



# 8 Strategies

## To Recruit a Diverse Workforce

**Resources for Recruiting Diverse Talent**  
**ANA CMO Growth Council Meeting**  
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# 1.

## USE INCLUSIVE LANGUAGE



- To avoid biases or expressions that discriminate against groups of people based on race, gender or socio-economic status.
- Avoid gender coded words like "he or she" instead use "they". Use writing tools that help identify gendered language in words with a strong feminine or masculine association.
- Select fonts that make it easier to read for neurodiverse candidates (e.g., Arial, Comic Sans, Verdana, Tahoma)
- Does the job offer flexibility (work location/schedules)
- Provide link or add your EEO/Diversity, Equity & Inclusion statements.
- Avoid jargons, acronyms or corporate language that signals to people of color language developed in predominantly White, male space.

### Inclusive Terms

- Adaptable
- Choose
- Collaborate
- Creative
- Curious
- Excellent
- Flexible Schedule
- Multitasking
- Health
- Imaginative
- Intuitive
- Effective
- Leans In
- Plans for the future
- Resilient
- Self-aware
- Socially responsible
- Thoughtful
- Trustworthy
- Up-to-date
- Wellness program
- Persistent
- Self Starter
- Efficient

### Problematic Terms

- Aggressively
- Assertive
- Autonomous
- Best of the best
- Boastful
- Competitive
- Determined
- Disciplining
- Dominate
- Exceptional
- Expert
- Extremely
- Hierarchical
- Ninja
- Outstanding
- Proven ability
- Relentless
- Rigid
- Strong
- Superior

### Male-gendered words

Active Adventurous Aggress\* Ambitio\* Analy\* Assert\* Athlet\* Autonom\* Boast\*  
 Challenge\* Compet\* Confident Courag\* Decide Decisive Decision\* Determin\*  
 Dominant Domina\* Force\* Greedy Headstrong Hierarch\* Hostil\* Impulsive  
 Independen\* Individual\* Intellect\* Lead\* Logic Masculine Objective Opinion  
 Outspoken Persist Principle\* Reckless Stubborn Superior Self-confiden\*  
 Self-sufficien\* Self-relian\*

### Female-gendered words

Affectionate Child\* Cheer\* Commit\* Communal Compassion\* Connect\* Considerate  
 Cooperat\* Depend\* Emotiona\* Empath\* Feminine Flatterable Gentle Honest  
 Interpersonal Interdependen\* Interpersona\* Kind Kinship Loyal\* Modesty Nag  
 Nurture\* Pleasant\* Polite Quiet\* Respon Sensitive Submissive Support\* Sympath\*  
 Tender\* Together\* Trust\* Understand\* Warm\* Whin\* Yield\*

## 2. LIST ESSENTIAL JOB REQUIREMENTS

- List the essential job requirements to reflect tasks for getting the job done. Focus on what the new hire will be expected to achieve and what impact they can make.
- Distinguish required vs. preferred/“nice-to-haves”. Studies have shown that women will apply to jobs where they meet 100% of the requirements vs. men will typically apply if they meet 60% of the requirements.
- Education (Top tier) vs. years of experience.
- Is multicultural, cultural branding, and/or inclusive marketing experience a plus?
- Do you prefer a candidate that can speak/write in another language.
- Share salary ranges as it builds trust early on with prospective candidates and demonstrates commitment to equity and fair pay.



Men apply for a job when they meet **60%** of the qualifications.



Women apply for a job when they meet **100%** of the qualifications.



Source: HBR.org

**49.7 seconds**

That's how long job seekers spend reading a job description before dismissing a position as a poor fit.

Source: theLadders

### 3.

## HIGHLIGHT YOUR INCLUSIVE BENEFITS



Various employee benefits can attract a range of candidates and sharing a few unique benefits can influence decisions. Include information like:

- flexible work schedules for parents or people with disabilities
- paid parental leave
- floating holidays
- tuition reimbursement
- transgender transitions programs
- employee resource groups/business resource groups
- adoption fee programs
- professional development programs

New mothers are still leaving the workforce.

Without the right support systems, balancing work and family life is still too difficult.



LGBTQ+ couples are starting families.

But family benefits often exclude paths to parenthood like surrogacy and adoption.



The average age of first-time mothers is increasing.

Parents waiting longer to have children face a greater possibility of high-risk pregnancy.



