

EBOOK

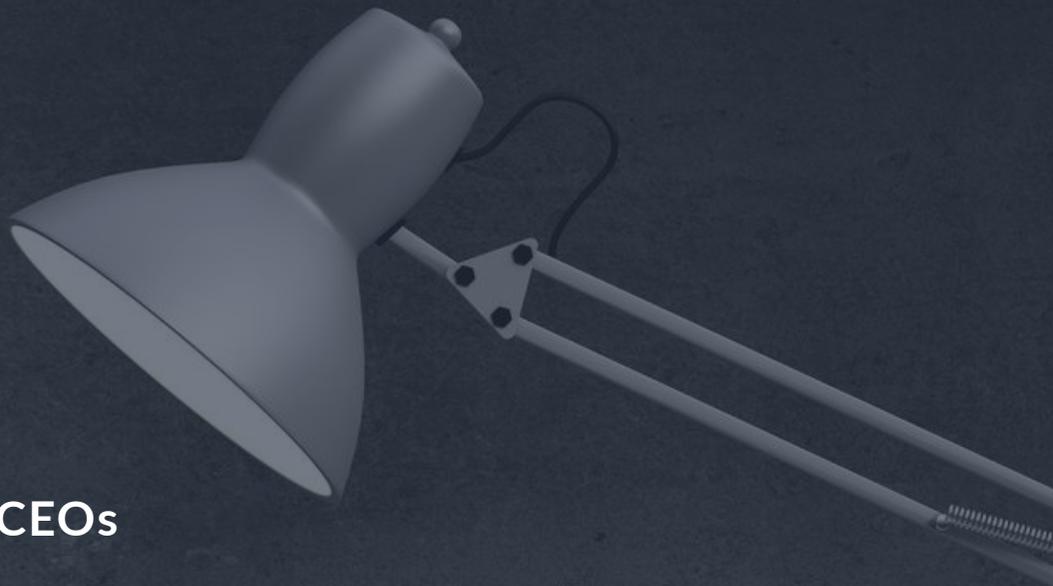


greenhouse

# 3 Diversity Recruiting Strategies

Lessons from **Lyft's** Talent Acquisition Team





## A NOTE FROM THE CEOs

The topic of Diversity and Inclusion is sparking important, but tough, workplace conversations. While Diversity and Inclusion is a company-wide effort, it seems that recruiters are on the frontlines. Recruiting and talent acquisition teams, whether they're ready or not, have to pick up the mantle of Diversity and Inclusion that is being handed to them.

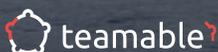
We've been inspired by our conversations with partners like Lyft to put together this guide for recruiters to grapple with the challenge of where Diversity and Inclusion fits into their already difficult jobs. We hope this document is a start to a larger conversation and welcome all who want to genuinely engage in this important work.



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# Introduction

We've been operating under two misconceptions when we think about diversity in recruiting. The first misconception is that our diversity challenges are a function of talent scarcity. The second, and a closely connected misconception, is that all our diversity shortcomings can be addressed solely at the top of our recruiting funnel by sourcing a more diverse candidate pool. We reject both notions, because they serve to obscure the very real and intractable organizational problems that have created a reality in which our economy and our workspaces do not reflect our society.

This eBook will speak directly to recruiters about how we can embed diversity into our efforts to ensure that our companies get on the road to building more diverse and inclusive workplaces. A big part of this work is getting the commitment of company leaders, driving the sustained engagement of employees, and building relationships with the communities we hope to attract.

Diversity and Inclusion efforts can only be successful when a cross-functional team works in concert to build a culture of diversity, supports inclusion in the organization, and retains a diverse workforce. Each of these topics merits an eBook of its own.

However, in the scope of this eBook, we want to explore specifically what recruiters and talent acquisition organizations can do to nurture diversity in the workplace by:

- Shaping and promoting an employer brand that builds connections to the communities you want to engage.
- Marketing opportunities in a way that attracts a diverse talent pool and exposes what they can gain from being a part of your organization.
- Architecting a hiring process that minimizes bias and maximizes your organization's ability to recognize the true value of candidates with diverse backgrounds and experiences.



