DIVERSITY HIRING PLAYBOOK

Bold Strategies for Equitable Hiring Across Every Candidate Touchpoint

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JUMPSTART

INTRODUCTION

A new reckoning

It's been six years since Alphabet, Apple, Facebook, Microsoft, and Twitter shared their first diversity reports. All have seen low single-digit increases in their percentage of Black employees.

In recent months, however, tech CEOs have recommitted to tackling inequality, following the killing of George Floyd, an unarmed Black man who died after a white Minneapolis police officer knelt on his neck for nine minutes. Amidst a nation wrestling with its institutional racism, at the brink of a radically changing work environment, companies of all sizes across all industries are assessing their own organizations.

With this new reckoning, **major changes are impacting the diversity, equity, and inclusion (DEI) space.** DEI professionals who have been doing the work for years now have bigger budgets to leverage. Some new folks are entering the field, ready to find and capture untapped talent. Some companies are setting DEI goals for the first time in their organization's history.

Perhaps most notably? **A shift in power is brewing.** For so long, companies could simply state, "We care about diversity" and watch the job applications roll in. But now, job seekers are the ones saying, "Show me."

INTRODUCTION

New tools, new data, new outcomes

With increased pressure to diversify workforces, talent and DEI professionals are now tasked with significantly improving their organization's diversity hiring outcomes. But if we've learned anything from the major tech companies—that borrow interview processes, hiring practices, and recruiting platforms from each other—**the same approaches, the same tools, and the same data will only drive the same outcomes**.

By rethinking their recruitment strategies and considering the entire candidate journey, individual companies have made real strides in improving their hiring outcomes. In our work with partners, we've witnessed leading companies like Lyft and MongoDB solve DEI problems across four key touchpoints in the recruiting process: sourcing, branding, events, and analytics.

With bold approaches, better data, and more unified tools, these companies are:

- Seamlessly sourcing underrepresented groups in their pipeline
- Building and amplifying a brand that attracts different types of talent
- Running virtual events that engage diverse, untapped audiences
- Analyzing demographic data across every hiring touchpoint

Whether you are stepping into your first DEI role, or you've been doing the work for years, you likely will have run into certain challenges when trying to attract talent from underrepresented groups (URGs). In this playbook, we will walk through how you can drive equitable hiring across every candidate touchpoint.

STRATEGY 1

Source for underrepresented groups in your pipeline

For many companies, diversity problems first show up at the top of their funnel. DEI professionals cite a small percentage of their inbound candidates as coming from URGs. Via outbound sourcing, recruiters struggle to find and effectively engage with candidates from URGs.

However, due to ingrained biases, institutional racism, and other structural inequities, companies often overlook underrepresented talent already in their inbound. After adopting new approaches, many professionals find the talent hidden in their pipeline. That's why, for many companies, the problem isn't your pipeline—it's your process.

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Through our own research here at Jumpstart, we've found that 80% of recruiters on the platform say they put a great deal of effort into creating a diverse candidate pool, but only 9% of them would rate their company's diversity and inclusion strategy and initiatives as extremely great.

STRATEGY 1

Talent professionals can source underrepresented groups in your pipeline by:

- **Considering the intersectionality of identities in your pool.** Oftentimes, talent professionals will recruit women candidates, or Black candidates, or LGBTQ candidates. It's important to call out that there are other identities to consider in building a diverse workforce: neurodiversity, older workers, caregivers returning to work, veterans, self-taught candidates, and candidates without college degrees, for instance.

- **Attending popular DEI events.** Companies and nonprofit organizations hold DEI events that attract thousands of top talent from URGs each year. Consider attending these events held by Afrotech, NextPlay, Black Girls Code, Dream Corps TEACH, Year Up, Hack the Hood, Techqueria, Lesbians Who Tech, and Latinas in Tech to capture more diverse talent.

- **Adopting a more proactive and intentional outbound approach.** Some talent professionals may explore the diversity of their inbound pipeline and find a small percentage of candidates from URGs. To solve this, recruiters can more proactively source from a shared talent network. A great benefit to a proactive, outbound approach to recruiting is that it enables an even more intentional focus on attracting diverse talent.