More couples are experiencing infertility.

This struggle can be isolating, negatively impacting their emotional wellbeing at home and at work.



Source: 2021 Maven Clinic Co



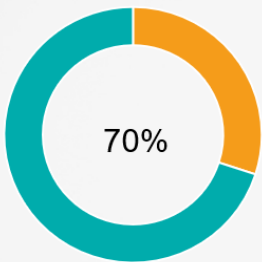
## 4. EXPAND TALENT SOURCING METHODS

Recruiters/Sourcers should widen talent sourcing methods to reach a more diverse talent pool. Extend reach through:

- targeted diverse job channels
- Boolean search strings
- resume database searches
- employee referrals, and
- external partners/organizations such as AIMM's job board that offers an opportunity to list a job and source for talent

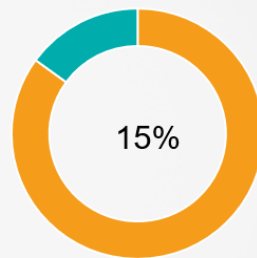


Employee Referral Incentives



...of companies offer cash incentives for successful referrals between \$1000 and \$5000

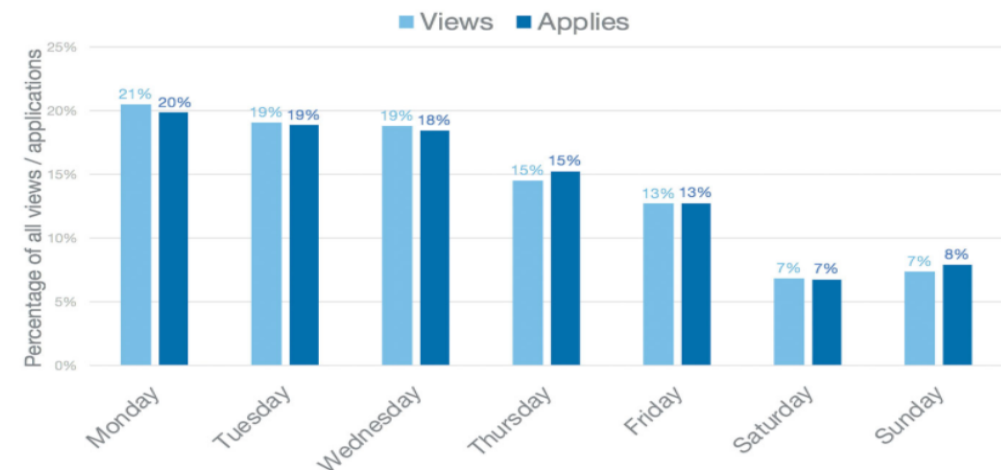
TALENTLYFT



...of companies offer days off or additional vacation days for successful referrals

Source: FirstBird

Candidate job views and applications distributed by day of the week



LinkedIn.com more than half of all views (59%) and applications (57%) taking place between

## 5. MANDATE A DIVERSE INTERVIEWING SLATE



Requiring a diverse interviewing candidate slate minimizes discrimination in hiring and provides transparency on the selection and feedback process. Setting a proportionate number of candidates (two women and/or two underrepresented candidates) has greater chances of successful hiring results (this is called the “two in a pool effect.”)

### The Impact of Diversity Panels on Reducing Unconscious Bias:

#### Intel:

- ▶ When the hiring panels were first introduced in 2014, only **31.9%** of employees were women or people of color.
- ▶ By 2016, **45.1%** of employees were women or people of color, nearly a 15% increase in just two years.

#### Cisco:

- ▶ The chances that an underrepresented minority would be hired rose dramatically in just a short period of time.
- ▶ For African Americans, this rose by **70%** and for Latinos, by **50%**.

## If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired

by Stefanie K. Johnson, David R. Hekman, and Elsa T. Chan

APRIL 26, 2016



## 6. DIVERSIFY INTERVIEWING PANELS

Collaborative hiring selections leads to better hiring results and avoids hiring based on shared biases. Requiring a diverse interviewing panel with at least two women and/or members of underrepresented communities will also provide a better candidate experience and shows candidates you are committed to DEI.



