Evolving Recruiting Practices to Drive Representation and Inclusion

Jasleen Kaur

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Pressure Is Mounting to Improve DEI Outcomes
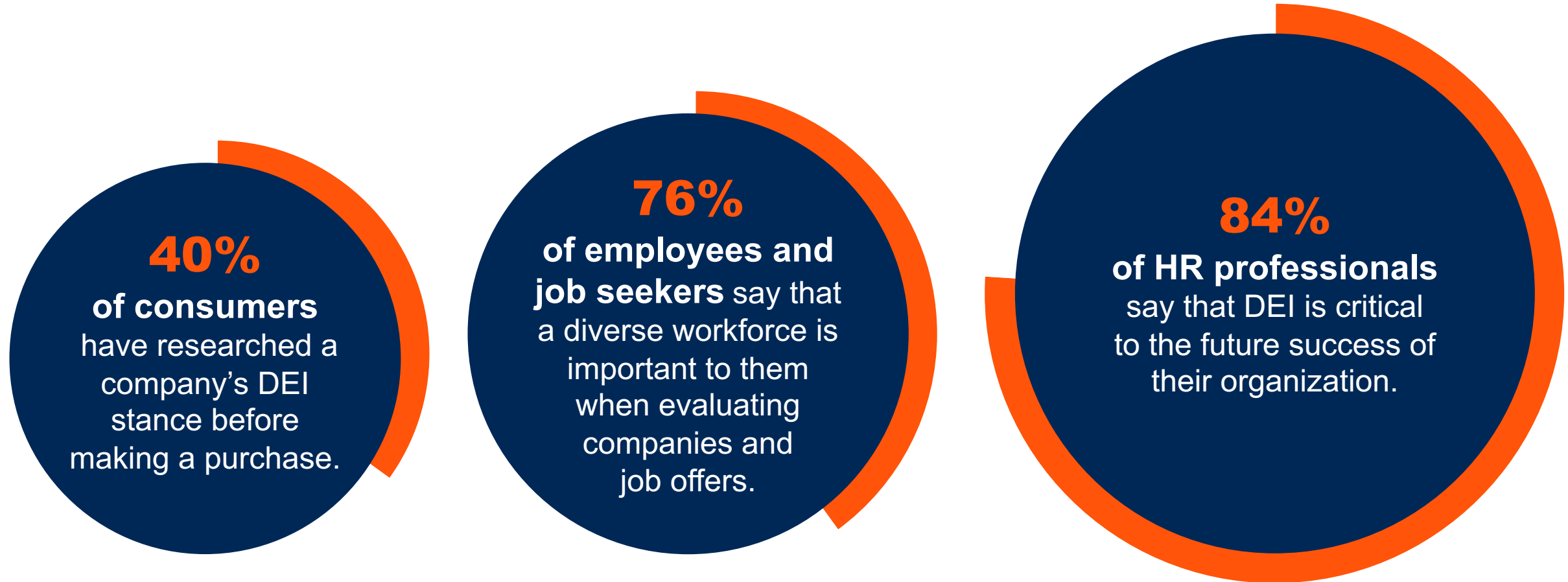
40%
of consumers have researched a company's DEI stance before making a purchase.

76%
of employees and job seekers say that a diverse workforce is important to them when evaluating companies and job offers.

84%
of HR professionals say that DEI is critical to the future success of their organization.

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Diversity Recruiting Is the First Piece of the Puzzle

How Organizations Increase DEI Outcomes

Diversity Recruiting

Learning and Development

Performance Management

Career Advancement

"The nature of business itself has changed. The reality is that the sourcing strategies we used in the past aren't effective for our future needs. **We have to start building on DEI outcomes with diversity recruiting** to make sure we have representation — and representation starts and ends with recruiting, retention, and career advancement."

— Talent Acquisition Leader, Professional Services

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Limited Impact of Diversity Recruiting Methods

Recruiting Staff That Reported Filling Their Last Requisition From a Nontraditional Source

6%
Yes

94%
No
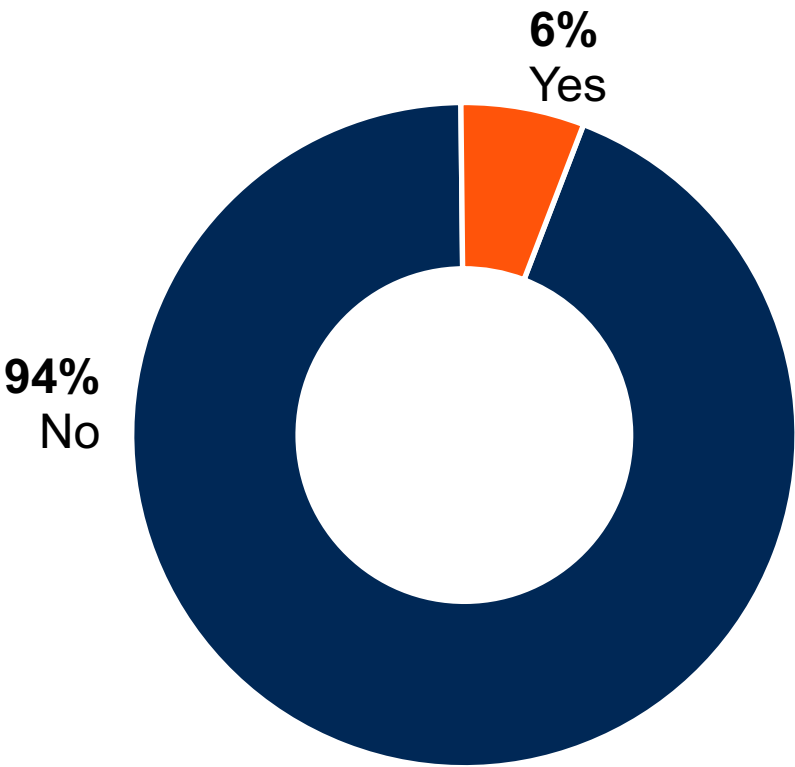
n = 289 Recruiting Staff
Source: 2022 Gartner Recruiter Experience Survey

