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The Inclusive Hiring Guide:
Step-by-step Practices & How to Measure Progress

Like you, many organizations have embraced Diversity and Inclusion and are trying to fix what is broken. But while there's ample information and research out there, it can be overwhelming to figure out where to start. At Starred, we've been helping Talent Acquisition teams for more than five years to listen actively to candidates who want to improve their Candidate Experience. Giving voices to candidates, genuinely listening to those voices, and offering them an extraordinary experience is precisely what recruitment teams expect from Diversity and Inclusion hiring practices. Our experience with amplifying candidates' voices and transforming those voices into data allows us to help you make your Inclusive Hiring practices measurable and accountable.

"Imagine a place where people of all colors and all races are on and climbing every rung of the corporate ladder; where those people feel safe -- indeed, expected -- to bring their unassimilated, authentic selves to work every day, because the difference that they bring is both recognized and respected. And imagine a place where the lessons we learn about Diversity at work actually transform the things we do, think and say outside of work. That is what happens if we all work together to fix what's broken."

- Janet Stovall
Senior Client Strategist at NeuroLeadership Institute & TED Speaker

With this practical guide, you can refine your hiring processes, make them more Inclusive, and improve them, powered by the voices of your candidates. We hope you're as thrilled as we are as you embark on this adventure. In this introduction, you'll read about:

1. **Why you need this guide**
2. **What you'll learn from this guide**
3. **The mindset that'll serve you best in this process**

Are you ready? Let's get started!

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contents

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1.1. Why This Guide?

Becoming a Diversity and Inclusion champion will make you an attractive potential employer but, far more importantly, it'll have you embark on an uplifting journey of continuous improvement in the way to treat your potential employees.

We believe that a step-by-step approach to Inclusive Hiring will set you up for success in this transformative journey. That's why we structured our practical Inclusive Hiring tips according to the typical workflows from Talent Acquisition teams.

To give your journey direction, you need a compass. In the third chapter, we'll show you how you can measure the Diversity and Inclusion practices you've chosen to adopt and apply. Measuring Diversity and Inclusion will get you to your Inclusive Hiring designation.

1.2 Here's What You'll Learn

- The best inclusive hiring practices you can adopt
- How you can measure your Diversity and Inclusion progress
- Organizations who paved the way to inclusive hiring with inspirational initiatives
- The current state of affairs regarding inclusive hiring, complete with statistics that can help your harder-to-persuade colleagues to grasp its dimensions
- More entries to continuous learning about Diversity and Inclusion with a list of resources that can support and inspire you

1.3 What Is Inclusive Hiring?

Let's agree on what inclusive hiring is before moving on to the tips.

"The inclusive hiring process actively recognizes Diversity and embraces a wide range of qualities and perspectives that candidates bring to the organization. It's not simply about recruiting people from underrepresented backgrounds or with disabilities in an effort to tick off a box. Instead, inclusive hiring practices aim to level the playing field for all applicants in order to fight against recruitment bias and any form of discrimination." - AIHR

1.4 A Few Words of Encouragement

We hope that this guide can be your map as you explore inclusive hiring. You'll undoubtedly make some mistakes - after all, who doesn't? - but our wish is that they'll be fewer and easier to fix as you grow. We're excited about this adventure and looking forward to cheering you on as you make substantial improvements to your hiring practices. You might find yourself re-envisioning your entire hiring process!

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2. Practical Tips for Hiring More Inclusively

Your average hiring process includes several steps, and we want you to be as prepared as possible to consider and re-envision each with clarity and creativity from the moment you write the job description to the end of the onboarding process. In this chapter, we'll share a list of practical recommendations for every step of your hiring process, which we have represented in the map below, as well as more general advice that requires an ongoing effort.

One last thing before we dive in: remember - you can't improve what you don't measure. We'll help you set goals, track and analyze your results in the following chapter.
When reinterpreting your hiring process, nothing's a given anymore - you'll need a true paradigm shift. As shared by Harvard Kennedy School professor of public policy Iris Bohnet, it's important that we change the default to drive change, so let's arm ourselves with curiosity and creativity as we take our first steps together toward more inclusive hiring for your organization. Let's have a look at our recommendations.

1	2	3	4	5
Strategy and Code of Conduct	Job Descriptions	Career Website	Sourcing	Candidate Outreach and Communication

6	7	8	9	10
Resume Parsing	Conversation	Talent Assessment	Talent Selection	Onboarding

"The best way to approach inclusive hiring is to take a few steps back and look at your process with a fresh set of eyes. In fact, it might be time for you to ask yourself how you'd design your Candidate Journey and its touchpoints if you could totally reinvent it while keeping Inclusivity in mind."

Corey Hollemeyer
Neurodivergent Neurodiversity Inclusion Expert and Director of Communications and Community Development at Specialisterne USA

Exclusive Quote

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2.1 Create Your Strategy and Code of Conduct

The very first step is to strategize, to understand the scope of Diversity and Inclusion that you seek for your hiring practices. You can include factors such as generational, neurodiversity, ability, and veteran status. As time goes by, you'll discover more and better ways to become a true champion of inclusive hiring practices.

Drafting a code of conduct is a great starting point. Among other things, your code should address how your employees can file a complaint. Design your code with the involvement of company leaders across functions and make it visible and easy to access. The team drafting the code of conduct should be inclusive and diverse; if underrepresented groups lack representation at your organization at this moment, you can ask for outside help.

