



YOU ARE WHO YOU HIRE

Diversity Hiring Maturity Model

Introduction to SmartRecruiters' Diversity Hiring Maturity Model

The SmartRecruiters' Diversity Hiring Maturity Model was developed in response to the need for companies to identify how to better hire diverse talent. We recognized that many company leaders are committed to improving diversity in their workforces but simply don't know where to begin.

We wanted to build a way to help organizations benchmark their current diversity hiring capabilities to achieve Diversity Hiring Success. Most importantly, we wanted to provide companies with tangible actions that help create substantive and sustainable progress toward their diversity hiring commitments.

In this white paper, you will learn:

- What is Diversity Hiring Success?
- What are the levels of Diversity Hiring Maturity?
- What are the key pillars of Diversity Hiring Maturity?
- How you can assess your company's Diversity Hiring Maturity

What is Diversity Hiring Success?

Simply put, Diversity Hiring Success is the ability to consistently hire diverse talent at scale, on time, and within budget at all levels of the organization.

Diversity Hiring Success is a journey. It is multifaceted and requires commitment, diligence, resources, and governance. The most difficult step is often finding a way to articulate to key stakeholders what Diversity Hiring Success looks like and how to achieve it. We are confident our Diversity Hiring Maturity Model will provide you with the language you need to effectively communicate and plan for Diversity Hiring Success.

What are the levels of Diversity Hiring Maturity?

The four levels of the SmartRecruiters' Diversity Hiring Maturity model empowers you to help your organization understand: where you are on your diversity hiring journey and where you stand compared to your competitors. The levels also provide a framework to set tangible goals for your diversity hiring strategy and create a focus on the experience you want to build for diverse candidate experience.

There are four levels of Diversity Hiring Maturity:



Level 1 - Diversity Talent Aware

Your organization understands the importance of diversity to your overall goals and are taking steps to improve diversity hiring outcomes.

Level 2 - Diversity Talent Invested

Your organization has developed specific strategies to achieve Diversity Hiring Success and are making progress towards your diversity hiring objectives.

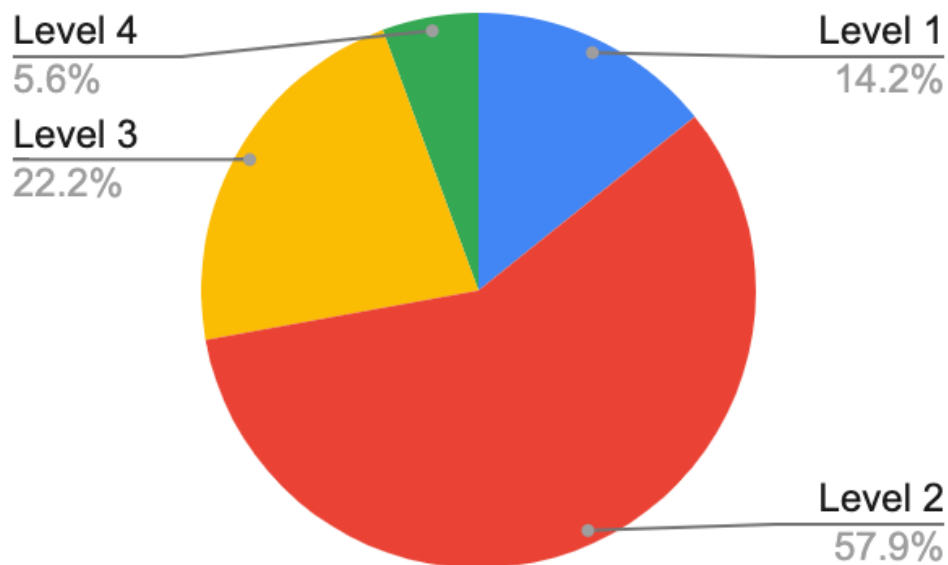
Level 3 - Diversity Talent Committed

Your organization is consistently hiring diverse talent. You are making substantive progress toward your goal and are governing your initiatives to calibrate and ensure advancement.

Level 4 - Diversity Talent Ally

Your organization has diversity brand equity. You source strategically, ensure fair hiring processes, and have organizational support. You are able to hire diverse talent at scale at all levels of the organization.

To provide a bit of context, we have benchmarked the Diversity Hiring Maturity of over 400 global organizations. **The below represents the distribution of maturity across these organizations:**



You will note that the majority of organizations (72% combined) are at a level 1 or 2. While collectively we acknowledge the importance of diversity hiring, there is still work to be done. That work starts with understanding the key pillars of Diversity Hiring Maturity, so we understand WHAT work needs to be done and can focus our efforts on value-based activities.