Executives Who Believe Their Organization Is Effective at Attracting Underrepresented Talent

9%
Effective

91%
Neutral or Not Effective
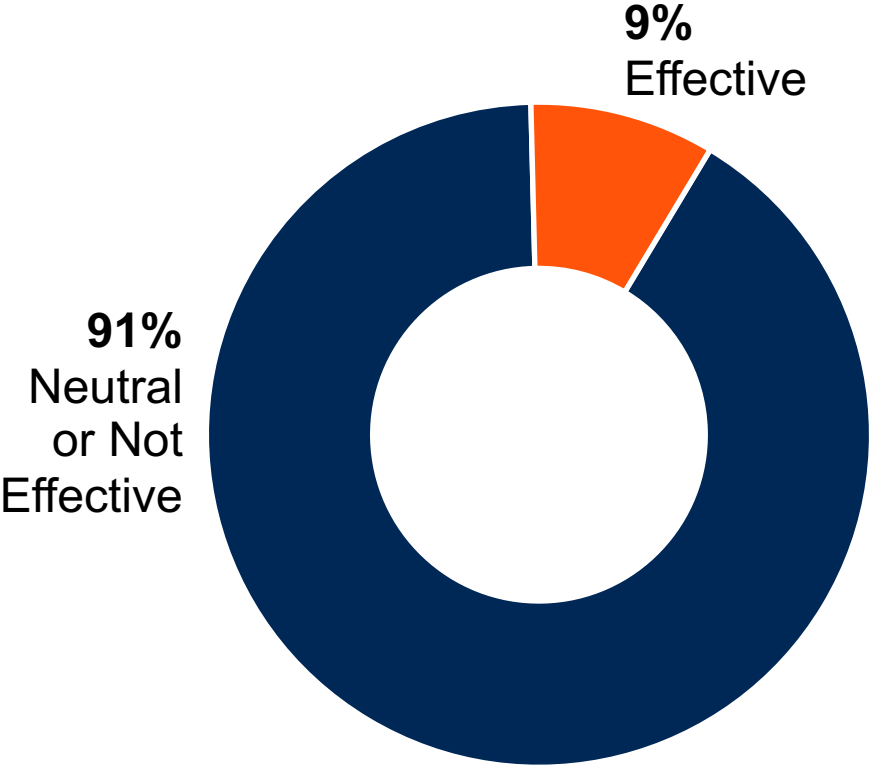
n = 36 Recruiting Executives
Source: 2021 Recruiting Executive KPI Benchmarking Survey

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Challenge: Leaders Own Parts of the Process

Recruiting Leaders

- Employment Branding

- Sourcing and Attraction

- Internal Recruiting

- Candidate Experience

- Candidate Assessments

DEI Leaders

- Diversity Recruiting Targets

- Hiring Bias Training

- Inclusive Leader Training

- Employee Resource Groups

- Executive DEI Councils

Source: Gartner

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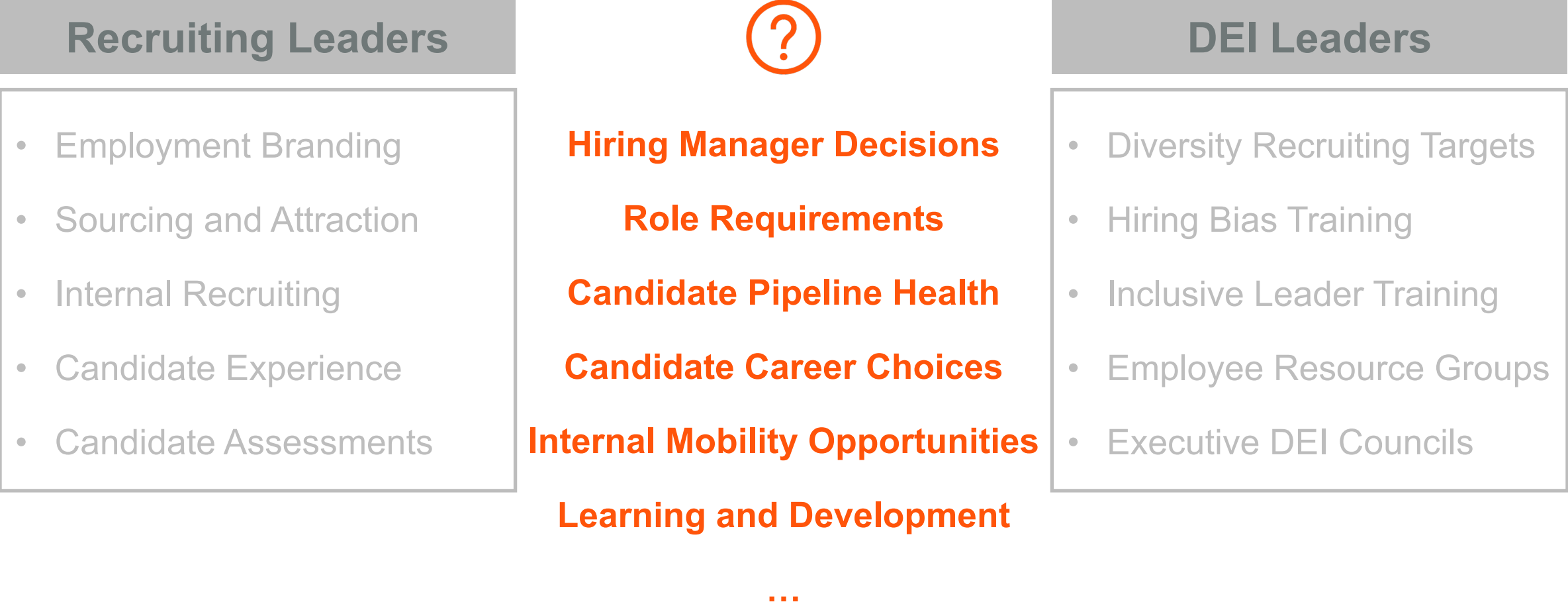# Role Constraints Limit What's in Their Control

