

# Hiring for Diversity in the Workplace, A Decisioning Framework

A Data-Driven Approach to Hiring More Diverse Talent

# Why we are here today

- **The Problem:**  
Lack of Diversity in the Workplace
- **A Proposed Solution:**  
A Framework to help Make More Impactful Decisions
- **How to Move this Forward**  
Your help would be greatly appreciated!

# The Problem

**Awareness of the need for more diversity in the workplace is rising, but there isn't real change being made within companies towards this end**

Over the past few years, the public has made it clear that they want companies to create and foster more diverse workplaces

With this public pressure, many companies have adopted public-facing diversity and inclusion initiatives, like hiring D&I officers, but these are usually superficial efforts which don't drive deep seated change needed across the organization

# Our Solution

**If the companies understood the financial outcome of making such decisions, perhaps they'd be more willing to make bigger organizational & cultural changes**

A McKinsey study showed that there is a statistically significant correlation between a more diverse leadership team and financial outperformance, so we know that a diverse workplace can certainly have a positive impact on a company's bottom line, but this information alone isn't enough to help them take the necessary steps towards change

That is why we are proposing to build a ***decisioning framework that potentially looks at the employee hiring & retention process from start to finish to understand where the most impactful change can & should be made as it relates to the company's bottom line***

**Given the uncharted territory we are wading in, we are currently in the exploratory phase to see what is possible**

# Why this is Needed

- **From a societal perspective,** this work will draw attention to an under-explored aspect of the topic of diverse hiring, and stimulate deeper thinking about the conditions under which it can benefit businesses and society as a whole
- **For the company,** this gives us a unique opportunity to work with our clients to influence real change in the Diversity, Equity, and Inclusion (DEI) space
- **From a tech perspective,** it will showcase our capabilities in developing simulations that can shed valuable light on complex and challenging questions
- **For the target audience,** understanding monetary impact of adopting diversity hiring policies can drive better & longer lasting DEI lead decisions for their organization

# Current Solutions in Market

## 3rd party commissioned research & tools to help companies understand/assess areas of improvement

- Diversity hiring startup [Jopwell](#) provided PGA America with data that showed [there is more of a lack of awareness about career opportunities in the PGA of America than a lack of interest in golf](#), validating the organizations ongoing efforts to raise awareness of the availability of these roles
- Non-profit organization [B Lab](#) certifies businesses based on the highest standards of verified social & environmental performance, public transparency, & legal accountability to balance profit & purpose, using their [BImpactAssessment](#) to score businesses across these categories

**But neither of these approaches connects information to a company's financials to help understand impact of decisions made on their bottom line**

# Who is this for

- **To support our own efforts,** we want to provide this solution to internal stakeholders across the company, leaders who are driving Diversity initiatives
- **Then start generating buzz,** by sharing this work out via white papers to internal audiences within the company and externally as well
- **Do a broader sweep once we have generated good interest:**
  - Current clients that are engaged in diversity initiatives
  - Leadership teams looking to take the first steps towards adopting diversity hiring policies.
  - Leadership teams with a limited budget looking to understand the best diversity hiring policies to invest in to drive the most change over a limited timeline.
  - Small teams in larger companies trying to make a case for increasing diversity on the team

