



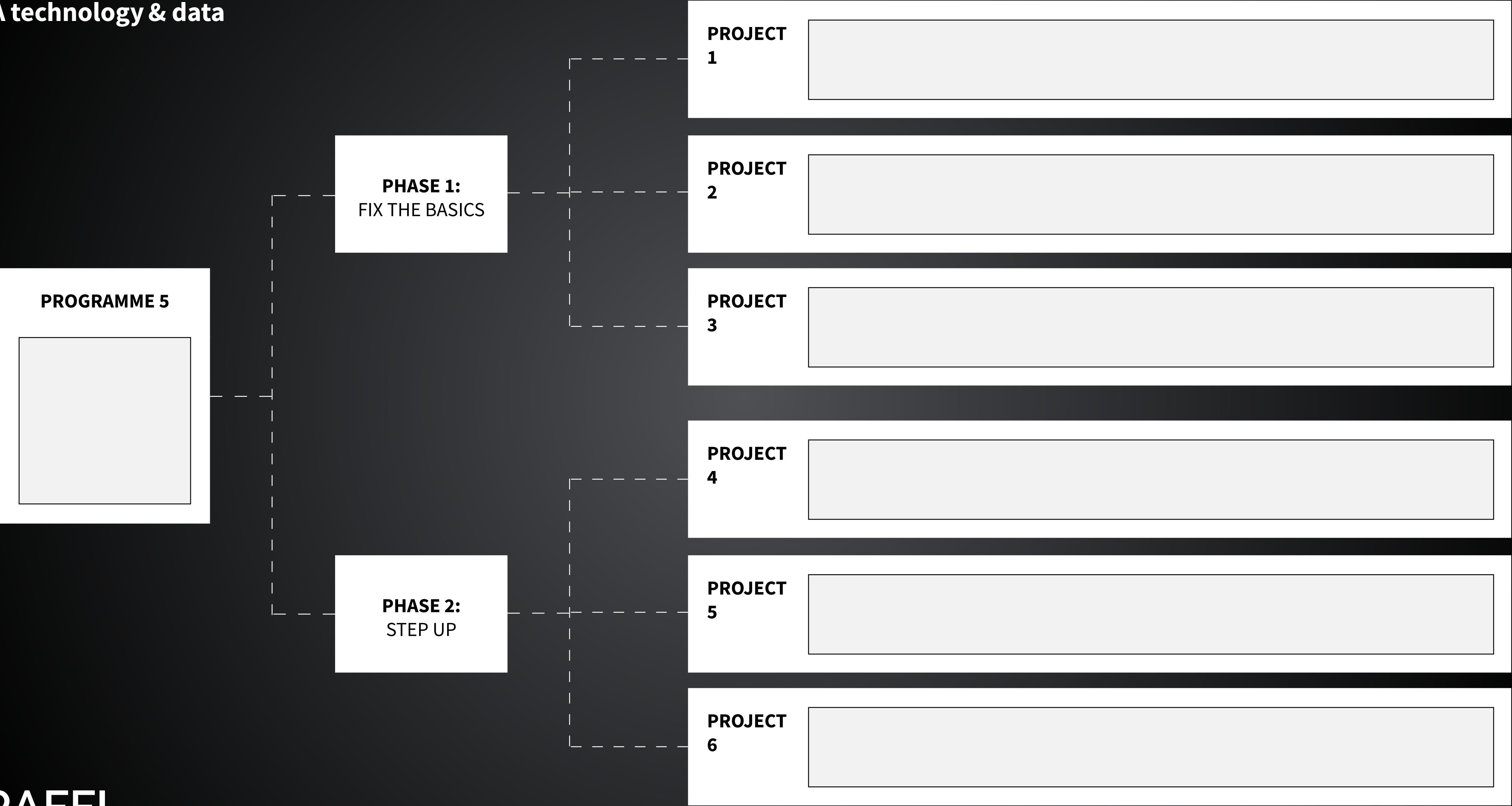
Brand & experience



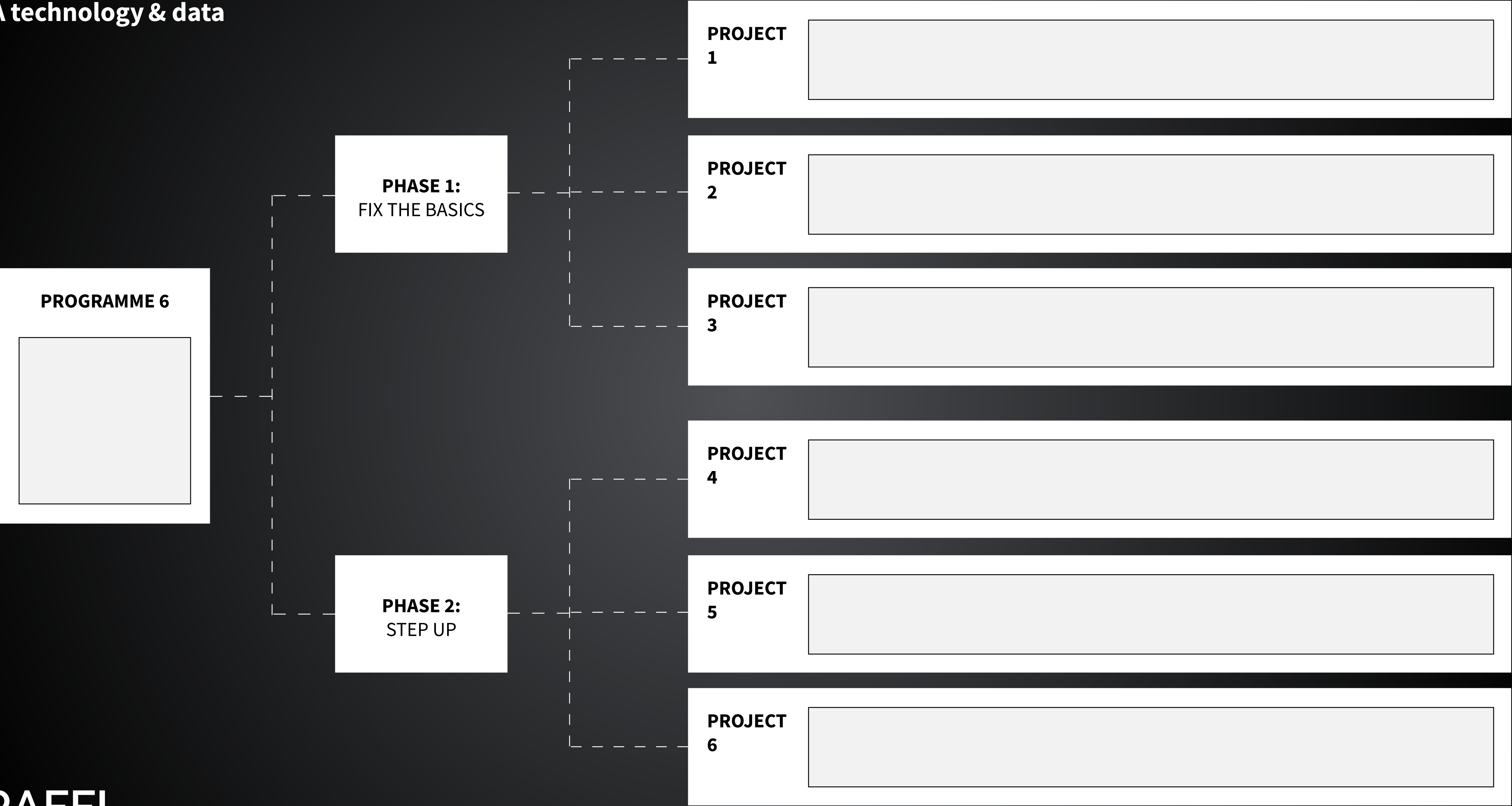
Brand & experience



TA technology & data



TA technology & data





# Want to validate your transformation plan with the Caraffi team?

You have now created a DE&I transformation plan for TA based on the our framework. But to really make sure you're articulating your plan in a way that gets sign off and investment from your stakeholders, we recommend tailoring some of our language to your specific organisation.

Perhaps you call "operational excellence" something different in your organisation. Perhaps you're rewriting the three strategic pillars that we operate by completely. This guide should be seen as a framework but it is by no means the only way for you to structure your DE&I transformation plans.

**If you want to validate your DE&I plans before you take them to your stakeholders, then book in a free 30-minute session with our team.**

We'll ask you questions as though we're the stakeholders you're presenting to, and give you actionable feedback that will help you optimise and refine your plans.

**BOOK NOW**

# About Caraffi:

Everything we do exists to support our purpose of elevating people leaders in their role, career and function.

We want to make talent the engine room of every organisation. We want to change how talent acquisition and people leaders see themselves and their ability to drive business performance.

Whether you're new in role or in the midst of a transformation, Caraffi aims to elevate your capability, impact and reputation within your business and beyond.

**FIND OUT MORE**