2.2 Write Inclusive Job Descriptions

Let's talk about job descriptions. There are three components to them: their tone of voice, their content, and their formatting. As a general rule, your job descriptions and job titles should embody clarity and Inclusivity through and through - yes, this applies to job titles as well.
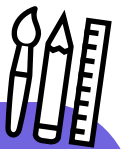
ARE YOU LOOKING FOR INSPIRATION?
ProjectInclude wrote a detailed guide on the subject, including resources you can utilize during your research.

2.2.1 Tone of voice

Words and expressions are powerful enough to sometimes repel certain demographics.
Use terms like "ninja," "rockstar," "strong," or "competitive" in your job description, and you might almost exclusively get male candidates. Expressions such as "sensitive," "supportive," or "collaborative environment" might lead to the opposite effect. Also, remember to avoid gender-specific pronouns whenever you can.
Industry **jargon** isn't your friend either.

YOUR TOOLBOX: TONE OF VOICE
- To ensure that your vacancy posting's language is gender-neutral, use tools such as textio.com, Gender Decoder, or Applied.
- Bryq's AI-Powered Profile Predictor feature uses AI and the knowledge of I/O psychologists to understand whether the language you use in your job descriptions matches the role you're trying to fill.

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2.2.2 Content

Your role description should include every relevant piece of information.
Are you an Equal Opportunity Employer? Write a genuine EEO statement to let the world know! Your job posting should also include working hours, salary, benefits, details about your recruiting process, and clues about your company culture.

DID YOU KNOW?
Including "salary negotiable" in your job description reduces the gender wage gap by 45%!

DEEP DIVE: SALARY INFORMATION
In an article she wrote, Amy Sample Ward shared very significant pointers on the importance of disclosing salary information:

1. Disclosing salary information signals to your candidates that they can expect trust, transparency, and respect from you if they join your organization;
2. You remove the burden to prove one's worth from your job applicants, which will reduce their anxiety and prove your genuine concern with gender equity, racial equity, and intersectional identity equity issues;
3. It will save your candidates' time, and yours too: potentially interested talent will know if they'll be able to cover their household expenses before going through your application process - it's a win-win;
4. It's a good signal to the job applicants about the level of responsibility the role entails at your organization. It'll help them know if they could be a fit.

Completeness of information will relieve some anxiety and give clarity to the applicants. Write enough so that the candidate knows what to expect, but not too much as to impair their decision-making. Include all physical requirements for each role so as to allow people with diverse abilities to opt in or out of your application process, and make sure to convey what a typical day in the job looks like.

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Don't narrow the candidate pool more than necessary, and move the "nice-to-haves" to a dedicated section. Remove non-essential degree requirements, as recommended in Regina Hartley's TED Talk "Why the Best Hire Might Not Have the Best Resume," which we explored in our 2020 Tea on Recruiting Christmas Special episode. What matters most is the distance a candidate has traveled to get where they are, regardless of their starting point. This way, you open your doors to talent from a different background and socioeconomic status.

It's time to question the concept of **"cultural fit"**: some employees don't need to be outgoing and sociable or great communicators to fill their roles. Strive for an ever-evolving organizational culture that welcomes people who don't resemble everyone else who's already working with you. Your entire workforce will benefit from a broader spectrum of talents and backgrounds - it'll enrich everyone's experience.

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Just like a poor choice of words, a misguided selection of **benefits** can push some of your candidates away. For instance, sports outings or exotic company retreats mostly attract male candidates. Additionally, trivial benefits alone won't cut it. Ask yourself what the best talent you could ever hire would enjoy, be it pension plans, extended gender-neutral parental leave, mentorship programs for minorities, remote work, and more.

Make sure to offer equitable **compensation** to be one of the players leveling the fields when it comes to gender and racial pay gaps.

2.2.3 Formatting

Formatting is key. Here are some easy adjustments that will make a huge difference, especially for your candidates with visual problems or dyslexia:

• Use short sentences and brief paragraphs
• Highlight words by emboldening them or using a larger font
• Your fonts should be highly legible

OUTSTANDING EXAMPLE
Susan Wojcicki's move at Google in 2007 saw her increasing paid maternity leave by 6 weeks reduced the turnover rate for working moms by 50% by making them feel included and making their lives easier. The right benefits don't only attract but also retain the talent you need.

2.3 Make Your Career Website Welcoming and Accessible

Make your **career website** inclusive and accessible: it should be easy to consult for everyone, including individuals with disabilities or sensory impairments.

PRO TIP
The British Dyslexia Association recommends sans serif fonts as they're easier to read.
The list includes the following fonts:

Arial
Comic Sans
Verdana
Tahoma
Century Gothic
Trebuchet
Calibri
Open

DID YOU KNOW?
Did you know? 9% of candidates with disabilities drop out of job applications early because there are usability issues with a careers page or the actual application.

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Here are some pointers - make sure that your career website:

- Is easy to navigate. Use structural elements: headers, titles, and lists that can be easily scanned by an assistive screen reader tool are your friends.
- Has a color palette with high contrast.his helps people with visual impairments or color blindness differentiate between designs.
- Includes transcripts and/or captions for video.This will allow the aurally-impaired to access your content.
- Can be navigated without the use of a mouse.
- Includes pictures of your team, not stock photos. Ask for everyone's consent, of course. This signals Inclusivity to your potential applicants.