**How We Want to Bring this to Life**



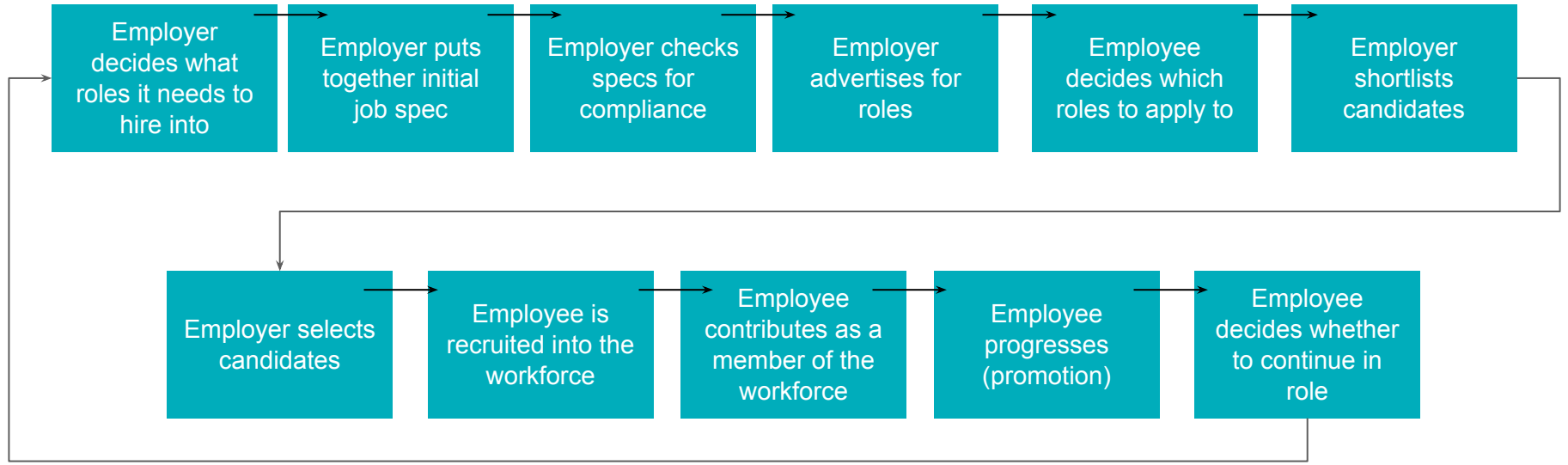
**PHASE 1: Validate employee hiring & retention process flow & inputs**

**PHASE 2: Identify key data points & public/private data sources to power the decisioning framework**

**PHASE 3: Build & test prototype of decisioning framework**

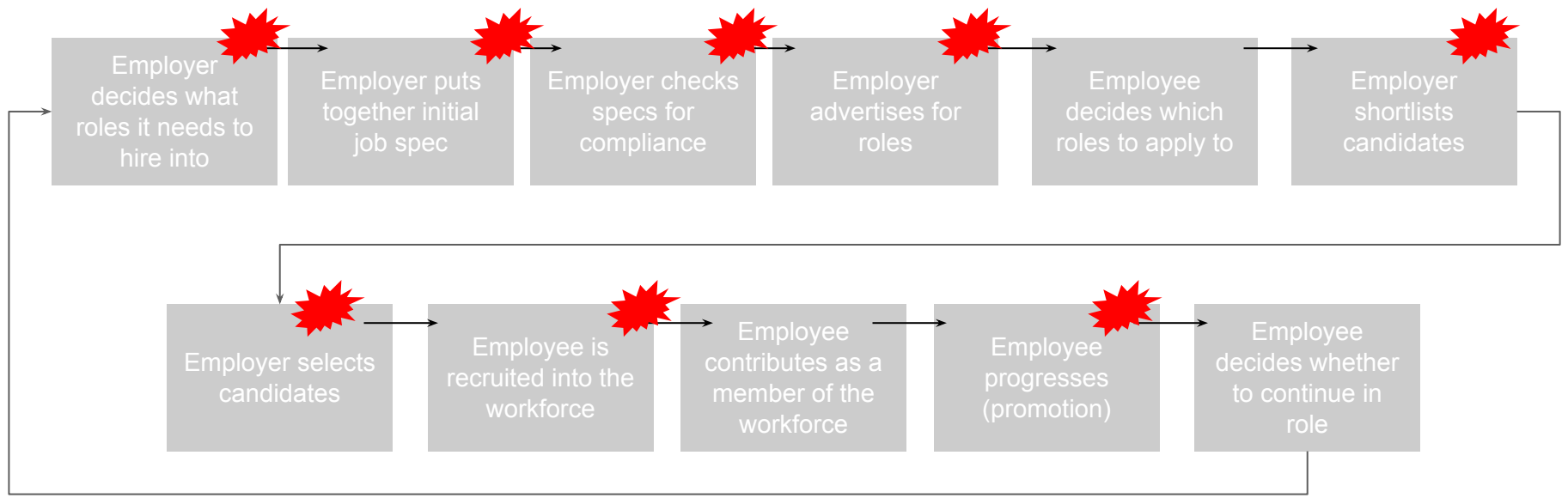
# STEP 1: Validate hiring & retention flow

