

CASE STUDY

Moving the Needle: Attracting and Hiring Diverse Talent



Diversity and inclusion is essential for the long-term viability of an organization. Engaged and proactive leadership is key to achieving diversity impact. There are four core elements of any diversity strategy focused on increasing and sustaining diverse representation: Attracting, Hiring, Retaining and Advancing diverse talent.

So why are organizations not making and maintaining progress in advancing diverse talent? This case study focuses on two core elements related to organizational talent acquisition and recruiting practices.

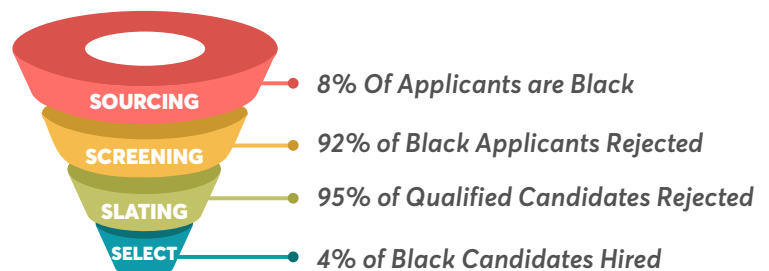
What We See In Assessment Data

- ◆ Organizations do not have effective talent **sourcing** strategies. <10% of professional job applicants are Black or Latino.
- ◆ Applicants that DO apply are not making it through initial **screening**. 75%+ of diverse applicants never make it past recruiting.
- ◆ 0%+ of applicants are deemed to not have the requisite requirements for the jobs by recruiters and/or automated **screening** systems often the result of biased, overly stringent and/or irrelevant job requirements.
- ◆ Organizations are not using diverse **slates** consistently and effectively. Less than 30% of slates are diverse (1 minority AND 1 Female).
- ◆ Candidates deemed qualified do not advance to a hiring manager or receive an interview and therefore are not **selected** for hire.

Client Case Study Example

In 2020, Company A's CEO engaged Ellore to conduct an Equity Assessment focused on all areas of the talent lifecycle, with a specific objective of increasing representation of Black and Latino talent in its senior leadership ranks.

To the senior leadership team's surprise, the recruiting assessment uncovered high diverse applicant rejection rates (92%), driven primarily by overly stringent job requirements biased against women and minorities. In fact, rejection of internal applicants applying for mobility within the organization was even higher at 95% contributing to excessive attrition. Further, many applicants were being rejected without review.



“The answers to moving the needle on diversity are in your people data”

With the results of Ellore's Equity Assessment, the organization updated baseline requirements of all job requisitions and invested in technology to assist with applicant screening. With transparent information at their fingertips, one year later the company was able to achieve tangible movement in diverse talent of +2.5%.

Questions for Senior Leaders

Is your leadership team aware of Gaps in Recruiting Practices that impede the hiring of diverse talent?

- ◆ **Diversity Reporting** – In addition to hiring outcomes, is diversity reporting disaggregated by community to provide transparency on where hiring is lagging for each diverse group and why?
- ◆ **Sourcing Strategy** – Are you and your executive leadership team familiar with the organization's sourcing activities? Who is responsible for the sourcing strategy; is DEI part of it? Is your location strategy aligned with your diversity strategy and diverse talent sourcing strategy? Is investment allocated for strategic sourcing of diverse talent? What strategic partnerships are in place to source diverse talent? Are strategic partnerships generating ROI in diverse applicants?
- ◆ **Job Requirements** – Has your organization reviewed the process for development of job requisitions? What historic qualifications inadvertently screen out diverse talent (women and ethnic minorities)? Is there a process in place to assess qualified candidate rejection?
- ◆ **Diverse Slates** – Has your organization implemented a practice of diverse slates as part of a larger diversity and diverse talent recruiting strategy? Is the team using the proper baseline definition of a diverse slate (one woman AND one ethnic minority candidate advanced for consideration)? Do hiring managers and recruiters receive diversity reporting to help improve recruiting performance? Is the proper reporting in place to assess diverse slates? Do hiring managers and recruiters receive diversity reporting to help improve recruiting performance? Are reports disaggregated by business and leader?

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In 100% of our clients, we find that executives are receiving outcomes only data (e.g., # of diverse hires) and not information that brings transparency to where the underlying barriers exist that prevent advancement of diverse talent. Ellore Independent Equity Assessments pinpoint where the gaps are to help leaders immediately strengthen their DEI/ESG strategies

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About Ellore Talent Strategies

Ellore Talent Strategies (Ellore) is a diversity consulting firm specializing in Independent Equity Assessments. Our ideal clients are senior leaders and boards who are interested in an outside, expert perspective on where inequity lives in their organizations.

Ellore's Independent Equity Assessments analyze your organization's people data to pinpoint top areas of needed focus together with actionable evidence-based solutions to drive sustainable change.

Take Our Online Assessment to See Where Your Company is on its Journey to Equity



- ✓ It takes just 5-7 minutes
- ✓ It's completely FREE
- ✓ You will receive customized results instantly.

**Find out your score
and receive tips on where
you might need to focus.**