DEEP DIVE: ACCESSIBILITY

You can find more detailed information about your career page's accessibility on the Web Content Accessibility Guidelines.

2.4 Sourcing Diverse Candidates Inclusively

When you're **sourcing** talent from diverse backgrounds, think of the specific competencies the role requires and ask yourself where your potential star talent might be. Explore different venues. ProjectInclude recommended unconventional venues such as "coding camps, boot camps, community colleges, and nano degree programs."

PRO TIP

LinkedIn is an evergreen option, but it's insufficient on its own - InMail often gets disregarded. Use it to filter talent for the role's fundamental requirements and pair it up with a new platform to get a better understanding of the potential candidate you have in mind and to make your outreach feel more genuine and personal.

YOUR TOOLBOX: INCLUSIVE SOURCING

Here are a few ideas for **social media** platforms you can use: Quora, Reddit, Twitter, Medium, Clubhouse, Slack communities; Here are some **job platforms** (more can be found here):

- Jopwell (Black and Hispanic job hunters)
- include.io (LGBTQ+ women with a love for tech)
- Diversity.com (Black and minority talent at all skill levels)
- iHispano (Ambitious candidates from the Latinx community)
- Fairygodboss (Female candidates at all skill levels)
- Female Executive Search (C-level female candidates)
- Campus Pride (Entry-level candidates from the LGBTQ community)
- WorkForce50 (Talent with 50+ years of age)
- AbilityLinks (Candidates with disabilities)
- VetJobs (Military veterans of all branches of service)
- 70 Million Jobs (Formerly incarcerated talent)

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2.5 Inclusive Communication and Candidate Outreach

Once you find the candidates, you enter the **outreach** phase - you'll be able to apply most of our advice to your **communication** with the candidates in general.

- Make sure that your messages feel personal and make sure they're not missing the human touch. This way your interaction will translate into a lasting positive impression
- Never, ever tokenize your candidates - we've talked about it before
- Use inclusive language through and through
- Be consistent in your communication

2.6 Optimized Resume Parsing

Now you're in touch with the candidate and you're **parsing their resume**.

"If Nikola Tesla applied to Tesla, would we even give him an interview? I'm not sure we would. We should, obviously. That does concern me. I think we could do a better job of vetting resumes, and really, we're just looking for evidence of exceptional ability - not whether somebody graduated from a particular school." - E. Musk.

If you've decided that you'll keep on requiring resumes during the application process, read further, for we'll share useful information that can help you make the wisest choices when parsing CVs. Some tools can help you shift to blind recruitment. Not only will these tools reduce your bias, but they'll help you save time too.

> **YOUR TOOLBOX: RESUME PARSING**
> - Solutions like Alex or RChilli let you disable certain data fields so you can't discriminate based on your candidate's name, age, gender, picture, and more
> - Bryq's product could help you screen your candidates blindly

If you decide to parse manually, remember: it shouldn't be a one-person job. A diverse team is best equipped to challenge bias. The hiring team could involve: recruiters, hiring managers, hiring team members, someone from another team, and someone from outside your organization.

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2.7 Conversation Time!
How To Revolutionize Interviews

It's time to **interview** your candidate!
Here's how you can optimize this step of your hiring process for Inclusivity:

- Consider renaming interviews. Calling them a conversation to get to know the candidate and opting for a more casual setting might help your more anxious candidates feel comfortable.

> **DID YOU KNOW?**
> 93% of Americans say that job interviews have, at some point, given them anxiety.

- You might want to turn your interviews into a walk & talk meeting. This may benefit your candidates: by burning off their nervous energy, your job applicants could relax and have an easier time focusing on the conversation.

- Account for sensory issues. Some people are affected by hypersensitivity to noise, light, smells, and/or tact. Try to ensure that the environment isn't too noisy and that the lights aren't too bright. Consider not wearing perfume on the day of your meeting. Finally, let go of your expectations on attire unless it's strictly necessary for them to wear a specific outfit: the seams in some clothing could feel distracting and intolerable to some of your candidates.

- Let your candidates prepare. If you share the interview questions in advance, your job applicants will be able to give you more thorough answers. In case of online interviews, send your candidates pointers on video interview best practices, including audio and video recommendations. If the interview is in person, share details about the building's accessibility in case your candidates have disabilities.

- Ask flexible and open-ended role-related questions. After all, you're trying to understand how the candidate thinks and approaches problem-solving.

> **DID YOU KNOW?**
> Some questions may be illegal where you are and are best avoided even where allowed.

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- Be open-minded. Try to get to know the candidate and establish rapport to truly understand if it's a match. Be prepared for different styles of communication - some cultures, for one, make it difficult to take personal credit for one's professional results.

- Opt for structured interviews. The standardized process makes sure you'll ask each candidate the same questions.

- Consider two-on-one interviews. They create a more inclusive, less emotionally draining environment than one-on-ones and a less confronting one than with large panels.

- Be respectful and welcoming. Interviews are a two-way street, so show up on time, prepare for potential questions the candidates may ask you, and keep your bias in check. Welcome all requests for accommodations - for example, you should offer candidates who are hard-of-hearing the support of an interpreter.

- Ask flexible and open-ended role-related questions. After all, you're trying to understand how the candidate thinks and approaches problem-solving.