*To ensure we are accounting for all appropriate intervention points in the process where we can make better decisions in regards to hiring & retaining a diverse workforce*



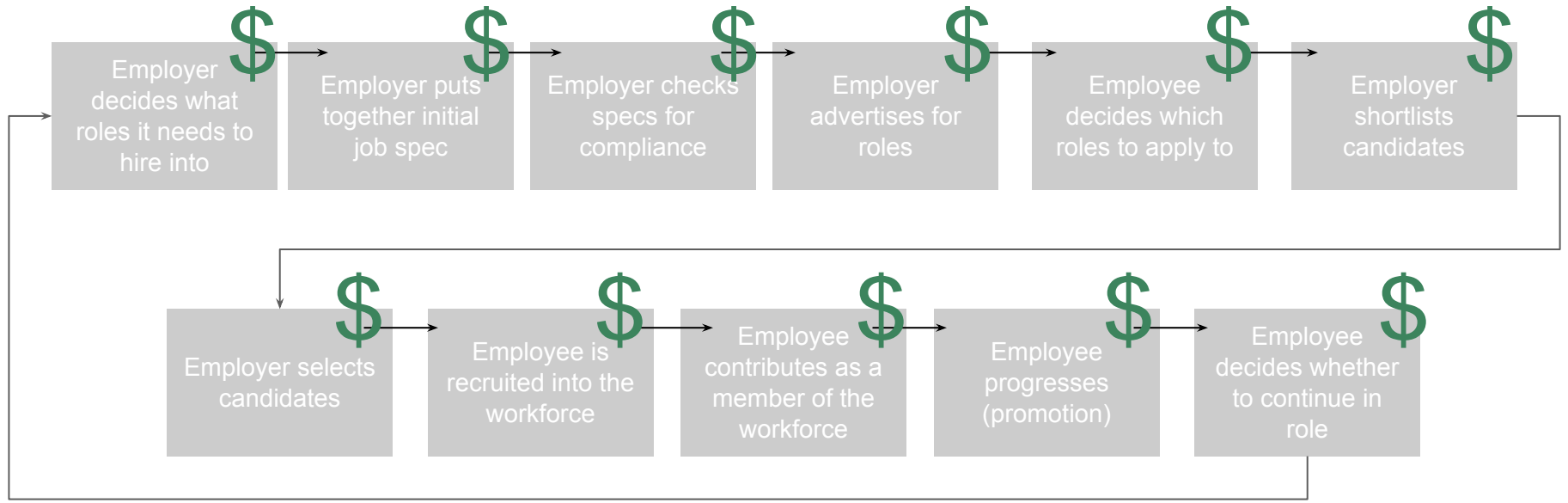
# STEP 2: Identify potential biases at each step

*Before we make decisions to increase diversity, we need to understand each step where (unconscious/conscious) biases exist within the whole hiring & retention process*



# STEP 3: Identify costs for each step

Understanding the cost of each decision step will help us build appropriate logic into the framework, to determine financial impact of recommended change(s)