Recruiting Leaders	?	DEI Leaders
• Employment Branding	**Hiring Manager Decisions**	• Diversity Recruiting Targets
• Sourcing and Attraction	**Role Requirements**	• Hiring Bias Training
• Internal Recruiting	**Candidate Pipeline Health**	• Inclusive Leader Training
• Candidate Experience	**Candidate Career Choices**	• Employee Resource Groups
• Candidate Assessments	**Internal Mobility Opportunities**	• Executive DEI Councils
	Learning and Development	
	…	

Source: Gartner

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High Impact Areas for Leaders to Influence

Recruiting Leaders

DEI Leaders

Hiring Manager Decisions

Role Requirements

Candidate Pipeline Health

Candidate Career Choices

Internal Mobility Opportunities

Learning and Development

…

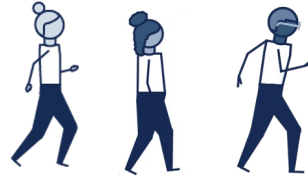**Gartner.**

Prioritize Three Key Moments of Influence

Three Focus Areas to Maximize Impact

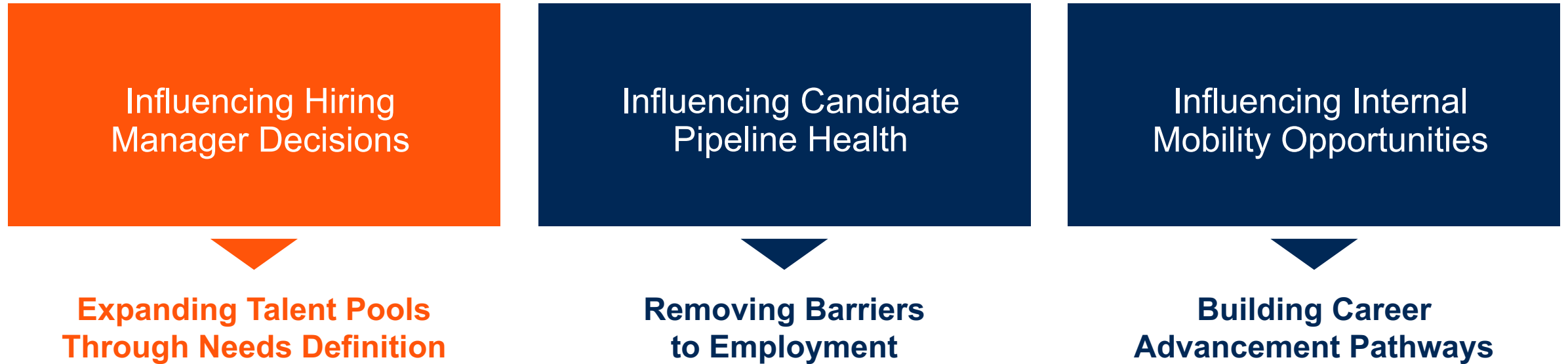| Influencing Hiring Manager Decisions	Influencing Candidate Pipeline Health	Influencing Internal Mobility Opportunities

Goal:
Expanding Potential to Source Underrepresented Talent

Goal:
Improving Underrepresented Talent Advancement

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Three Key Moments of Influence

| Influencing Hiring Manager Decisions | Influencing Candidate Pipeline Health | Influencing Internal Mobility Opportunities |

Expanding Talent Pools Through Needs Definition

Removing Barriers to Employment

Building Career Advancement Pathways

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Needs Definition Often Limits Size of Talent Pool

Data Scientist Job Candidates by Skill Requirement

Number of Data Scientists (y-axis: 0, 40,000, 80,000)

Bar chart values:
- **Total:** 62,743
- **More Than Two Years of Experience*:** 29,483
- **More Than Two Years of Experience and Python:** 22,013
- **More Than Two Years of Experience, Python and SQL:** 13,668
- **More Than Two Years of Experience, Python, SQL and Machine Learning:** 9,549

Callout box: Requiring more than two years of experience and three technical skills potentially **reduces the candidate pool by up to 85%.**

Data and Analytics Skills
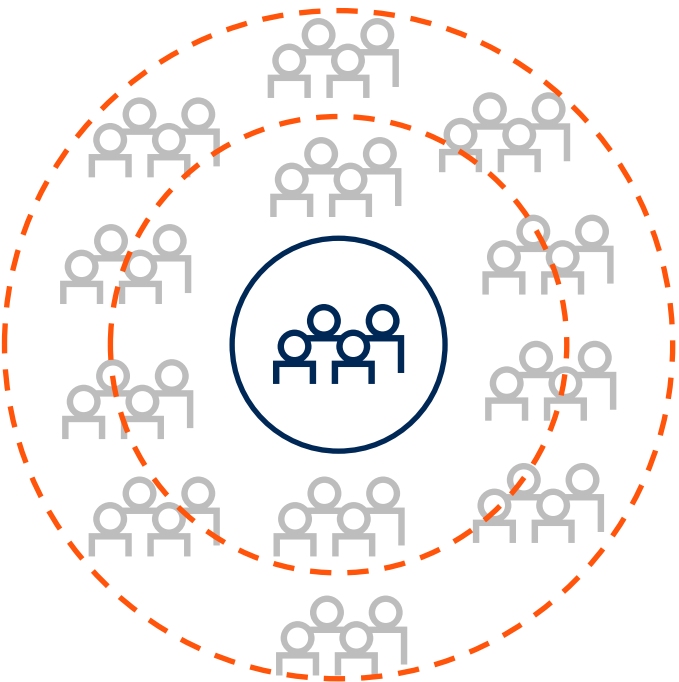
Talent Pool

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Start the Conversation Before Backfills Occur