# The Importance of Diversity in Recruiting



of executives rate diversity and inclusion as an important issue<sup>1</sup>

Recruiting for a diverse workforce is the right thing to do, period. You should hire the best candidate, regardless of things like their gender, ethnicity, religion, sexual orientation, or disability. Still the best way to ingrain Diversity and Inclusion, (D&I) focus in a company's DNA and ensure its survival through the inevitable cycles of growth and contraction, is to tie it to ROI and business impact. Thankfully, this isn't hard to do!

# The ROI of Diversity and Inclusion



67%

**of candidates want to join a diverse team**

Sixty-seven percent of job seekers said that a diverse workforce is an important factor when evaluating companies and job offers. <sup>2</sup>



57%

**of employees want to prioritize diversity**

Fifty seven percent of employees want their company to do more to increase diversity among its workforce. <sup>3</sup>



2.3x

**higher cash flow at inclusive companies**

More inclusive companies have 2.3 times higher cash flow per employee over a three-year period. <sup>4</sup>



35%

**of diverse companies outperform homogenous ones**

The most ethnically-diverse companies are 35% more likely to outperform the least ethnically-diverse companies. <sup>5</sup>



1.7x

**more likely to be innovation leaders**

Inclusive companies are 1.7 times more likely to be innovation leaders in their market. <sup>6</sup>



70%

**of diverse companies are more likely to capture new markets**

Diverse companies are 70 percent more likely to report that the firm captured a new market. <sup>7</sup>



# Aligning with your company goals

Your work in recruiting won't make a long-term impact if the rest of your company isn't aligned on building and sustaining a diverse workforce and inclusive company. While this eBook can't cover the myriad of strategies, tactics, and initiatives that are required to build a successful diversity and inclusion program, we want to quickly touch on some of the key areas your company's leadership needs to be aware of. In an optimal scenario you should find that your recruiting strategy will run in tandem to, and rely on, the work that your colleagues outside of recruiting are doing to drive diversity and inclusion.

Here are five of the main initiatives recruiting will need to leverage to ensure that their work is successful:

- **Understanding your workforce.** You should have an idea of how diverse your current workforce is and your employees' thoughts on the current state of inclusion in your company. Company-wide polls and small group conversations can work well here. Take note of where your company can improve and areas where you're excelling.
- **Setting goals and specific metrics you want to track.** You should have realistic and measurable goals based on what you've learned about your workforce. It's perfectly fine to implement quick wins and you can start small if you need to. Make sure you are sharing wins company-wide to build momentum and keep diversity a top priority.
- **Ensuring leadership buy-in.** Your leaders set an example for the rest of the company and play an important role in directing changes that may be necessary to build a diverse workforce. It's **crucial that they're on board with the diversity strategy and are willing to do what it takes to meet the company's goals and objectives.**
- **Creating an internal feedback loop.** Recruiters have a unique vantage point to understand how the company and your employer brand are perceived in the talent market. Employees have a unique insight into your company culture and their personal experience. Creating methods to collect, share, and respond to feedback is crucial to understand if your efforts are helping build a more diverse and inclusive workforce.
- **Helping your team become active supporters.** Consider hiring a head of diversity initiatives, putting together a diversity task force, creating a structured mentorship program, and encouraging employee resource groups to get involved. These roles and structures will help ensure that diversity initiatives have ownership, direction, and are prioritized and supported across all functions.



# Promote and Shape Your Employer Brand



of talent acquisition managers agree that their employer brand has a significant impact on their ability to hire great talent<sup>8</sup>

Your employer brand plays an important part in the decision-making calculus of candidates actively considering your company for their next opportunity and for passive candidates responding to referral introductions and sourcing outreach. Be aware of the diversity and inclusion initiatives driven by your human resources team. Create recruitment marketing campaigns that speak to a diverse audience and allow people with a broad spectrum of experiences and backgrounds to feel like they have a place in your organization. If you value diversity and inclusion, get involved and find ways to share the story.