What are the key pillars of Diversity Hiring Maturity?

To determine your Diversity Hiring Maturity, our model evaluates how your organization performs within four core "success pillars". We believe these pillars are the core standards that drive Diversity Hiring Success. They are:

- Diversity Brand Equity
- Source Strategically
- Fair Hiring Practices
- Organizational Support

Each pillar is built on three standards that support your initiatives by providing you with the tangible actions you can take to achieve Diversity Hiring Success. Let's review each success pillar and the standards that support it.

Pillar 1: Diversity Brand Equity

Diversity Brand Equity allows key stakeholders to see and experience your commitment to diversity, equity, inclusion, and belonging. It is a critical component of reputation brand management, and it ensures your organization's recruitment processes prioritize attraction and positive interactions for underrepresented candidates.

Diversity Brand Equity includes three core components:

- Commitment to Diversity
- Neutral Job Descriptions
- Accessible Interview Process

Why is Diversity Brand Equity a Diversity Recruitment standard?

According to [research from Glassdoor](#), “some 78 percent of employees expect their employers to be inclusive and treat everyone equally; applicants want an honest picture of the employment experience and culture before making a decision as to where to work.”

Your organization's ability to allow underrepresented candidates to see themselves working for you through various interactions including language, imagery, inclusive interview experiences and your commitment to diversity across multiple touchpoints will give your organization a competitive recruitment advantage.

Give your organization a competitive recruitment advantage by using appropriate language and imagery, provide inclusive interview experiences, and demonstrate your commitment to diversity across multiple touchpoints. If done correctly, underrepresented candidates will see themselves fitting into your organization.

Diversity Hiring Maturity from a Diversity Brand Equity Perspective

Level 1 - Aware - Your organization is aware of the importance of Diversity Brand Equity and communicates your diversity commitment across multiple brand interactions.

Key indicators include:

- Your employer brand displays basic images of underrepresented groups and showcases workplace inclusivity on career sites and employer brand-focused collateral.
- All internal and external job ads include a standard equal opportunity statement, particularly where required by law.
- You are aware of the concept of neutral job descriptions and have removed explicitly biased language from your job postings.
- You provide reasonable accommodations to all candidates when requested.

Level 2 - Invested - Your company is invested in Diversity Brand Equity. In general, D&I, TA, and Marketing objectives and content are aligned. You focus on the neutrality of your job ads, and you prioritize equal access and reasonable accommodations for all internal and external candidates.

Key indicators include:

- There are processes in place to ensure your career site, employer blog, and social media channels all show images containing multiple dimensions of diversity.
- Your organization has a diversity and inclusion statement that extends beyond regulatory requirements. Your statement is included in your job descriptions, advertisements, and on your career website.
- You are aware of the importance of gender-neutral job descriptions and have eliminated the use of gender pronouns in your job descriptions.
- You have a process for proactively identifying candidates who might need accommodations and provide support as required.

Level 3 - Committed - Your organization prioritizes Diversity Brand Equity across multiple channels. You pave the way for all to be included with respect to the interview process. Job ads are optimized for neutrality.

Key indicators include:

- Talent Acquisition, Marketing, and D&I objectives are aligned to elevate diversity-related content creation.
- You consider all candidates' needs and how they enter the recruitment process, and as such, your websites have undergone either in-house or third-party inclusivity audits.
- Implicitly biased language has been removed from your job ads.

Level 4 - Ally - You leverage best practices to ensure your brand celebrates multiple dimensions of diversity, inclusion, equity, and belonging throughout the entire hiring lifecycle. You have a clear commitment to diversity embedded in your culture, and you provide transparency on your promises and initiatives. You proactively address and remove biased language in your job descriptions, and your descriptions are aligned to outcomes. All applicants have an outstanding candidate experience. You are constantly monitoring your commitment to diversity and encourage feedback for more opportunities to improve.

Key indicators include:

- Talent Acquisition, Marketing, and D&I work in partnership to showcase stories and videos from individuals in your organization that highlight multiple diversity dimensions.
- Your organization provides transparency regarding your diversity, inclusion, equity, and belonging initiatives and showcases your progress against your objectives.
- You regularly publish diversity hiring plans, good faith efforts, future commitments, and diversity-related outcomes, and you ensure that this reporting is both objective and accurate.
- You have adapted your requirements to align with outcomes required, not years of experience. Educational requirements and majors are considered for inclusivity.
- You consider all candidates' needs and how they enter the recruitment process and have recruitment team members trained on providing various accommodations.



Pillar 2: Sourcing Strategically

Sourcing strategically allows your company to hire talent at scale, on time, and within budget by proactively and strategically building a pipeline of diverse talent that is aligned with your organization's workforce plan and business objectives.