Pre- vs. Postvacancy Hiring Needs Definition
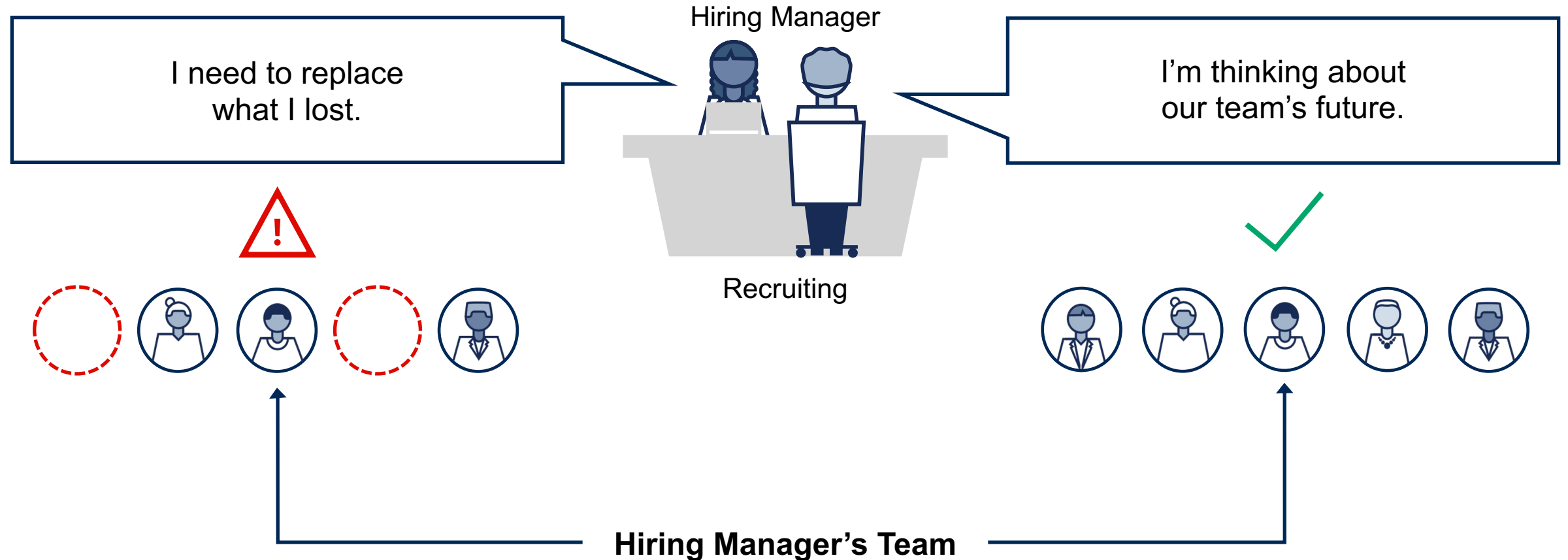
Discuss Potential Trade-Offs in Alternative Criteria

Rebalancing Requirements for Hard-to-Fill Roles

"Which requirements are critical for the role?"

Hiring Manager

I need to know candidates are qualified for the role.

What if we focus more on what candidates need to have to succeed?

Recruiting

Less Emphasis

Advanced degrees

More Emphasis

Similar industry experience

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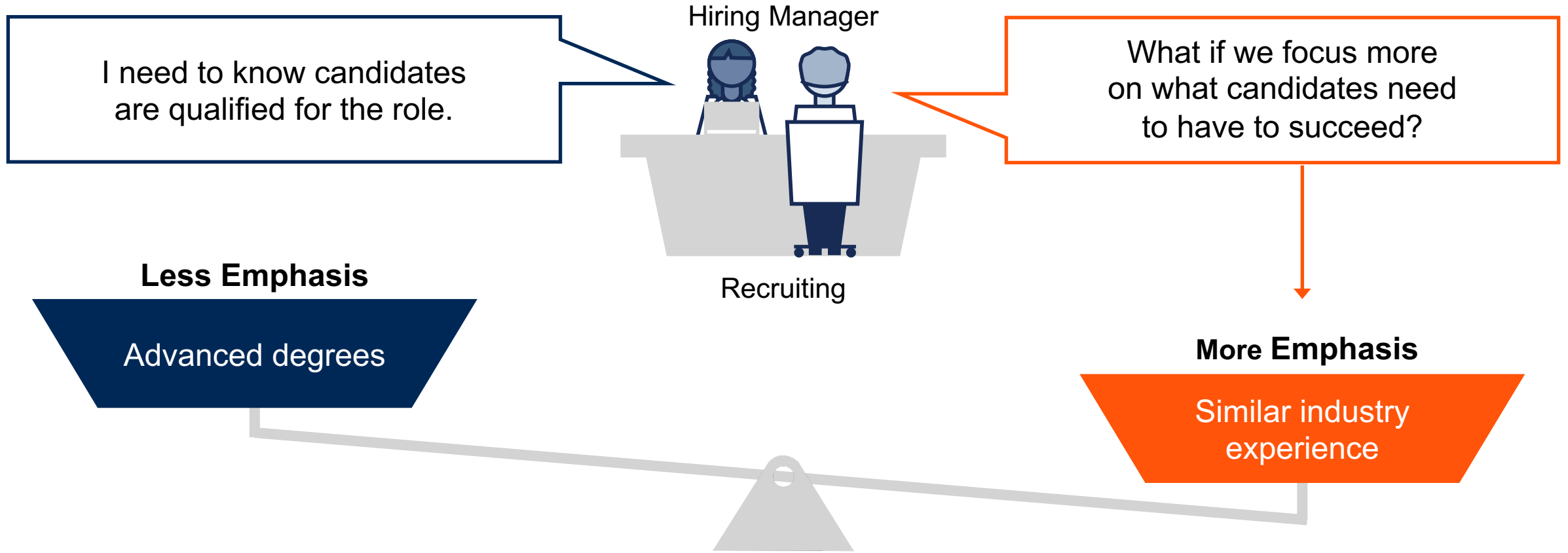
Show Potential in Nontraditional Experiences