**“63% of all hiring decisions are made during the first 4.3 minutes of an interview.”**

- SHRM



For every 1% increase in a workplace's diversity, there is a notable boost in sales revenue

For gender diversity, it's a 3% increase

For cultural diversity, it's a 9% increase

Source: [launchpadrecruits.com](https://launchpadrecruits.com)

**Unconscious bias can sabotage your efforts at recruiting and selecting the best candidates.**



# 7. LEVERAGE ERG/BRGS TO RECRUIT & ONBOARD NEW HIRES



Partner with Employee Resource Groups/Business Resource Groups in the recruiting cycle and leverage them as brand ambassadors.

- Provide incentives or a bonus to ERG/BRGs to help promote jobs within their network or refer candidates thru an employee referral program.
- ERG/BRGs can also be matched with prospective candidates or ease the onboarding of new hires by answering questions about the organization's culture, DEI efforts, and career progression.



## Why Candidate Experience Matters

78%

¾ candidates - **nearly 78%** - will tell their family and friends about a bad interview experience<sup>(1)</sup>

19%

19% will **post** about it on social media<sup>(2)</sup>

4x

Talent is **4x times** more likely to accept a job offer if constructive feedback is offered<sup>(3)</sup>

68%

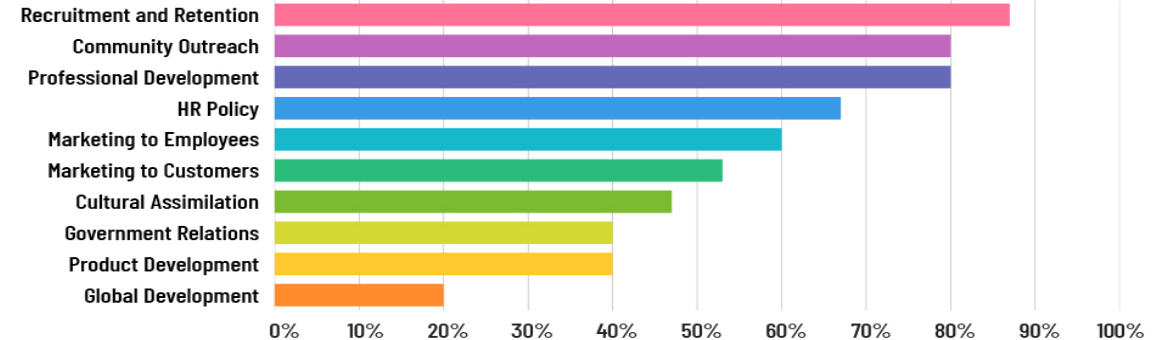
68% job seekers say the **interview experience** impacts their decision to join the company<sup>(4)</sup>

Sources of Data: (1) & (2) <http://cb.com/1Qv0N2C> (3) <http://bit.ly/1RYjwcy> (4) <http://cb.com/1L7W0bi>

belong.

## ERG/BRG/AG's

### BUSINESS IMPACT AREAS

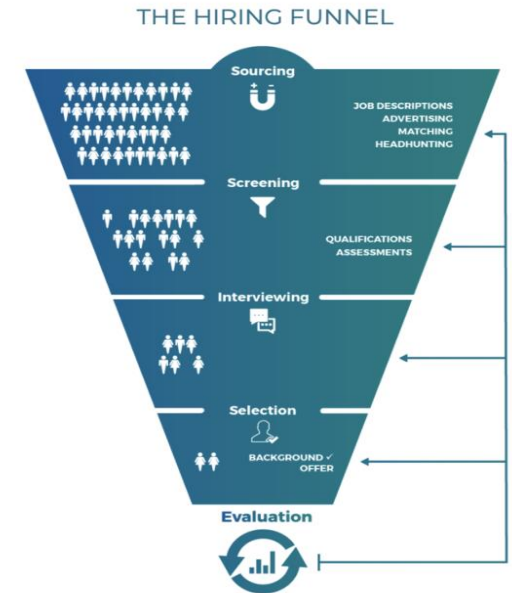


SOURCE: CTR FACTOR, INC

BOLD  
BUSINESS

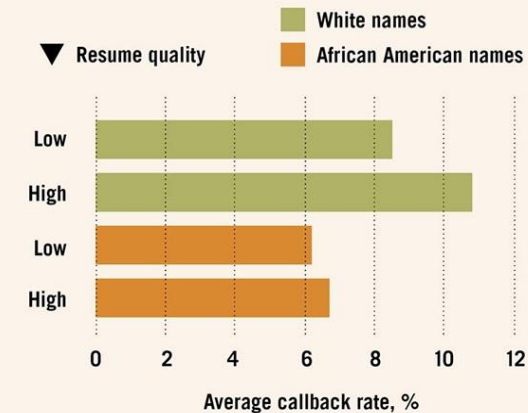
# 8. BIAS TRAINING FOR RECRUITERS & HIRING MANAGERS

Require recruiters, hiring managers, and others participating in the hiring process to complete a bias training to increase understanding of implicit assumptions or personal biases that can produce additional exclusions during the hiring and selection process. This can include false narratives about a candidate, lack of experience, look for different yet relevant experiences or inappropriate interviewing questions.