# Prioritize, support, and promote diversity recruiting

Start with your employees-- without their buy-in and support it will be impossible to build a culture of inclusion and establish your employer brand. Recruiting can shape and promote diversity and inclusion initiatives among employees and identify allies and partners who will help drive your brand outside your organization.

Here are some things recruiters can do to build an inclusive culture and employer brand:



1

## KEEP AN EYE ON AND HELP SHAPE YOUR EMPLOYER BRAND

Regularly review employee review sites like Glassdoor, request feedback from candidates following interviews, and ask to view employee survey results. Consider how the employee and candidate experiences your company creates are affecting your recruitment efforts, and work to make necessary changes—even if that means escalating the feedback to your leadership team.



## WORK CLOSELY WITH YOUR DIVERSITY TASK FORCE OR HEAD OF DIVERSITY INITIATIVES

If your company has employees dedicated to diversity initiatives, meet regularly to discuss goals, progress, strategies, and challenges. This will provide a forum to discuss ideas for improvement, both within the recruiting function and throughout the rest of the organization. It will also ensure that you are aligning your efforts with diversity and inclusion leaders.

2



3

## RUN INTERNAL EVENTS THAT TALK ABOUT DIVERSITY AND INCLUSION

Hold company-wide events that discuss why you're prioritizing diversity and inclusion, what you're doing in those areas, and the progress you've made as an organization. Join employee resource group meetings to learn what you're doing well and where you can improve. If you find that certain groups are underrepresented in specific departments, work with the leaders of those departments to uncover the forces and processes that have contributed to that reality. Then develop strategies to address these areas.

## SHARE YOUR WINS INTERNALLY

Publically promote and applaud recruiting and hiring behaviors that further diversity recruitment. You should also publicly address behavior that hurts your diversity recruiting efforts and provide one-on-one training to correct it. Doing so will keep your company's diversity and inclusion initiatives top of mind for all employees, while creating room for growth and improvement.

4



# Earn access to the communities you want to engage

A company that truly values diversity and inclusion will get involved with, support, and be present at events run by groups serving communities they want represented in their workforce. By building these relationships, your company can create bridges between your recruiting organization and the communities you want to engage.

## **FIND NEW GROUPS AND COMMUNITIES TO ENGAGE**

Your employees are already involved with the communities you hope to build stronger ties to. Run a survey to discover which communities and groups your employees are active in, and how you can support them. Then, do some research on additional communities you'd like to participate in. Look for professional groups, traditionally Black and female schools, Black and Jewish fraternities, sororities, veteran groups, disability support groups, and LGBTQIA groups.

### **Once you've identified the communities you'd like to participate in, here are a few ways you can get involved:**

- Attend events to learn about the issues and projects that drive the community and look for natural areas to overlap with your company
- Team up with community groups to sponsor or set up a table at their events
- Participate as a speaker and share the relevant work your organization is doing
- Host events that address the interests of the communities you want to engage
- Connect community members with internal mentors at your company



Be thoughtful, authentic, and non-transactional about how you engage with communities. Your company should be seen as a force for good, which actively supports communities in word and deed.

These initiatives will require a true commitment from your leadership team and represents a heavier lift for talent acquisition. You will need a higher recruiting headcount, training on new tactics and strategies, and a budget to carry them out. Unless this support exists from the top, it will be difficult to reach your diversity and inclusion goals.



## INVITE YOUR WORKFORCE TO GET INVOLVED

With so many potential communities and groups to engage, there's only so much you can do on your own. Activate your workforce to participate in the communities they are most interested in. Your employees are the best advocates of your employer brand and what it means to work at your company. Having them directly engage with communities you want to be a part of can be the most powerful way for your company to build those relationships.



# Promote your employer brand externally

If your company has made progress toward a diverse and inclusive workplace, make sure it's communicated across all of your recruitment materials. If you're just beginning your D&I efforts, be honest about where your company stands and the efforts you're making to improve, however imperfect they may be.