DUPONT

Side-by-Side Resume Comparison

Traditional Choice	Nonobvious Choice
Candidate A — Traditional Qualifications	**Candidate B — Nontraditional Qualifications**
Worked for Progressive Company	✓ Industry Experience
Project Management Certification	✓ Project Management Experience Through On-the-Job Training
Demonstratable Outcomes	✓ Demonstrated Desirable Competencies

Source: Adapted From DuPont

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Typical Sourcing Targets Diverse Segments

Demographic 1

Demographic 2

Recruitment Marketing

Demographic 3

Demographic 4

Targeted Recruitment Marketing for Underrepresented Talent Emphasizes Segment-Specific Aspects of EVP

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Segment-Driven Outreach Has Limitations

Traditional Sourcing Strategy for Underrepresented Talent

Recruitment Marketing

Demographic 1

Demographic 2

Demographic 3

Demographic 4

- **Limited Resources** Spread Between Segments
- Outreach Can Feel **Inauthentic**
- Fails to Address **Root Causes** of Underrepresentation

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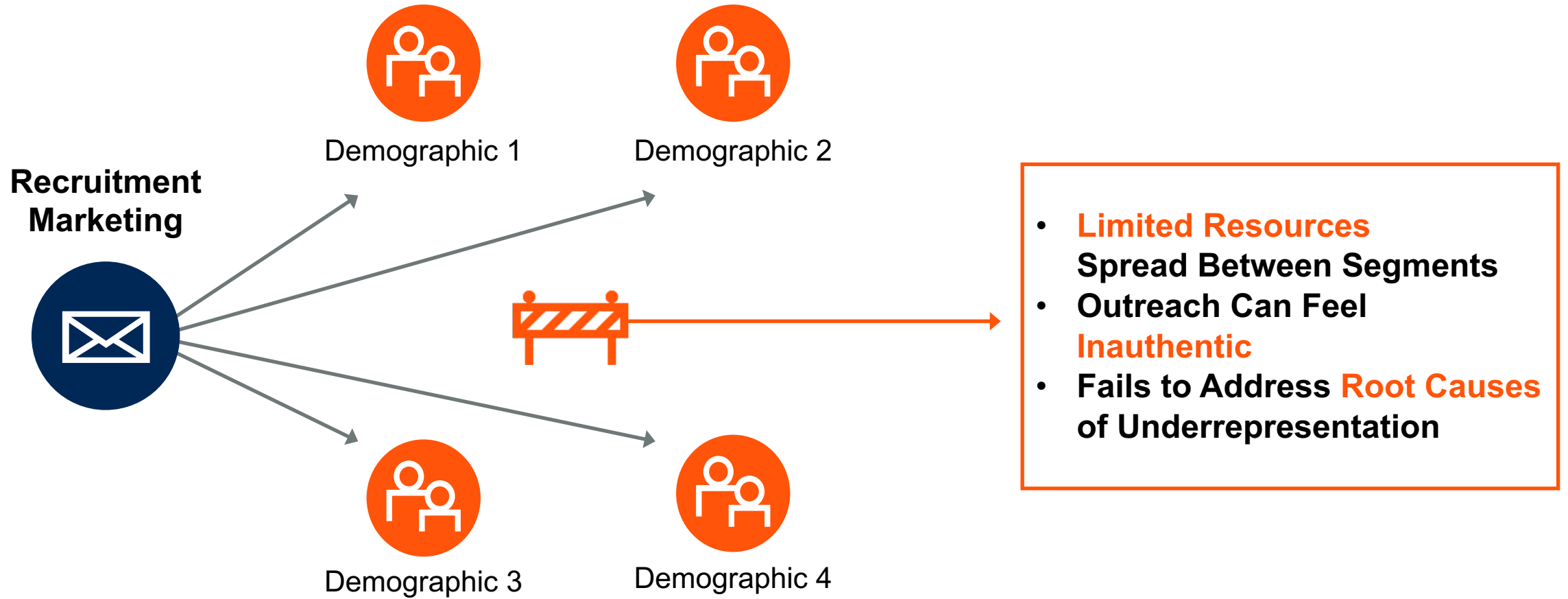
Targeting Barriers Allows for High Impact
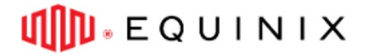
Equinix's Intersectional Sourcing Strategy

Group 1

Group 2

Targeted Support

Focusing Resources on Removing Barriers to Access Opens Pathways to Multiple Groups

Group 3

Group 4

Group 5

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Equinix's Inclusive Pathways Program
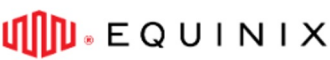
Pathways Program External Candidate View

EQUINIX

Pathways overview: Equinix takes an intersectional approach to sourcing by identifying key moments of life/career transition.

What is your path to Equinix?

Strategy focus:
Removing barriers to access.

Sample barriers to access:
- Resume gaps.
- Outdated skills.
- Lack of awareness on how skills can translate.

Returners

Are you ready to re-enter the workforce after taking a break? Maybe you took off some time to care for your family or pursue education? Consider relaunching your career with Equinix.