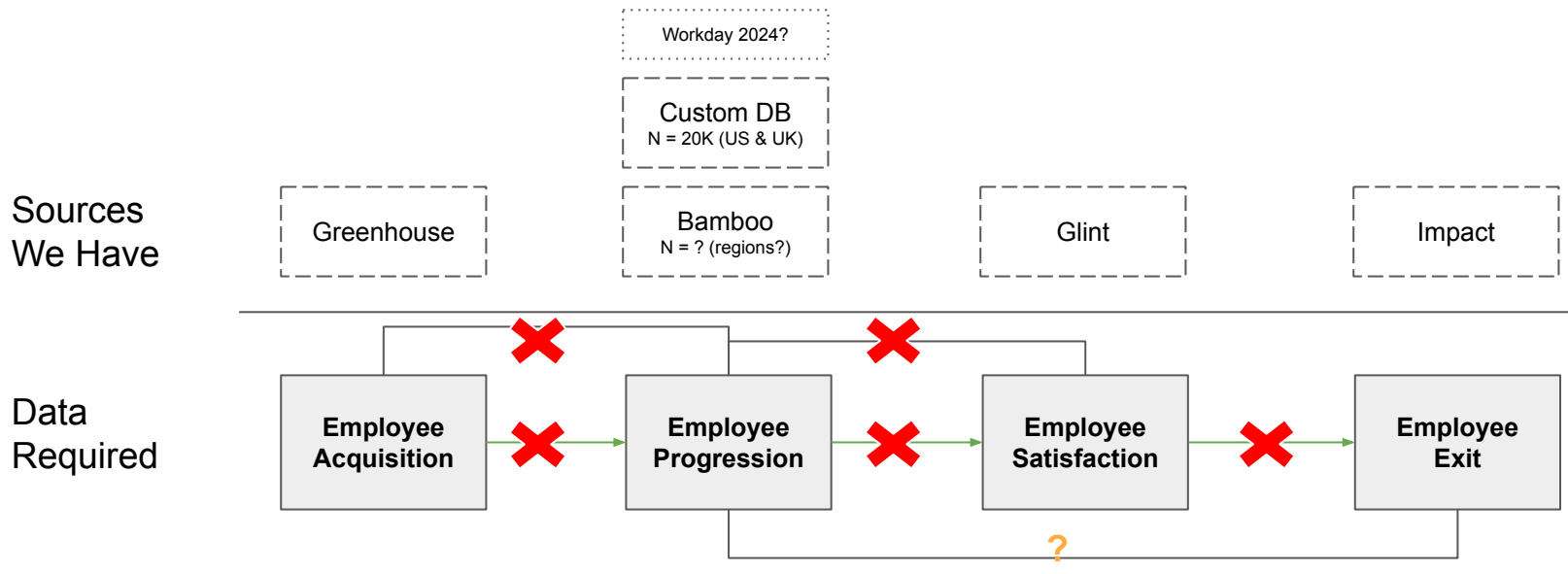


## **Scoping the Work for Phases 2-3:**

Exploration of data we will need & current/future sources of said data

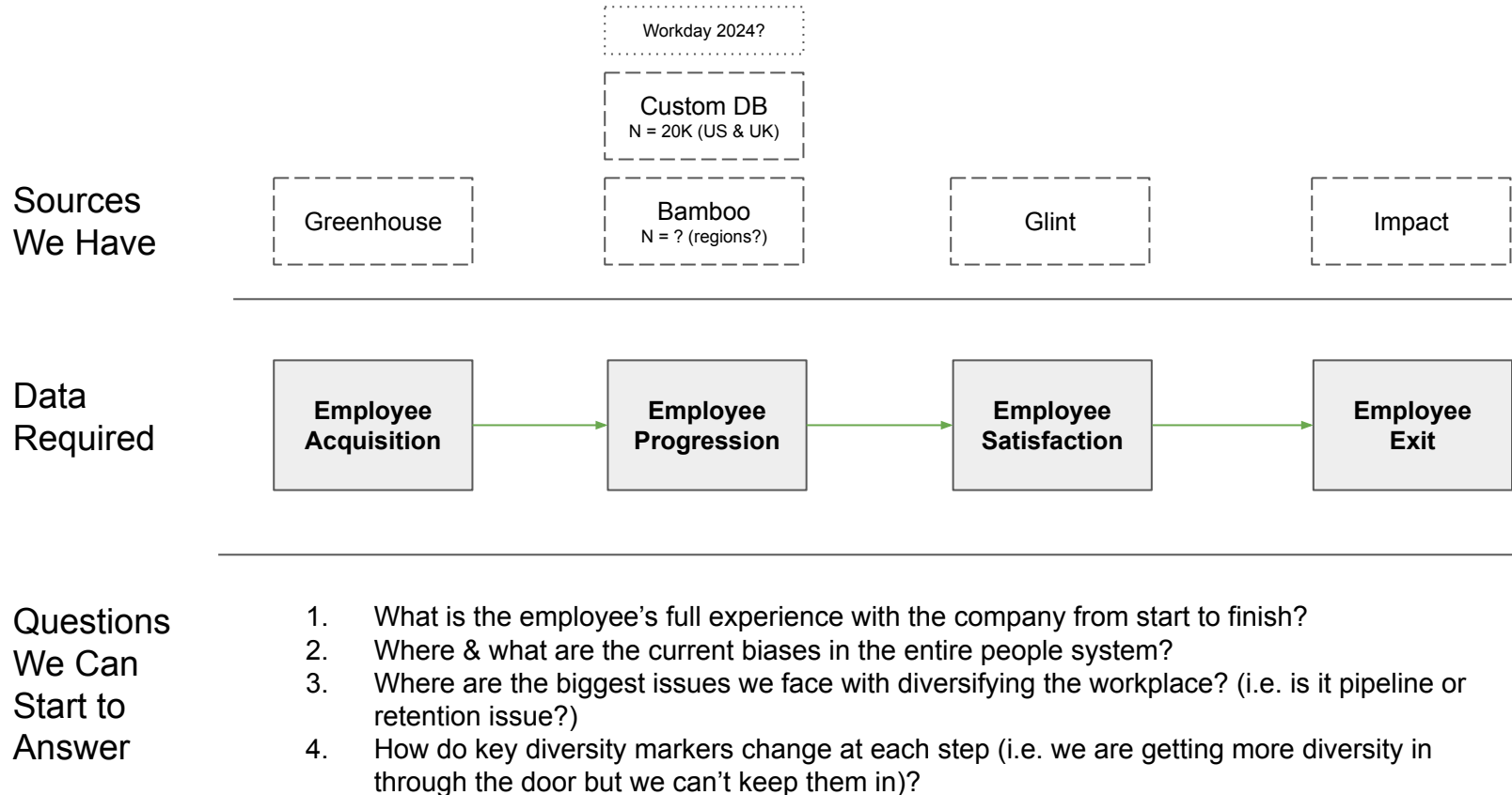
# DATA CONNECTIONS (BY EMPLOYEE)