Promote your employer brand through your:



1

## CAREER SITE

Rather than using stock images throughout your career site, use real photos of your team. Include employee testimonials throughout that tell candidates why your company has been a great place to work for them. Highlight employee benefits and perks, but make sure that they are appealing to diverse groups of candidates. For example, free beer and a quarterly trip to Tahoe will appeal to a different group than a generous family leave policy and a matched 401(K) plan.

## EMPLOYER BLOG

Your employer blog is a great opportunity to share stories about the work you're doing to build a diverse and inclusive workplace. It is also the place to share how your company is engaging and partnering with different communities. Use these stories to show how individuals of different backgrounds can grow and make an impact on their communities by joining your organization.

2



3

## SOCIAL MEDIA CHANNELS

Give customers and candidates alike a behind-the-scenes view of your company. Share photos of events, employee resource group meetings, or a “day-in-the-life” of an employee. Encourage your workforce to engage with your social media posts, and to create their own content about life at your company.



### ENSURE THAT YOUR EMPLOYER BRAND MESSAGING DOESN'T TURN OFF APPLICANTS

Look at your employer branding materials with a diversity and inclusion lens to ensure they're appealing to different kinds of people. Use the data you've collected from your employees about why they like working for your company to highlight why your employees are happy, and be intentional with the language you use to describe your company and open roles.

# Rethink Your Pipeline Strategy

Your employer brand plays an important part in the decision-making calculus of candidates actively considering your company for their next opportunity and for passive candidates responding to referral introductions and sourcing outreach. Be aware of the diversity and inclusion initiatives driven by your human resources team. Create recruitment marketing campaigns that speak to a diverse audience and allow people with a broad spectrum of experiences and backgrounds to feel like they have a place in your organization. If you value diversity and inclusion, get involved and find ways to share the story.

## DRIVE A DIVERSE APPLICANT POOL WITH INCLUSIVE JOB DESCRIPTIONS

It may not be obvious, but the language in your job descriptions may be turning away applicants you're looking to attract to your organization. Your job description is a vital part of building your pipeline— make sure it's working for you. Women apply for open jobs only if they think they meet 100 percent of the criteria listed, whereas men respond to the posting if they feel they meet 60 percent of the requirements.<sup>9</sup> If you list 30 must-have skills, you can't expect many women to apply. Revisit your required skill and qualifications and redo your job descriptions. Think about the words, messaging, and structure you need to be more inclusive.

Which skills and qualifications must the candidate have, and which are simply nice to have? Consider skill-based hiring, rather than asking for certain years of experience or a degree from a certain type of school. Also consider whether finding a candidate from your industry is important, or if you could benefit from hearing someone outside your industry. Consider people who don't have the traditional profile, so long as they have the essential skills and qualifications necessary. In doing so, you can reach new talent pools, get better thought diversity, and reach underrepresented groups.



# Source for diversity

One way to fill your pipeline with diverse, qualified candidates is by proactively sourcing them. Utilize your job descriptions and your list of target communities to source across all levels and reach the exact people you want to speak with.

Here are some tips to source a diverse cadre of candidates:



1

## UTILIZE SOURCING CRITERIA AND KEYWORDS

Create Boolean search strings using your must-have skills and diversity-targeted keywords. These should include the communities you're actively involved with, as well as other relevant professional associations, diverse schools, and veteran groups.

## ATTEND SOURCING EVENTS

Go offline and meet candidates in person at community recruiting events. Share relevant stories from your organization that appeal to the communities you're engaging with.

2





3

### RESEARCH OTHER COMMUNITY RESOURCES

Look into other ways your community resources can connect you with a diverse group of candidates. They may have a LinkedIn or Facebook group you could participate in, or a mentoring program you could get involved with.

### CONSIDER OTHER NON- TRADITIONAL CHANNELS

As you get involved with different communities and build a diverse candidate pipeline, you may see the opportunity to source from non-traditional channels. For example, if many of your top candidates have completed a specific bootcamp, reach out to the organizers to learn how you could potentially reach more of their students.