- Employ a diverse hiring team that's regularly trained for unconscious bias. This increases the odds of spotting and course-correcting non-inclusive behavior.

- Write down your interview feedback within 24 hours. This way, nothing will be forgotten. Make sure that the feedback gets submitted independently to avoid groupthink.

2.8 Assessing Talent Inclusively: Yes, But How?

Talent assessments can help you evaluate your candidate's skills, aptitude, personality, and perspective, all while attempting to predict future performance. There are so many ways to go at it!

One of the best methods involves job simulations and work samples. These let the candidate perform job-related tasks in real-time.
It's the best way to predict future performance, show you how the candidate thinks and how they handle complex situations with limited resources, all while giving them a better feel of what the job would be like.

PRO TIP
Just like for in-person interviews, try to reduce external stimuli like excessive lights or noise that might distract the candidate.

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For cognitive ability testing, use reliable tests and only ask for what's needed.

Personality tests gauge multiple skills and attributes like leadership, creativity, attendance, and more. They can help you understand your candidates' levels of conscientiousness, openness, agreeableness, extraversion, and neuroticism - they're a possible alternative to in-person interviews.

Finally, there are additional assessment methods such as psychometric tests, behavioral tests, job-specific technical tests, and AI-powered proctoring. Explore them, and see what would best fit your organization.

2.9 Select Your Talent The Right Way

Now, let's optimize the Inclusivity of your **selection process**:

- Standardize it
- Create a streamlined framework. In it, clarify who will be the decision-maker and whether there is a voting system involving the other stakeholders

The optimization will probably take some trial and error. Be patient - this process is especially hard for larger companies.

2.10 Don't Forget the Impact of Good Onboarding

PRO TIP
Do you want to offer your candidates a more engaging and realistic experience? Move your standard psychometric tests onto gamified platforms. There's an extra gain for you: you'll be able to collect thousands of behavioral data points for more informed talent selection.

DEEP DIVE: TALENT ASSESSMENT
If you haven't already watched it, enjoy our The Tea On Recruiting episode on talent assessment methods.

Exclusive Quote

"Developing plans to diversify teams takes a lot more consideration and planning than most realize. So many times, I was thrown into my work without proper onboarding or training. Being a minority is challenging enough. Being a minority and lacking guidance and support is almost always a sure way to be set up for failure.
It is imperative that organizations place a great deal of focus on sustaining their marginalized staff. The enthusiasm around hiring fades quickly when there is no focus on setting them up for success so that they have the best possible chance of being successful."

Talisa Lavarry
Book Author, TEDx and Keynote Speaker, Equity & Anti-Racism Coach, Consultant, and Principal Diversity, Equity & Inclusion Strategist at Yum Yum Morale

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You've sent over an offer, the candidate has accepted it, and you might feel like your work here is done, but that's not how this works. [20% of all employee turnover](#) happens during the first 45 days of employment. That's why good **onboarding** is crucial.

Here's what you should do to make sure that your onboarding process is inclusive:

- Provide a structured and thorough onboarding process. Your new hires need to learn which steps to take in a fun, engaging way.
- Share practical information. For instance, disclose where to get an ID card, and how to enroll in health benefits.
- Explain your code of conduct to your new hires, teach them the "workplace language". This language consists of the acronyms your company uses for key processes or roles. A glossary of terms can help.
- Set and communicate [performance goals](#) from the get-go. These should be reiterated on a weekly, monthly, quarterly, and annual basis.
- Start with a generic overview of the organization before the role-specific training begins.
- Help new hires build relationships:

  → Pair them with current employees through a buddy system.

  → Put them in touch with the "[7-10 people](#) — superiors, peers, direct reports, and internal and external customers — whose success they will contribute to, or who will contribute to their success".

  → Assign mentors or involve "organizational heroes" who can connect with the new hires and share personal stories to engage and motivate them.

- Encourage shared values without disrespecting individual experiences. The pressure to conform could be draining for talent from underrepresented groups.
- Gather feedback at these marks: 3, 6, and 9 months.

2.11 Recruiting Internally... Inclusively

Don't forget about the importance of **internal recruiting**. Are there obstacles to career progression for your talent from underrepresented groups? If so, fix them, and make sure to renew and communicate your efforts internally and externally. This applies to all levels of your organization.
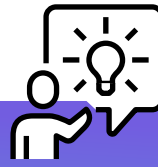
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2.12 Constant Learning: Invest In Bias Awareness Training

Continuously invest in **bias awareness training** for your recruiting staff. Bias is often unconscious, which makes it a particularly perilous threat. We've all used heuristics, or mental shortcuts, before.
We're usually unaware of it as we apply them, but they have consequences. These shortcuts we apply might benefit certain categories of candidates.

There are at least 13 types of bias that affect recruiters, and training can help gain awareness and fight them whenever they arise. Bias awareness training should be offered on a regular basis.

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3. Are You On Track? Measure Your Inclusive Hiring Practices

As you optimize your hiring process for Inclusivity, good intentions won't suffice. Applying the advice we shared will be helpful, but you'll want to track your progress, too. Measuring how you fare regarding Inclusivity will allow you to uncover unconscious biases. Only then will you be able to make your organization and all co-workers accountable to deliver an equitable and inclusive hiring experience for all your candidates.