Career transition

At Equinix, you do not necessarily need a high-tech background. In many cases, the skills you have gained in another industry are exactly what we are looking for.
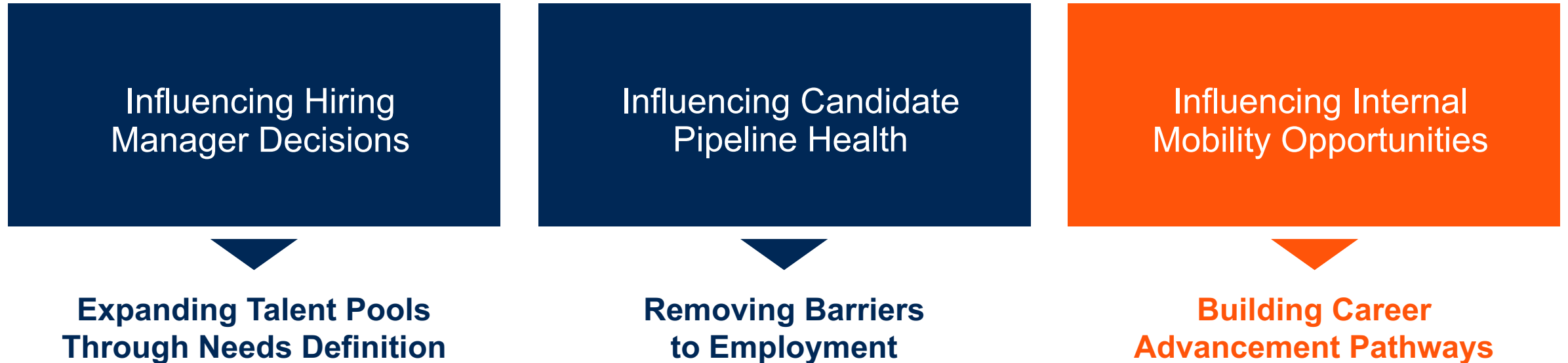
Military

Are you a veteran or married to one? Then Equinix has opportunities for you. Individuals with military backgrounds bring a unique brand of dedication and team spirit, and we are committed to providing you a smooth transition.

Source: Adapted From Equinix

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Internal Candidates Are Often Excluded in Hiring

Candidate Pipelines

| Professional Associations | Colleges and Universities | Nonprofit Organizations | Internal Talent (Frontline, etc.) |

Candidate Shortlist

The Lack of Mobility Opportunities Risks Retention of Internal Talent
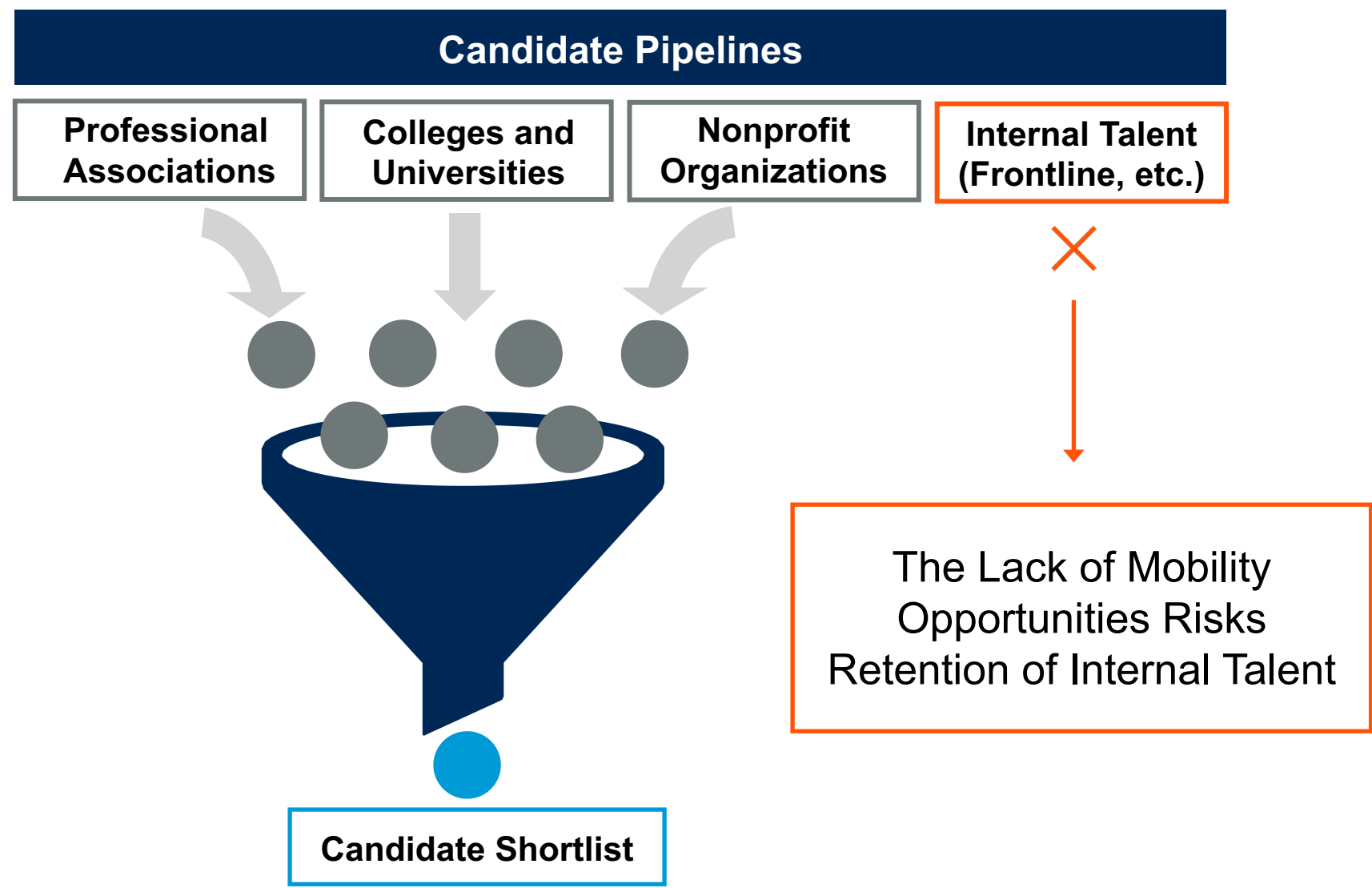
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Leaky Pipelines Limit Internal Candidates