- **Gathering enriched candidate data.** DEI and talent professionals know that there is more to a candidate than their alma mater or prior companies. To go deeper than the resume, recruiters can consider enriched data. Enriched data offers a fuller, more accurate view of the candidate, that includes self-reported information on how candidates identify, their interests, and what they care about as human beings. With enriched data, talent professionals can find candidates from URGs that you may have overlooked, and make more informed and equitable hiring decisions.

STRATEGY 1

Success story

Figma, the company behind the web-based graphic design tool, needed to exceed their diversity metrics and more efficiently sift through the 5000+ resume applications they receive per role. The team used Jumpstart to sync all their inbound applicants from Lever into Jumpstart for the added diversity data and filtering capabilities.

Within the first month of using Jumpstart, Kristen Dauler, University Recruiting Manager, said her team was saving over 100 hours, while shaping a well-represented pipeline. "We're proactively reaching out to candidates from specific geographic locations, genders, and ethnicities through the sourcing tool to make sure our candidate pool is more representative of the population."

Another way the team sources for new talent is through tags such as Grace Hopper Conference, Code2040, Rewriting the Code, and more. "Filtering for the tags has been an incredible addition and gives us much more information than what a resume does. It's been huge for us."

STRATEGY 2

Build and amplify a brand that attracts different types of talent

Forward-thinking talent and DEI professionals know that simply reaching out to candidates isn't enough anymore: companies have to brand. And with people expecting the companies they shop with and the organizations they support to speak up—70% of U.S. consumers say it's important for brands to take a stand on social and political issues—building a brand that honors diversity has become paramount.

But many DEI professionals struggle with authentically articulating their brand. 2020 has shown many that building and amplifying your organization's brand as diverse isn't just a statement you make, or the people of color you tokenize in your external-facing content. These efforts will ring hollow if your company is not also deeply investing in inclusion, from your hiring to your business partnerships to your board members.

> Diversity-first branding is only as good as the actual demographic makeup of your organization.

Ultimately, diversity-first branding is only as good as the actual demographic makeup of your organization. Once their company has committed to DEI, leading DEI and talent professionals are promoting their diversity commitments wherever their brand is, and wherever their talent is. Since brands are formed across all touch points in the candidate journey, from communications to a company page to events to communities, DEI and talent professionals are examining how they show up across all of their channels.

STRATEGY 2

DEI and talent professionals can build and amplify a brand that attracts different types of talent by:

- **Showcasing your Employee Resource Groups.** Companies should showcase their Employee Resource Groups (ERGs) to prospective talent. You can add the ERG offerings to your careers page. Or, make an even bigger statement by building a designated diversity and inclusion page that highlights your ERGs, your diversity commitments, and other relevant topics. If you don't yet have any ERGs, consider the various benefits they offer your organization, from a higher sense of belonging to increased creativity, innovation, and retention, and much more.

- **Being mindful of your communication.** Across emails, messages, job postings, mission statements, and other communications, you should assess if you're using any insensitive language that has oppressive origins or connotations. Identify opportunities for more inclusive language, and ask if you are amplifying any voices that are harmful to URGs.

- **Highlighting benefits that will disproportionately benefit URGs.** Certain benefits will improve your company brand with URGs, such as executive sponsors, mentorship, flexible hours, medical leave, mental health support, and fair, transparent compensation and promotion processes.

- **Fostering inclusive virtual communities.** Virtual communities, like your company's social media pages, are wonderful opportunities to build your brand to attract untapped talent. Companies on Jumpstart, for instance, are creating inclusive communities by bringing in their Employee Resource Group leaders to thoughtfully engage candidates from URGs.

- **Keeping candidates' attention with diversity events.** Similarly, companies can leverage events and event pages to highlight stories from their diverse employee networks. Leading companies on Jumpstart, for example, launch diversity events like 'What it's like to be Black at my company' and 'How I came out at my company', and successfully attract ideal audiences. We will dive more into events next.