Rocki Howard shared her thoughts on the importance of metrics:

"For any key organizational initiative to work, a few things are required. Clear expectations on the importance of the initiative to the business, a current state benchmark, specific goals, an action plan including objectives, key initiatives, metrics, progress reporting, and a clear understanding of how organizational resources are mobilized to support the initiative.

If we measure what matters when we don't measure our inclusive hiring efforts, what are we saying about the importance of our DEIB initiatives to the organization?"

Rocki Howard
Chief People and Equity Officer at The Mom Project and podcaster

Exclusive Quote

After this chapter, you'll know how to:
• Measure Diversity goals
• Measure Inclusivity goals

3.1 Set Diversity and Inclusion Goals and Timelines

30% is the magic number. As proven by behavioral science researchers, members of underrepresented groups must make up at least 30% of the pool to disrupt bias. In fact, if a hiring pool has just one woman or minority candidate, there's statistically a 0% chance that they'll get hired.

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Inclusion advocate and TEDx speaker <u>Janet Stovall</u> explains this very well:

"Diversity is a numbers game. Inclusion is about impact. Companies can mandate Diversity, but they have to cultivate Inclusion. And if Inclusion is what you're after, you've got to calculate some slightly different numbers. **How about 30%?** *Because that's the point that research shows at which the voices of minorities actually begin to be heard."* - Janet Stovall.

Here's your metrics baseline - if you'd like to aim higher, by all means, go for it!

PRO TIP
Don't forget to set achievable timelines. On average, filling a job can take up to 2 months, so we would recommend you set goals on a quarterly or seminal basis.

3.2 Track the Diversity of Your Candidate Pipeline

Your ATS is the MVP for tracking the Diversity of your candidate pipeline. Use it to track and measure your candidates' demographic backgrounds. Many ATSs offer standardized EEOC questions, but we encourage you to reinterpret and customize them to be more inclusive. In fact, using the standard EEOC question on gender could have an unintended effect as no non-binary option is contemplated.

With the 30% rule in mind, you can now set the goal to source, interview, select, and hire at least one third of your candidates from an underrepresented group. You may want to refine your Diversity hiring goals as you go along.

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3.3 Track How Inclusive The Hiring Process Felt to Your Candidates

Setting goals and measuring progress for your Inclusivity may seem more challenging than for Diversity. It doesn't have to be that way.

A Candidate Experience solution like Starred will help you get your Inclusivity insights. It's in our DNA to value the voices of every candidate and make them count. That's why we view measuring Inclusivity as an integral part of Candidate Experience. Many of our customers seem to agree with us and have added our D&I module on top of Starred's Candidate Experience solution.

When tracking Inclusivity, there's just one way to do it: you'll need to ask your candidates about their experience through surveys. Include designated Inclusivity questions like if a candidate felt that they were treated respectfully or experienced a sense of belonging. This way, you can match the answers with the data you have from the different demographics of your candidates. We'll dive deeper into this in the next paragraph.

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3.3.1 Connect Your Demographic Data and Your Experience Data

By connecting your demographic data with your experience data you'll get a full and granular view of your overall Candidate Experience scores per gender, age, ethnicity, veteran status or other demographic characteristics.

These are very powerful insights. If you've asked specific Inclusivity questions, you can apply the same demographic filters on your D&I Insights Dashboard to find out if all groups are equally happy about their Candidate Journey with you. If not, you'll spot the areas in need of extra attention.

Starred's D&I module allows recruiters to compare the cNPS and the Inclusivity scores from the different demographics so you can take immediate action if you don't like the results. Once you've identified which groups require some extra attention, you can filter down to the recruiter level so you address challenges and seek improvements - such as additional DEI training - on a very granular level. As you can see in the illustrations below, it can be valuable to deep dive into your Candidate Experience metrics and assess continuously if you're on the right track.

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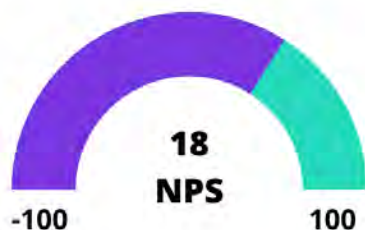
FEMALE CANDIDATES

Inclusivity Score: 5.6

Demographics: female

Inclusivity

5.0	Belongingness
6.1	Interview atmoshere
5.7	Respectful hiring

- 4
NPS

-100   100
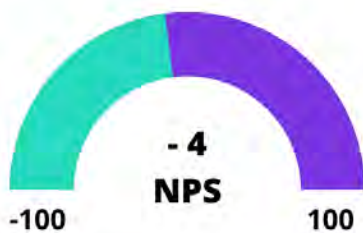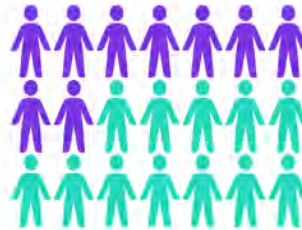
HISPANIC CANDIDATES