4



# Drive diverse referrals

Employee referrals are often cited as the best source of hire, but it can also be a powerful source of candidates from underrepresented communities when used correctly. If you don't engage your whole workforce in employee referrals, but just let those who opt-in refer candidates, you may end up with a pool of candidates that is not reflective of the broader community. However, if you create an environment in which all employees feel enabled, invited, and excited to be a part of the referral process, employee referrals can become a powerful strategy in your diversity and inclusion plan.

Here are a few tips to increase the breadth and volume of employee referrals:

**1**

## ORGANIZE REFERRAL-A-THONS

Create a friendly office competition to see who can refer the most candidates in a specified time span. Make it clear that you're looking for a diverse group of candidates with a wide variety of backgrounds. These should be endorsed and driven by company leaders who have political and social clout within the organization. Seeing the Vice President of Engineering source for candidates from underrepresented groups sends a powerful message about what the company values.

## HOST GROUP AND ONE-ON-ONE REFERRAL SESSIONS

Get together with hiring departments, hiring managers, and new hires to review your employees' connections and get introductions to the most promising candidates. Offer employees smaller, one-to-one, sessions so they feel more comfortable asking questions, and being guided through the referral process. If your organization has employee resource groups, meet with them as well so you can tap into their communities.

2



3

## UTILIZE THE RIGHT TECHNOLOGY TO PUT REFERRALS INTO OVERDRIVE

Maximize the results from employee referrals by using technology to improve and standardize workflows, create a transparent system of record, and match your employee's connections to open opportunities. A strong technology partner can make referrals fun for your employees, less time-intensive for recruiters, and improve the relevance of referred candidates.

# Attract a diverse cadre of candidates

Your employer branding efforts will hopefully send you a steady stream of candidates from underrepresented groups, which can be converted to applicants with your inclusive job descriptions. However, as with all organic channels, it can take time to stand up and you may need to proactively advertise to increase your volume of applicants and build a diverse candidate pipeline.

Here are a few ways to make sure your openings reach a broad community of applicants:



## 1 REACH OUT TO PROFESSIONAL GROUPS

Many community groups distribute open job opportunities to their members via email, social media, or a job board.

## UTILIZE SCHOOL JOB BOARDS

Most schools have career centers and job boards for current students and alumni. Reach out to those serving diverse student populations.



## RUN SOCIAL MEDIA ADS

This is a less traditional approach, but one that may be worth considering nonetheless. Experiment with LinkedIn, Facebook, and Twitter ads targeting the communities from which you hope to recruit.

2



3

## POST ON COMMUNITY-BASED JOB BOARDS

Look into job boards that target groups you want to engage. For example, iHispano is targeted toward Hispanic and Latinx professionals, while InHerSight is targeted toward women.

4



# Optimize Your Interview Process



of employees think hiring managers are in the best position to increase diversity<sup>10</sup>

The most tragic moment in diversity recruiting today is when organizations spend time and effort to build their employer brand and attract talent from diverse communities—and then dump them into the same interview process that has failed them. If the current hiring process you have in place has resulted in underrepresentation of certain groups in your organization, you may have found the real culprit behind your diversity issues. You may need to guide your hiring managers throughout the recruitment process to reduce bias and establish an inclusive hiring process.



# Build a structured interview process

## PRO TIP

Structured hiring is one of the most important things you can do to mitigate bias in the hiring process. When you clearly define which skills and attributes will lead to someone being successful in the role and how you'll assess this during the application process, you ensure that the most qualified candidate is selected irrespective of other arbitrary characteristics, including race and gender. The Greenhouse product enables teams to do this-- and do it extremely well.



1

### **HOLD A KICKOFF MEETING WITH HIRING MANAGER**

Understand what you're looking for so you evaluate every candidate on the same criteria. Great candidates may be overlooked when hiring managers arbitrarily choose the most important criteria only after meeting candidates.

## CREATE A TRANSPARENT, CONSISTENT, AND OBJECTIVE PROCESS FOR HIRING

Your hiring process should be widely communicated and shared with everyone. Things like blind resume reviews, structured interviews, and skill assessments will reduce bias and put candidates on an even playing field.