Sourcing Strategically includes three core components:

- Tailored Sourcing
- Diverse Talent Community
- Fair and Competitive Internal Hiring

Why is Sourcing Strategically a Diversity Recruitment standard?

According to [research from GEM](#) *“In 2019, attracting talent has been the number one concern of CEOs. 70% of the global workforce are passive candidates and 86% of the most qualified candidates for your open roles are already employed and not seeking a new job.”*

Your organization's ability to identify and engage underrepresented candidates, especially for leadership roles, is a key component in your business's ability to drive client satisfaction and achieve financial success.

Diversity Hiring Maturity from a Sourcing Strategically Perspective

Level 1 - Aware - Your organization is aware of the importance of Sourcing Strategically and engages in the basic principles.

Key indicators include:

- Your company leverages diverse job boards to advertise opportunities to underrepresented candidates.
- Your company has a database of diverse candidates.
- Your company has an internal posting process that makes all employees aware of all job opportunities.

Level 2 - Invested - Your company is invested in Sourcing Strategically. You have dedicated resources, technology, and internal recruitment processes that align with your diversity talent objectives.

Key indicators include:

- You have a budget for diversity sourcing that aligns with your objectives and includes investments in technology, talent/market mapping, community partnerships, recruiting events (attended by diverse team members), and other non-traditional sourcing methods.
- You have a CRM with diverse candidates who are categorized according to your hiring objectives.
- You give internal applicants the advantage over external applicants by posting jobs “internally only” for a specific timeframe.

Level 3 - Committed - Your company is committed to Sourcing Strategically. You have dedicated resources, technology, internal recruitment processes, specific goals, and strategies that are regularly audited to ensure diversity hiring objectives are met.

Key indicators include:

- You have developed and consistently execute a clear sourcing strategy for each underrepresented group you want to target.
- You leverage your CRM to advertise ALL opportunities to your talent community.
- Your hiring process mandates that if internal applicants are more than 70% qualified for the role, they receive an interview.

Level 4 - Ally - Your company is a strategic sourcing ally. You leverage best practices to ensure your organization actively sources and engages diverse talent. Your communication strategies with passive candidates happen at all levels of the organization and align with your workforce plan and business goals. Your internal diversity recruitment and talent management strategies are just as robust as your external strategies. You are constantly monitoring actions and outcomes and proactively seeking opportunities to improve.

Key indicators include:

- You have dedicated sourcers and/or recruiters that leverage multiple channels and resources to focus on hiring diverse candidates (depending on your organization's size).
- You have a dedicated communication strategy to engage your diverse talent community actively.
- There is a process that ensures more than one manager or a diverse team interviews internal candidates for the role using an interview scorecard that is appropriately weighted for internal applicants.

Pillar 3: Fair Hiring Practices

Fair hiring practices add perspective, consistency, and structure to the hiring process, ensuring that all hiring touchpoints are bias-free. Hiring requirements are outcome-based and focused on hiring the best individual for the role.

Fair Hiring Practices include three core components:

- Diversified Hiring Team
- No Bias Screening
- Structured Interview Process

Why is Fair Hiring Practices a Diversity Recruitment standard?

[According to Forbes](#), *“Inclusive teams make better business decisions up to 87% of the time, and decisions made and executed by diverse teams deliver 60% better results.”*

Your organization's dedication to an equitable hiring process is a crucial component to Diversity Hiring Success. It is where you demonstrate your organization's support of and commitment to diversity in a tangible way by providing a welcoming candidate experience for all, where bias is minimized, the process is consistent and the best individuals are hired.

Diversity Hiring Maturity from a Fair Hiring Practices Perspective

Level 1 - Aware - Your organization is aware of the importance of Fair Hiring Practices and has taken foundational steps to minimize bias in the process.

Key indicators include:

- Underrepresented groups participate in hiring occasionally based on availability.
- You have a process to allow recruiters to review all resumes for relevant qualifications in an equitable way.
- You have published guidelines for interviews on questions that cannot be asked during the interview process.

Level 2 - Invested - Your organization is invested in demonstrating fair Hiring Practices and has developed processes to ensure bias is eliminated and inclusion is considered.

Key indicators include:

- Underrepresented groups consistently participate in the hiring process.
- You have standards and validated assessments to evaluate a candidate's competencies.
- You have created interview questions for the panel that tie to the required outcomes.

Level 3 - Committed - Your organization is committed to demonstrating Fair Hiring Practices and is taking advanced measures to institute a fair hiring process.