Inclusivity Score: 5.5

Demographics: Hispanic or Latino, male

Inclusivity

5.2	Belongingness
5.7	Interview atmosphere
5.8	Respectful hiring

-13
NPS

-100   100

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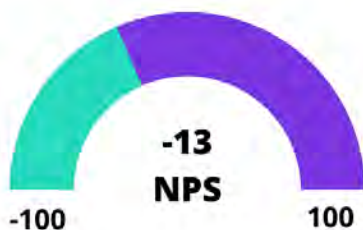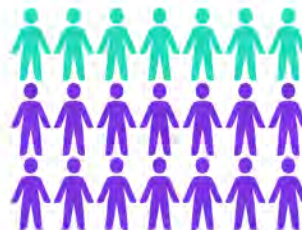
3.3.2 Active Listening - How to Do It, and Which Questions to Ask

If you set up a good infrastructure to actively listen the right way from the get-go, it'll make your follow-up actions very straightforward. We think these are the four most important steps to take at the listening phase:

- **Include EEOC or demographic questions on your forms** and encourage your candidates to share this type of information. Clarify why you'd like to know more about their demographics. Reassure them that this kind of information is processed anonymously. If you have a DEI policy in place, you can link to it.
- **Automate your surveys for all Candidate Journey stages** with your ATS. Stages are all exit points - from hired to withdrawn and rejected. Arguably, the last two will provide the most interesting insights. Automation will save you time and allow you to collect your data in a more unified way.
- **Personalize and customize your surveys** for a high response rate. As you know, the more answers you get, the more complete your insights will be. This, too, can be automated.
- **Ask specific Inclusivity questions** in addition to your default Candidate Experience questions. You can phrase them in your own company's tone of voice, but we'd like to give you some examples you can include:

  → Do you feel that our hiring process provided an opportunity to showcase your best possible skills, qualifications, and expertise?

  → Have you observed or experienced bias, discrimination, and inequity?

  → Do you feel we provided an environment to freely and openly express your ideas/opinions during the interview(s)?

  → Did the recruitment team make you feel welcomed and that you belong at the company?

3.3.3 Beyond Analysis

So, the results are in. Now what? What do you do during and after the data crunching? If all goes well, your Inclusivity data has revealed the good, the bad, and the ugly about your Diversity and Inclusivity state of affairs. That's a good thing; it'll be food for discussion.

You will likely discover uncomfortable truths at this stage. Why do Black or African-American candidates score so much lower on the Inclusivity questions compared to your White candidates? Did unintentional bias somehow creep in? And why do candidates identified as females withdraw more frequently from the hiring process? Are there recruiters or hiring managers who could use a refresher D&I training or more? Is a particular department the source of outliers? Why do Hispanic or Latinx candidates decline your job offers more often?

Use your candidates' feedback and assessments as a guide to improve your Inclusive Hiring practices. You can set micro-goals on different levels and make everybody involved in the recruiting process accountable. Be brave and challenge both the process and the people involved.
This won't be a smooth process, but it will surely be rewarding.

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You can create a recruiter matrix for your D&I Insights Dashboard. This will make it easier for you to see at a glance which recruiter offers candidates an inclusive hiring experience. He, she, or they could coach and help other recruiters. The other way around is also possible; you can see which recruiters could benefit from additional D&I training.

Starred Recruiter Matrix

	Equal opportunity	No bias	Understanding	Open atmosphere	Sense of belonging
Jack	7.1	6.4	7.1	8.0	7.6
Liz	7.2	6.2	7.2	7.7	8.1
Bob	7.2	6.5	6.8	7.3	7.7
Susan	7.5	6.9	6.6		
Angela	7.8	8.1	8.3	7.6	8.0
Hans	7.5	7.3	8.1	7.8	8.1
Juan	7.2	7.0	8.5	8.1	9.0

Recruiter	NPS	Rating	Responses
Juan	40	7.5	10
Bob	16	6.9	19
Hans	15	7.8	13
Angela	14	7.6	14
Liz	0	6.9	66
Jack	-6	6.9	83
Susan	-21	7.3	14

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3.4 Communicate Your Results

First of all, if your results seem disappointing, don't despair. Even leading companies like Google, Dell, and Snap Inc. admit that they need to improve a lot on their Diversity and Inclusion efforts. Some tech companies have committed to working together and making their results transparent. The Alliance for Global Inclusion explains why this is so important:

'A public index increases transparency, which builds trust, drives collective action, and scales impact.' - Alliance for Global Inclusion

On a smaller scale, this rings true as well. Being transparent about where you are on Diversity and Inclusion will drive action. How diverse are your pipeline and workforce? What is your Diversity and Inclusion policy? What is your vision, plan and what are your measurable goals? Your candidates will appreciate your honesty. Make your results visible and own them. Involve the whole company and share your Diversity and Inclusion progress monthly, quarterly, and annually. Showing accountability on a team level will set the right example for everybody in your team and inspire other teams to follow your example.

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4. Feel Motivated: 5 Organizations Paving the Way to Inclusive Hiring

Diversity and Inclusivity are paramount for creativity and productivity - famously, organizations that care about DEI birth fresh ideas, unlock new markets, and develop more innovative products. Inclusive hiring improves the chances for good business results, and has an impact on society as a whole.

As organizations are striving en masse to become inclusive employers to a diverse workforce, some are paving the way with exceptional and inspirational initiatives.

Below, we'll share our top 5:

4.1 Microsoft

Microsoft has the most complete and extensive DEI efforts in the industry, and it's clear that this has helped them achieve more positive results.

The company that provides daycare services has a worker resource group that employees formed to assist one another. The firm has established objectives for Diversity and Inclusion, a policy on gender Diversity, and an approach to promoting Diversity and Inclusion in its workforce.