Internal Underrepresented Talent

Lack of Support

Skills Gaps

Resource and Time Investments

Biased Individuals and Processes

Underrepresented Talent Does Not Make It to the End of the Pipeline

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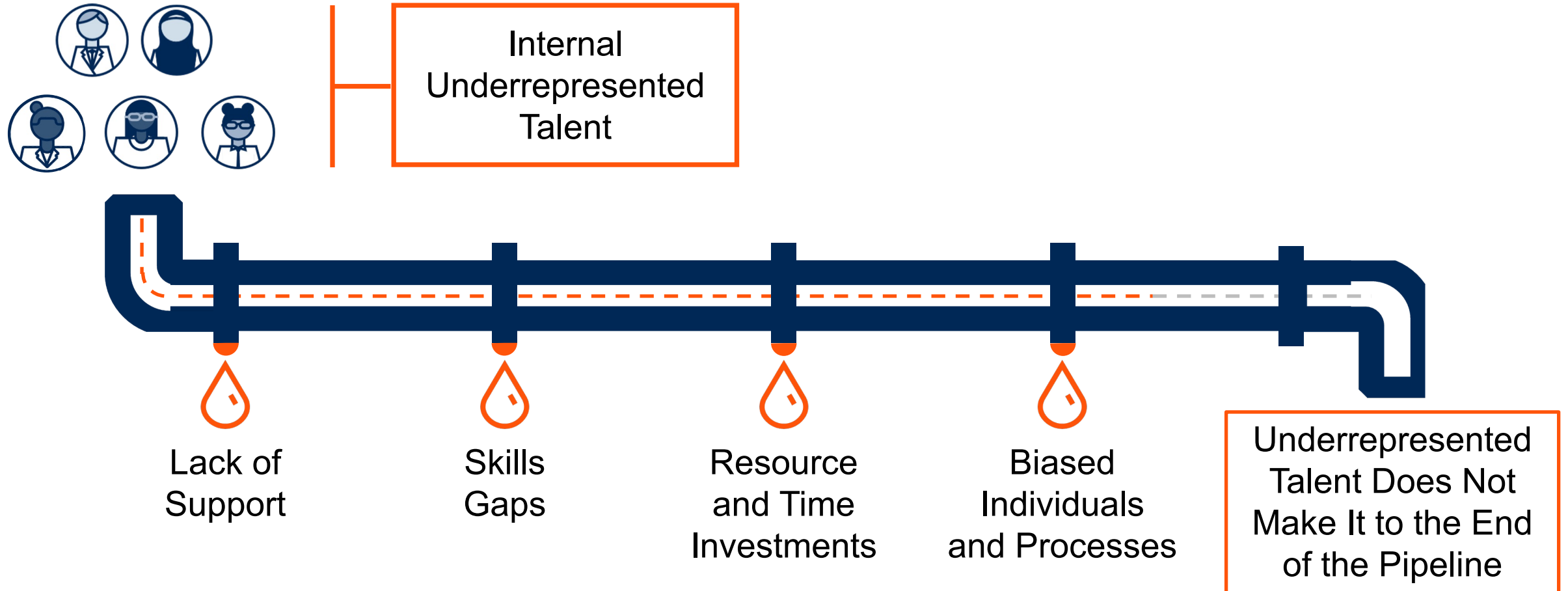
Build Multistage Pipeline to Upskill Faster

Holistic Approach to Talent Development

Frontline Associates Join the Transfers Program

Formal Education
(6 Months)

Holistic Program

Hands-On Training
(6 Months)

Mentorship
(Continuous)

Successful Participants Are Hired Into Critical Roles
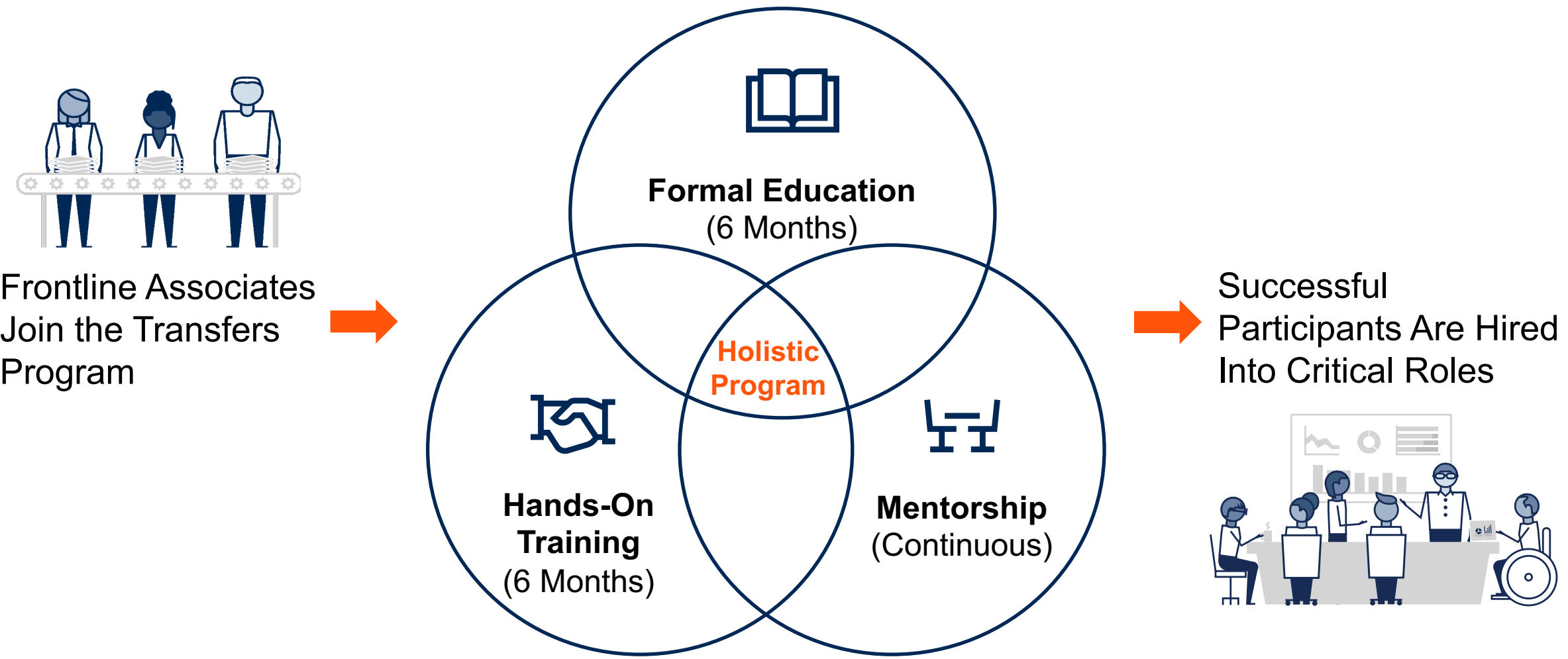
Internal Transfers Program Helps Retention