## HOLD AN INTERVIEWER KICKOFF MEETING

Discuss the attributes and values you will be looking for in the interview process to minimize bias and ensure that everyone on the interview panel knows what they're looking for in a candidate. Provide interviewer training, including unconscious bias training, illegal interview questions to ask, and how to submit objective feedback.

2



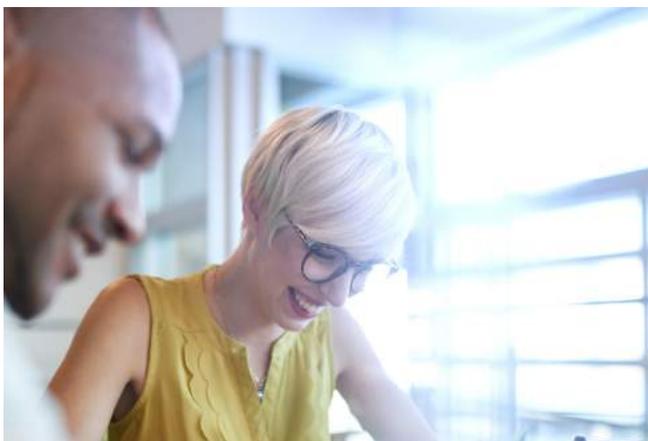
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## BUILD A STRATEGIC INTERVIEW PANEL

Be thoughtful when creating your interview loops. Panels should include a diverse group of employees, some who work on projects similar to what the candidate would be working on, some who have a similar shared experience, some who will be peers, and some who will be managers.

4





5

## PROVIDE A STRONG CANDIDATE EXPERIENCE

Be transparent about the interview process with the candidate and ensure that they know where they stand and what the next steps are. Prepare your candidates for the interviews and make sure they know that you're interviewing them for how they can help your company, not how you can check a diversity recruiting box.

### FREE RESOURCE

For an interactive workbook on how to best approach your own structured interview process, [click here](#).

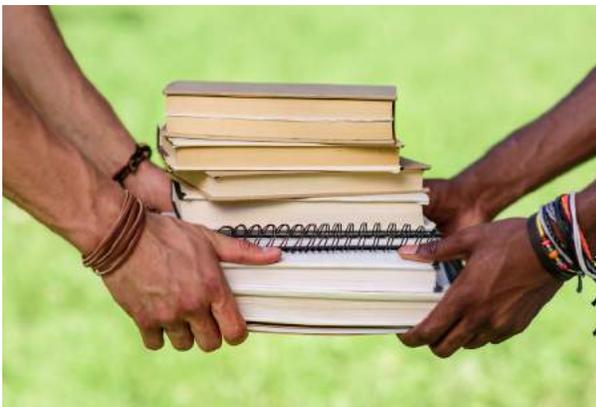


# Close the loop and manage follow up



## HOLD A DEBRIEF MEETING

Invite all of the interviewers to a meeting to dissect how each of them engaged with the candidate and how their different experiences shaped their perceptions. Some interviewers may change their feedback based on the context of other interviews.

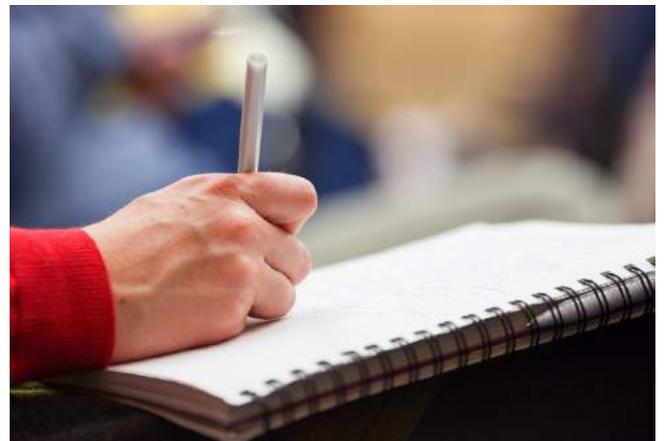


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## REVIEW INTERVIEWER FEEDBACK

Make sure that every interviewer enters their feedback into your applicant tracking system. Read through all the feedback your candidate received and flag feedback that doesn't make sense or doesn't fit in with your predetermined hiring process. Don't allow interviewers to make judgements without concrete examples to back them up.