Their inclusive hiring efforts include a [NeuroDiversity Hiring program](#) based on the belief that traditional hiring practices don't let neurodivergent candidates' strengths and qualifications shine.

Microsoft excels in terms of racial and gender Diversity, too. According to data from 2020, 29.7 percent of the company's board was composed of racial and ethnic minorities, with a total workforce makeup of 49.8 percent racial or ethnic minorities.

4.2 Centene

Centene is a company established in 1984 as a Medicaid plan by Elizabeth Brinn; it offers healthcare coverage to help people access quality care at low costs while also getting insurance for their employees.

Centene has worked hard to promote women and people of color in their leadership positions. When it came into existence in 1984, women owned only 10% of businesses in the country. The company's current CEO has worked to ensure DEI is not just a program but an ongoing effort.
Here are some interesting numbers:

- 36% of supervisor+ positions identify as people of color.
- 42% identify as women or people of color on Centene's board of directors.
- 64% of supervisor+ positions are held by women.
- 50% identify as people of color.

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4.3 DoorDash

The American company operates an online food ordering and food delivery platform. They have a [clear commitment](#) to increase the number of women, POC, and nonbinary employees at all levels of their organization, but it's their career accelerator Elevate that will leave a mark as an example of DEI excellence. The goal? Retaining and promoting women of color into senior positions.

The [6-month cohort](#) lets women of color access an external executive coach, an executive sponsor, and meetings with C-suite members and company directors.
The impact is clear: after the cohort, 38% of fellows earn promotions. Elevate's success is attributed to its combination of mentoring, coaching, and sponsorship.

4.4 Biogen

The company's "Diverse by Design" initiative focuses on four key areas: recruitment, retention, advancement, and supplier Diversity. Biogen wants to have a workforce that reflects the patients they serve, and they have seen success in this area.

Biogen has increased Diversity by establishing a vendor Diversity program that focuses on increasing opportunities for businesses owned by minorities, women, veterans, and the LGBTQ community.

4.5 Twilio

Twilio helps organizations and brands of all sizes create meaningful moments with users across the globe—from the simplest text messages to life-saving communications. Their approach to DEI is impressive in that it is truly all-encompassing - in fact, it makes us proud that they're our customers!

Twilio extends an anti-racist approach to serve all other underrepresented communities, including LGBTQ+, people with disabilities, individuals with military experience, and more. Their focus also includes the often-forgotten intersectional identities. Equity and Inclusion are prioritized while Twilio builds diverse teams - they're aware of the need for dismantling barriers and addressing the opportunity gap. They strive to be committed, curious, uncomfortable, and courageous in all aspects of DEI.

Among the plethora of programs they have established, they have instituted an internal recruitment initiative they call The Inclusion Rule. It supports their leadership in building diverse teams by ensuring a diverse slate of candidates reaches the onsite stage of the interview process.

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In this chapter, you'll find our statistical digs on the current state of affairs around inclusive hiring. What you'll be finding in this chapter:

1. data on how many candidates care about working in inclusive environments.
2. information on how many companies strive to hire inclusively.
3. information on the business impact of DEI.

We hope this chapter provides you with the necessary information to make a strong case that helps motivate all your potentially skeptical peers, managers, and stakeholders.

5.1 How Many Candidates Care About Working In Inclusive Environments?

According to Deloitte research, more employees are choosing an environment that offers authenticity, flexibility, and purpose.

- **Authenticity:** 47% of the participants choose an atmosphere where they can feel comfortable being themselves, leveraging their unique strengths, and sharing their perspectives. Many look for their co-workers and leaders to do the same.

- **Flexibility:** 36% want to choose where and when their work gets done and have flexibility with other aspects of their lives.

- **Purpose:** 39% desire an environment that allows them to make an impact and understand how their work fits into the big picture.

Global data shows that **four in five** candidates say Diversity, Equity, and Inclusion in the workplace are important to them.

DID YOU KNOW?
Millennials and Generation X make up 2/3 of today's U.S. workforce, and 90% of them say that "a company's concrete commitment to workplace Diversity affects their decision to work there."

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Let's take a look at gender.
A recent Workable survey reveals that 96.7% of females consider **DEI** personally crucial to them. However, 12.3% of males said they don't find it important.

5.2 How Many Companies are Hiring Inclusively?

Most companies agree that employees are seeking work environments that foster DEI. That's why 63% of companies prioritize Diversity, Equity, and Inclusion, when implementing initiatives and make it a permanent part of their mission, vision, and values.

However, an additional 17.6% of companies report that they're interested in DEI initiatives, but they either haven't begun or don't know where to start.

5.3 What's the Business Impact of DEI?

Your workforce is the most important asset of your company. Inject Diversity, Equity, and Inclusion into it, and your organization will sail through current issues, conquer more markets, and improve its bottom line.

- Organizations with highly diverse teams report 2.3X higher cash flows per worker.
- Companies with a diverse top executive team enjoy a 19% increase in revenue.
- 43% of organizations with highly inclusive boards reap increased profits.
- Organizations with gender-diverse management tend to bring in 21% more profits.
- DEI-focused organizations are 70% more likely to scoop new markets.
- 83% of millennials find inclusive work cultures to be more engaging.