STRATEGY 3

Run virtual events that engage diverse, untapped audiences

It is no surprise to talent and DEI professionals that event management can quickly turn into a full-time job. The process for many is tedious: You plan your event, you go on LinkedIn, you place talent into a drip campaign, you use various event landing page sites to brand your event, you work to get RSVPs, you host the event (right now, on Zoom), and then, at the end of the event, you download the CSV, you upload the data into your ATS, and you try to make sense of who attended and who didn't.

Not only is this process time-consuming, it is disjointed and immeasurable. With data living in various areas, talent and DEI professionals can't effectively understand which events are attracting the most diverse sets of audiences, or which URGs who attended the event ended up later signing an offer to join the company. After all of their efforts, DEI professionals are left wondering, what was the ROI?

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To increase the attendance rates of their events and to collect better data about the event and its attendees, leading companies are using new approaches—like investing heavily in guest speakers—and technologies—such as experimenting with virtual platforms and creative interactivities.

STRATEGY 3

DEI and talent professionals can build and amplify a brand that attracts different types of talent by:

- **Inviting URGs or ERG leaders to speak about their experience.** Instead of recruiters leading the event, switch up the speaker list to include employees from different backgrounds and with a wide range of interests and skills. Top companies on Jumpstart, for instance, partner with their Employee Resource Group (ERG) leaders to share what it's like to work there, or hold AMA (ask me anything) sessions. This way, all candidates can empathize with the employee experience at your company.

- **Making event activities interactive and inclusive.** As you plan your virtual event, be sure to make all activities as inclusive as they are interactive. The best way to balance both interactivity and inclusivity is to engage candidates before the event. On the sign-up form, for instance, ask registrants if they need any accommodations, such as an ASL interpreter or more visual aids.

  If there will be questions to answer, or presentations shown during the event, send that information to attendees in advance of the session. This allows candidates who are blind or have low vision to use screen reader software to better understand the materials.

  During the event, your moderator will play an important role in ensuring that all participants feel comfortable and involved. One great way to do so is to encourage sharing thoughts in a chat box, either privately with the moderator or to the whole group. The moderator can then read those notes out loud to everyone. Nonverbal and socially anxious participants may participate more with this functionality in place.

- **Partnering with nonprofits, universities, or companies leading in the DEI space.** As mentioned earlier, nonprofit organizations like Afrotech and Hack the Hood hold events each year. Your company can partner with entities leading in the DEI space—nonprofits, minority-serving universities, DEI thought leaders and consultants—to level up your virtual events and attract more diverse talent.

- **Experimenting with an all-in-one event platform.** If you'd like to alleviate some of the stress of traditional event marketing, consider experimenting with an all-in-one event platform. With an all-in-one platform, talent professionals can easily collect data on sign-ups and attendees and automatically sync this data with your ATS and CRM. Companies on Jumpstart, for instance, use Jumpstart to run events front to back—from invites to event pages to hosting to demographic and ROI analytics—and seamlessly connect the data back with their ATS.

- **Planning a strong follow-up.** To keep these new audiences warm, talent professionals must plan a strong follow-up to the event. Mailing some candidates who attended a swag bag, emailing a video of the event to no-shows, and posting images and clips to your event page are all some examples of follow-ups. For an extra touch, personalize your communications when you can, such as writing "We missed you!" to no-shows and "We loved having you!" to attendees.

STRATEGY 3

Success story

In-person events have been a big part of MongoDB's traditional recruiting strategy. But amidst a virtual environment, the data platform company needed a new way to engage talent.

So Emily Cardner, a recruiting manager at MongoDB, turned to Jumpstart. **She and her team have reached more candidates by inviting talent from schools they couldn't normally afford to go to or weren't sure about.** "We thought, why not? Why don't we just try it since there's no harm in engaging with candidates from new schools or dollars spent to run virtual events."

Perhaps more important than the ability to manage events directly on Jumpstart is the built-in audience of 300,000+ diverse talent that MongoDB's team can now reach in a single marketing push. "It was great to use Jumpstart as a place for talent to register, host that information, and do email follow-ups."