2



3

## ASK FOR CANDIDATE FEEDBACK

Request feedback from both hired employees and rejected candidates to learn how you can improve your hiring process in the future. You may find that some aspects of your hiring process don't sit well with specific groups you're trying to reach, and may need to adjust accordingly.



## CONCLUSION

The lingering talent shortage has made it more difficult to hire than ever, and many companies fear that diversity recruiting will effectively shrink the size of their eligible talent pool. When done correctly, however, companies that focus on more inclusive hiring practices can significantly increase the size of their talent pool. On one hand, they are considering communities they may have overlooked or falsely disqualified in the past. On the other hand, they are appealing to candidates who may not have considered them before.

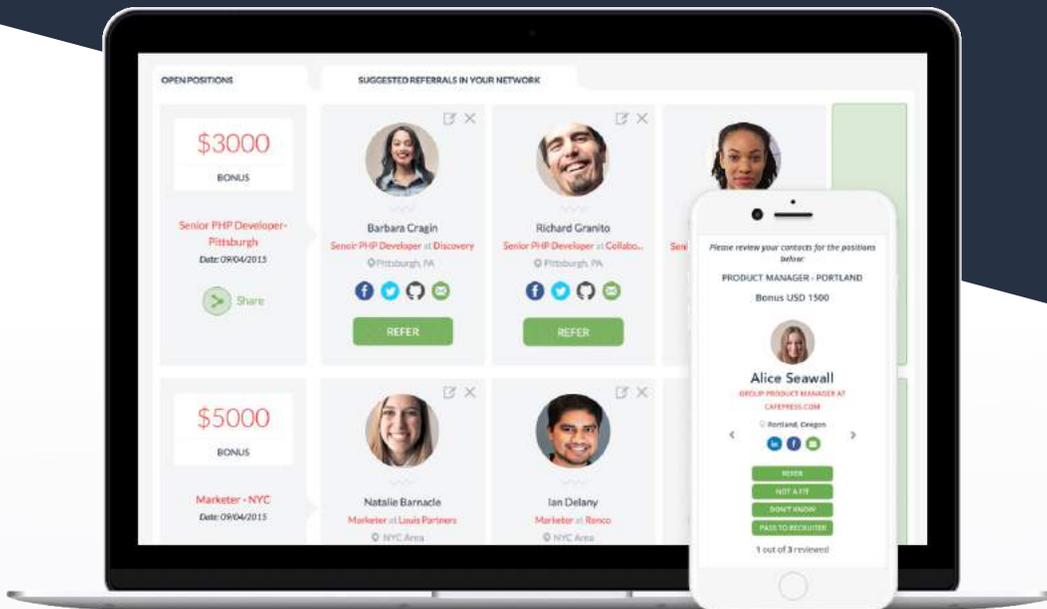
It's important to remember that simply getting a diverse cadre of candidates into the top of the funnel will not solve your diversity issues. It's crucial that you also shape and promote an employer brand that attracts a diverse group of qualified candidates to your organization. Then, you need to focus on providing an interview process that objectively evaluates them, while maintaining their interest in your opportunity.

As with the hiring process at large, diversity recruiting should be an ongoing process that continually evolves to produce the candidates your company needs to succeed.