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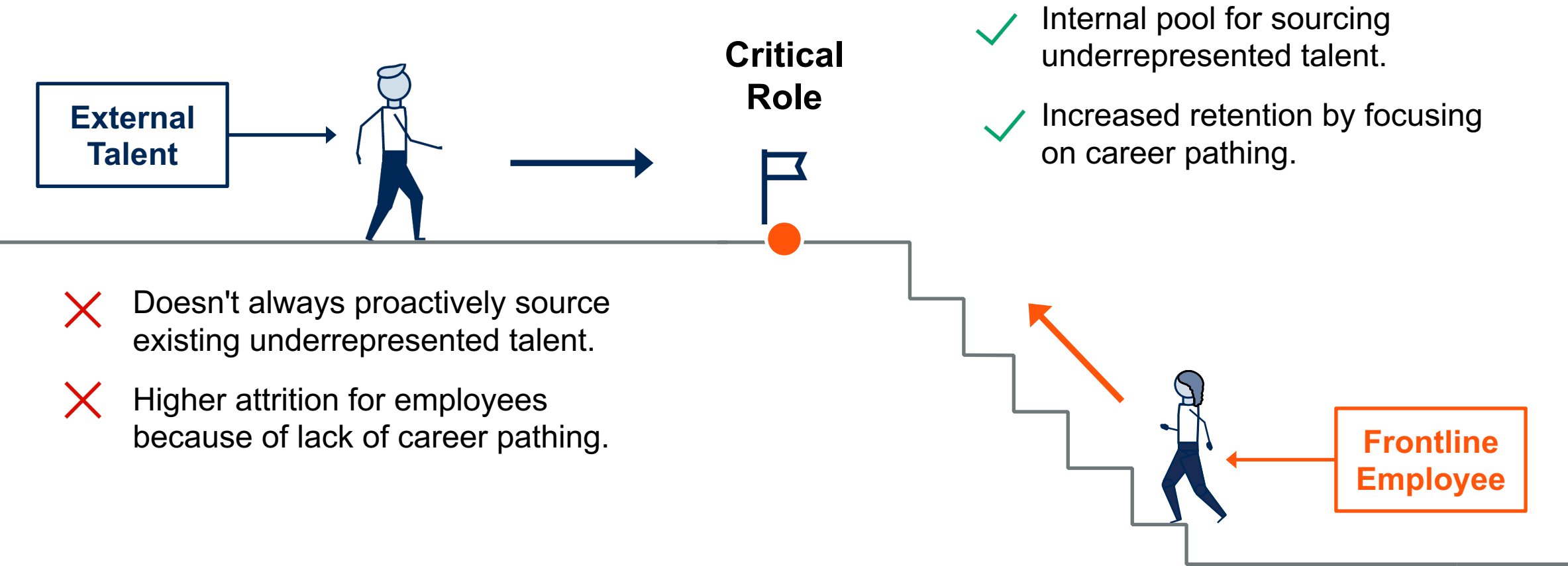
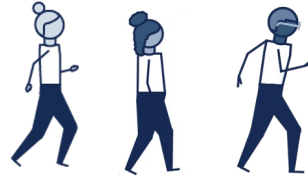**Gartner**

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Action Plan for Influencing DEI Recruiting

Monday Morning:

- *Start* engaging hiring managers on future hiring needs before vacancies occur.

- *Encourage* hiring managers to identify potential trade-offs in hiring criteria conversations.

- *Engage* HR to conduct labor market research to assess the impact of criteria on talent pool size.

90 Days:

- *Identify* which barriers to employment prevent your organization from hiring underrepresented candidates.

- *Target* the barriers that are the most common among underrepresented groups.

12 Months:

- *Partner* with HR to build internal career mobility avenues for underrepresented talent segments.

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Recommended Gartner Research

🔍 **5 Best Practices for Recruiting a More Diverse Workforce**
Human Resources Research Team

🔍 **Look Beyond Hiring to Fill Talent Gaps**
CIO Research Team

🔍 **Diverse Talent Helps CISOs Address a Skills Shortage**
Akif Khan, Sema Yuce and Tobi Bet

🔍 **Quick Answer: Improve the Career-Pathing Experience of Diverse and Underrepresented Talent**
Ingrid Laman

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