STRATEGY 4

Analyze demographic data across every touchpoint

Historically, companies lacked visibility into the demographic makeup across all core aspects of recruitment. Talent professionals had no idea of the ethnicity, sexuality, gender identity, neurodiversity, etc. of their pipeline. Leaders in DEI had no idea who actually was attending their events, nor did they know which job applications or branding efforts were attracting the most diverse talent.

Even if companies could access this data, it was living in a bunch of different places and platforms. **This left talent and DEI professionals worrying if they were talking to the same candidate in different spots, if there were untapped talent in their pool they were missing out on, if a branding effort was attracting or putting off certain URGs.** Without a full view of analytics, companies will never see the full picture and potential of their candidates—they won't know how diverse their pipelines are and when diverse talent drops off, they won't receive signals on what's broken in their hiring process, and they won't have the data and knowledge they need to optimize their recruiting strategy as a whole.

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To identify how URGs are performing across the recruitment journey, leading talent and DEI professionals are discovering or tapping into their existing data to set aggressive and accountable recruiting goals, they're gathering net new demographic data, and they're assessing how engagement efforts are driving hiring outcomes.

STRATEGY 4

Talent and DEI professionals can analyze demographic data across every touchpoint by:

- **Discovering or leveraging the data you have already.** The best place to start is with the data you have already. If you have an ATS or CRM, leverage that candidate data to assess how URGs are performing across the recruitment journey, as well as if any of the data needs a refresh. For example, a candidate from an URG that wasn't a skillset fit for a job a few months ago may have acquired new certifications that make them a stellar addition for your company's priorities now. If you don't have data, consider the various channels you can start using to find new information, whether that's in interviewing the URGs at your company or examining engagement on your social media or emails.

- **Starting with aggressive but attainable sourcing and hiring goals.** After assessing your current numbers, it's now time to set aggressive but attainable goals. Your hiring goals will depend on several key factors: your current metrics, the size of your company, and your current hiring needs, to name a few. To hit your goals, you may need to establish partnerships with organizations that serve URGs, or create new accountability systems for hiring managers.

- **Gathering self-reported candidate data.** Without self-reported demographic data, talent and DEI professionals will struggle to see the demographic makeup of their talent. This can make correcting for underrepresentation in your company difficult. To gather self-reported candidate data, companies should provide multiple anonymous avenues for talent to disclose their diversity identity. Communicate how self-identification is an important component in your company's commitment to increasing access to resources and benefits for URGs. You can also consider using tools that seamlessly capture self-identification data. On Jumpstart, for instance, we see nearly 90% of candidates self-report their demographic information.

STRATEGY 4

Talent and DEI professionals can analyze demographic data across every touchpoint by:

- ☐ **Assessing how specific groups of candidates perform at different stages of the process.** Sometimes, talent professionals will build a considerably diverse pipeline, only to watch URGs drop out throughout the hiring process. To drive more equitable hiring outcomes, talent and DEI professionals should examine how specific groups of candidates perform at different stages of the process, and course correct where possible. For instance, say you identify that Asian candidates are passing phone screens more often than other groups—ask yourself, is there bias here? Or say some groups pass technical interviews far more than others—could you be favoring college degree holders over self-taught professionals?

- ☐ **Aggregating and consolidating the data.** If possible, talent and DEI professionals should aggregate and consolidate the candidate data collected from all of the touchpoints, from pipeline to brand to events. On Jumpstart, for instance, this demographic data lives across all aspects of the recruitment process in one unified view, and is sent back to your ATS.

IN CLOSING

DEI is a long game—and a fruitful one—for those committed to play

The reality is that diversifying an organization is a long game. Enthusiasm and expectation grew across industries when diversity became a focal point in 2014; but it was perhaps easy to underestimate how long those initiatives would take. However, with concerted efforts across your pipeline, brand, events, and analytics, talent and DEI professionals can not only hit their diversity recruiting KPIs, but in time, **make the world more equitable by creating more opportunity for everyone.**

> "Not everything that is faced can be changed, but nothing can be changed until it is faced."
>
> — James Baldwin

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Ready to hit your diversity and inclusion goals?

Get in touch