## CITATIONS

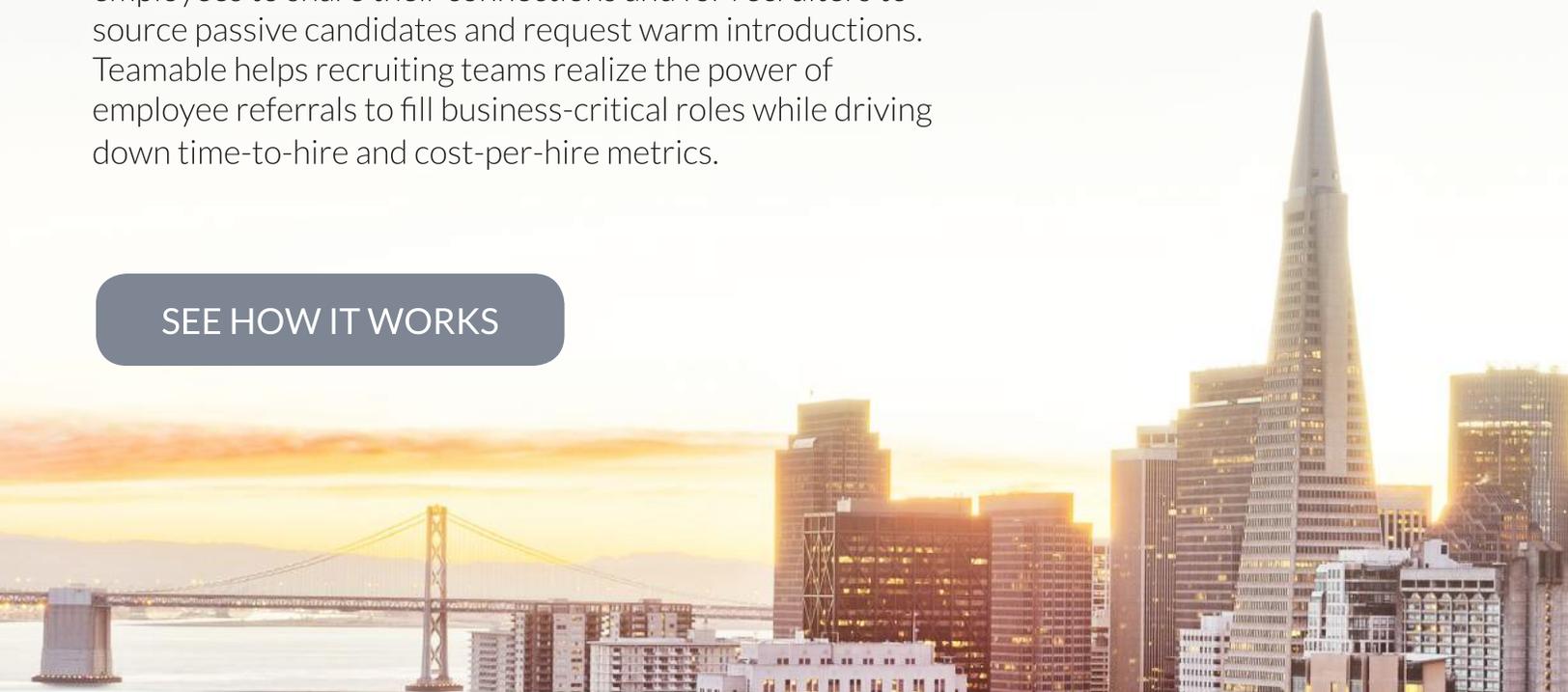
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## About Teamable™

Teamable is a referral acceleration platform that transforms employees' social networks into high-performance talent pools. Teamable scales and optimizes referral programs and diversity initiatives by replacing spreadsheet-based approaches with intuitive search and referral flows that are cloud-based and mobile-ready. Teamable makes it easy for employees to share their connections and for recruiters to source passive candidates and request warm introductions. Teamable helps recruiting teams realize the power of employee referrals to fill business-critical roles while driving down time-to-hire and cost-per-hire metrics.

SEE HOW IT WORKS





**Greenhouse Software is an enterprise talent acquisition suite.** Staying a step ahead of the competition for talented people requires company-wide engagement. Thousands of the smartest and most successful companies like Cisco Meraki, Time Inc., and Airbnb use Greenhouse's intelligent guidance to design and automate all aspects of hiring throughout their organizations, helping them compete and win for top talent. Greenhouse has won numerous awards including #1 Best Place to Work by Glassdoor, Forbes Cloud 100, and Talent Acquisition FrontRunner leader by Software Advice.

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