DEI is the real new normal. If your company isn't working on it, you need to start now and reap the benefits. We hope these stats will inspire you and the rest of the stakeholders to take action.

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6. Conclusion: Your Keys to Success

Congratulations, you're now equipped with applicable insights on how to make your hiring process more inclusive - they will be your compass throughout your journey. Before you leave, here are the main takeaways you should remember - your keys to success:

→ Whatever strategy you decide to use, you'll need to be flexible and embrace **continuous improvement**, for it'll be a never-ending learning experience.

→ You'll also need to measure your results.
For a thorough overview, you'll need **demographic data**, which will give you insights on how you're doing in terms of hiring diverse talent, and **experience data**, which will tell you how inclusive your hiring process is. You'll get experience data by gathering **feedback** from your candidates and onboarding employees.

→ **Starred's D&I Insights Dashboard** will help you combine the two types of data so you can observe your results down to a very granular level.

→ You'll want to regularly monitor your situation, **discuss and share your results**. To ensure that there's accountability, you'll need to think of **impactful consequences**.

We hope that our practical guide to inclusive hiring has provided you with clarity and fresh ideas that you can use on your journey to a more inclusive hiring process.

The team at Starred wishes you the best of luck on your inclusive hiring adventure!

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And remember, you won't have to pull yourself up by your bootstraps: we're here to help.

Discover more about how we can support you:

Book a Discovery Call

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7. About Starred

Starred's mission is to give people a voice in their work lives. In recruitment, that means giving candidates a voice.

Our data-driven Candidate Experience analytics solution allows companies that need to hire at scale to improve their hiring process. This way, they can stand out with an excellent employer reputation and brand during recruiting's most challenging times.

We integrate with leading ATSs to ensure complete automation and a customized process. You can optimize your Candidate Experience and your hiring process - no headaches nor coding necessary.

Our platform enables you to listen actively to your candidates by automating the collection of their feedback. Additionally, Starred analyzes the data for Talent Acquisition teams. They can immediately put these insights into use to improve those areas that will yield the most significant impact on their Candidate Experience. Starred provides granular insights and promotes accountability that allows companies to become the outstanding employers of tomorrow.

8. Be Inspired: Precious Resources for Inclusive Hiring

The content we consume shapes our thoughts and can inspire and challenge us. That's why we thought it important to collect thought-provoking and highly informative content for you to explore.
Below you'll find our collection of resources in all sorts of formats: from blogs to podcasts, videos, and more.

PODCASTS

- Diversity: Beyond the Checkbox - The Diversity Movement
- Inclusive recruitment - Catherine De Caluwe, Latifa Matheeussen
- reWorked - The Diversity and Inclusion Podcast - EW Group

TED TALKS

- From the Inside Out: Diversity, Inclusion & Belonging - Wendy Knight Agard
- How to get serious about Diversity and Inclusion in the workplace - Janet Stovall

WORKSHOPS & COURSES

- Must-Haves to Develop a Diverse Talent Pipeline - Shelley Willingham, Sherri Thomas, Kim Drumgo, Gerald Walden
- How to Write Inclusive Job Descriptions - Jackie Ferguson
- Inclusive Recruitment Course - EW Group

WHITEPAPERS

- Mistakes To Avoid When Hiring Your Diversity Leader - Shelly Willingham
- 5-Step Roadmap to DEI Success in 2021 - The Diversity Movement

GUIDES

- 10 Effective Ways to Measure Diversity & Your Organizational Readiness - The Diversity Movement
- Measuring the Effectiveness of Diversity, Equity, and Inclusion - The Diversity Movement
- A Business Leader's Guide to Driving Diversity & Inclusion In The Workplace - The Diversity Movement
- Inclusive Hiring Resources Guide - Harvard Human Resources
- Monster's Inclusive Hiring Guide: Diversity & Inclusion in Recruiting - Monster

BOOKS

- Beyond Diversity - Rohit Bhargava, Jennifer Brown
- How to Be an Inclusive Leader - Jennifer Brown
- Confessions From Your Token Black Colleague - Talisa Lavarry
- Unleashed - Frances Frei, Anne Morriss
- Hiring for Diversity - Arthur Woods, Susanna Tharakan
- Building an Inclusive Organization - Raafi-Karim Alidina, Stephen Frost
- The Memo - Minda Harts

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BLOG POSTS

- How Inclusive is your Hiring Process? - Starred
- 7 Tips for Using Inclusive Language in Job Descriptions - Heather Barbour
- Diversity and Inclusion Metrics: What and How to Measure - Harver
- The Top 10 Tech Tools for Inclusive Workplaces - Kurt Merriweather

REPORTS

- The ACT Report: Action to Catalyze Tech: A Paradigm Shift for DEI - Catalyze Tech Working Group
- Alliance for Global Inclusion Index - Alliance for Global Inclusion
- Diversity, Equity, and Inclusion in the Workplace: 2021 HR Survey - Workable
- Addressing Diversity and Inclusion: Going Beyond the Benchmark - Workplace Intelligence, LLC
- SmartRecruiters: Diversity Hiring Report - SmartRecruiters

MISCELLANEOUS

- Inclusive Hiring Roadmap - Starred
- 2021 Diversity Holidays Calendar - The Diversity Movement
- Diversity & Inclusion Quiz - The Diversity Movement
- Tools for conducting an inclusive interview - Hanover Research

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