As of now, it doesn't look like we can get the full employment journey at the unique employee level



# IDEAL SCENARIO

But if we did...



## POSSIBLE SCENARIO

The next few scenarios are assuming we can only use a single data source

Sources We Have

Greenhouse

Data Required

Employee Acquisition

Questions We Can Start to Answer

1. Where are we sourcing talent from currently? What is the ROI of these sources? (what is the metric to look at - hired or hired + time component or employee milestone)?
2. What opportunities do we have for using different/other sources for talent, and how does this impact ROI?



# POSSIBLE SCENARIO

Sources  
We Have

Workday 2024?

Custom DB  
N = 20K (US & UK)

Bamboo  
N = ? (regions?)

Data  
Required

Employee  
Progression

Questions  
We Can  
Start to  
Answer

1. What is the standard/optimal employee progression? By team/group/function? Costs associated with this?
2. What is the standard/optimal employee tenure? By team/group/function? Costs associated with this?
3. What does non-standard look like and why? Costs associated with this?

## POSSIBLE SCENARIO

Sources  
We Have

Glint

Data  
Required

Employee  
Satisfaction

Questions  
We Can  
Start to  
Answer

1. What is the company good at doing for employees? Where are areas of improvement?
2. How does the above look by different employee groups?
3. Are there differences in response rates/ responses by employee groups?

# POSSIBLE SCENARIO

Sources  
We Have

Impact

Data  
Required

**Employee  
Exit**

Questions  
We Can  
Start to  
Answer

1. What are the top 3 reasons employees are leaving? Do these vary by employee groups? How does this look for the past 5 years?
2. Where are employees going? Why are they going there?
3. Do we have any boomerangs? If so, why did they come back?

# POSSIBLE SCENARIO

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**Thank You**



**Aishah Iqbal**  
*Ideator*

**Hello, my name is Aishah Iqbal and I came up with this idea on a 30 minute intro call I had with the Head of PR at the company**

Fifteen minutes into the call, they asked for my help to come up with a pitch for SXSW and this idea spilled out of my mouth

Unfortunately for them, SXSW didn't go forward with this idea but everyone who I spoke with about this said it was a great idea and something we should absolutely pursue. Hence, this deck and me explaining the backstory :)

By day, I am a Marketing Analytics Executive, helping large brands understand how effective, or not, their marketing dollars are. At all times, I consider myself to be an avid learner of all things, and a champion for change, when it's needed