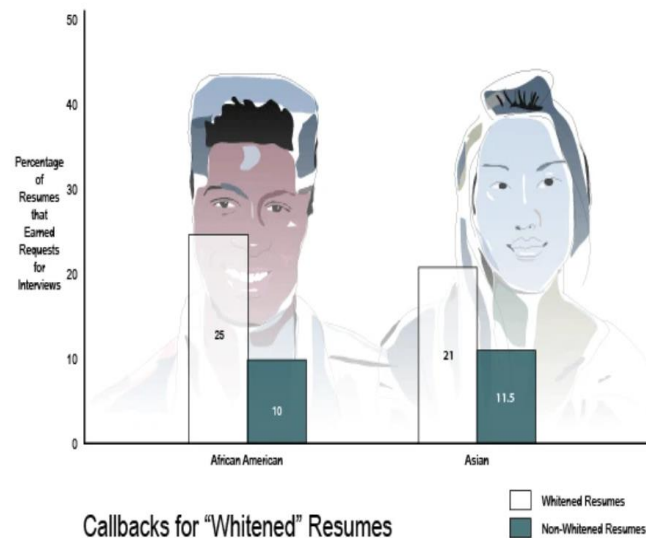


## Racism in a resume

Job applicants with African American-sounding names got fewer callbacks.



'Whitened' resumes produce more job call-backs for African Americans



Blacks get more job interview callbacks when they "whiten" their resumes. Graphic by Blair Storie-Johnson (Source: "Whitened Resumes: Race and Self-Presentation in the Labor Market") 2016-2017

## Off-limits:

Race  
Age  
Religion  
Color  
Place of birth  
Disability  
Marital status  
Children



## Illegal Interview Questions



Where are you from? Are you a U.S. citizen? What is your country of citizenship? What is your nationality/ancestry?	Are you authorized to work in the US?
What is your native language?	What languages do you speak fluently?
How old are you? In what year did you graduate from high school? When were you born? Are you legally old enough to work in this job?	Are you 18 years of age or older?
Which religion do you practice? What holidays do you observe? Do you attend religious services?	Are you available to work weekends?
Do you have children? What are your childcare arrangements? Are you married? Do you expect to have a family someday?	Will you be able to work the specified schedule?
Do you have any disabilities? Have you had any recent illnesses? Have you ever filed a Workers' Compensation claim?	Can you perform the essential functions of the job with or without a reasonable accommodation?
Have you ever been arrested?	Have you ever been convicted of a crime?

Source: Bertrand and Mullainathan, 2004

# Post - Pandemic Hiring for Equity and Inclusion

1. Hiring teams will require adaptability, empathy and compassion.
2. Virtual hiring is here to stay. Hiring teams must develop skills in virtual interviewing and onboarding new hires.
3. Internal Mobility is up 20% according to LinkedIn COVID-19 study.
4. A stronger bond of trust among employees and their company to WFH.
5. Pay equity transparency is a driver for hiring. In a PayScale compensation survey conducted in Nov. 2020, 46.2% of organizations plan to do pay equity analysis on the gender pay gap, racial pay gap, or both in 2021.
6. Greater employer appreciation based on how companies took care of its employees during a stressful time. This can result in a faster recovery and employee loyalty.

70% of job seekers say a company's **commitment to diversity** is important when evaluating a potential employer.



Source: The Manifest 2020 Recruitment Survey



**26%**  
of Gen Z respondents (18-24) said they'd turn down a job if it didn't offer a WFH option.



**34%**  
of women resigned or reduced work due to caregiving and schooling—and women of color were impacted most.



Source: Careerbuilder Survey, March 2021.



**For more information about AIMM, visit us at [anaaimm.net](http://anaaimm.net).**

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