Key indicators include:

- Underrepresented groups are disruptors in the process and are encouraged to call out biased feedback in a constructive way.
- You have a process for presenting candidates to hiring managers in a way that reduces bias i.e., blind resumes).
- You have created a scorecard based on must-achieves, and interviewers are required to complete their scorecards post-interview.
- You have established key milestones and success measures to ensure progress toward your diversity hiring goals.

Level 4 - Ally - Your organization leverages data, technology, training, and best practices to ensure fair and equitable hiring processes.

Key indicators include:

- Underrepresented groups are disruptors in the process and are encouraged to call out biased feedback in a constructive way.
- You have a process for presenting candidates to hiring managers in a way that reduces bias (i.e., blind resumes).
- You have created a scorecard based on must-achieves, and interviewers are required to complete their scorecards post-interview.



Pillar 4: Organizational Support

Organizational support is your organization's accountability framework. It ensures (to the extent permitted by the law) you have specific diversity hiring goals, training at all levels, and leadership is held accountable (from supervisor to executive-level) to ensure substantive progress towards the achievement of your organization's diversity hiring goals.

Organizational support includes three core components:

- Specific Diversity Hiring Goals
- Leadership Accountability
- Mandatory Awareness Training

Why is Organizational Support a Diversity Recruitment standard?

[According to Boston Consulting Group](#), “Companies cannot simply launch programs and expect results. The success of each of these initiatives requires leadership commitment, a tailored approach that is based on the unique needs of the organization, and metrics for gauging progress. Furthermore, they need to involve their employees throughout—both in the choice of specific solutions and in assessing the impact of ongoing measures.”

Your organization's ability to ensure substantive progress must include accountability at all levels. Business outcomes are measured by the achievement of goals and objectives. Leaders drive culture and demonstrate organizational values and priorities. Well-trained leaders will exhibit the right behaviors and drive the right diversity recruitment outcomes.

Level 1 - Aware - Your organization is aware of the impact organizational support can have on your diversity recruitment initiatives. You have implemented baseline measures of accountability.

Key indicators include:

- You have an idea that you want to increase your presence of underrepresented employees by X amount.
- TA leaders have specific goals for improving diversity among internal and external talent - and can measure these goals against business outcomes or company objectives.

- All hiring stakeholders, including recruiters, hiring managers, and senior leaders, have been formally trained on bias recognition and minimization.

Level 2 - Invested - Your organization is invested and has implemented strategies to drive successful diversity hiring outcomes.

Key indicators include:

- You have identified underrepresented populations in your current workforce and have adjusted hiring plans and recruiting strategies to correct for this underrepresentation.
- Hiring managers have specific goals for supporting the increase in diverse talent.
- Hiring managers have been trained on bias minimization and inclusive hiring practices, including relevant cultural awareness and communication best practices.

Level 3 - Committed - Your organization is committed to organizational support and has implemented advanced organizational support strategies to drive results.

Key indicators include:

- You have conducted market research to ensure you have set realistic goals that solve for your current underrepresentation by level (board, senior leadership, leadership, and staff).
- All organizational interviewers have completed curriculums to increase cultural awareness, gender bias, and appropriate interview skills to reduce human bias.

Level 4 - Ally - Your company is an organizational support ally. You have clear, validated, and realistic diversity hiring goals, and obtaining those goals is the responsibility of all organizational leaders. Organizational leaders are actively involved in driving outcomes and are well-trained in all aspects of bias. You are constantly monitoring actions and outcomes for opportunities to improve.

Key indicators include:

- You have realistic goals established by level and by functional area, and these goals have been publicized.
- Senior leaders and executives have specific goals for supporting the increase in diverse talent.
- All organizational leaders have completed a curriculum to increase cultural awareness, gender bias, and appropriate interview skills to reduce human bias.

Reviewing your diversity hiring initiatives through the lens of our Diversity Hiring Success Maturity Model's success pillars and standards you can make strategic decisions on priorities, resources, and candidate experience that can give your organization a competitive advantage. The competitive advantage leads to your organization's ability to consistently hire diverse talent at scale, on time, and within budget at all levels of the organization, to achieve Diversity Hiring Success.

How to Measure Your Company's Diversity Hiring Maturity

Now that you are aware of the levels of Diversity Hiring Maturity (and the success pillars and standards that constitute the Diversity Hiring Maturity Model) you can certainly make educated assumptions regarding how mature your organization's diversity hiring strategy is or you can remove the guesswork and take [SmartRecruiters' Diversity Hiring Assessment](#).

Upon completion, you will receive our Diversity Hiring Success Blueprint which is a 20+ page report that will:

1. Benchmark your overall Diversity Hiring Maturity
2. Benchmark your Diversity Hiring Maturity against each pillar and standard
3. Provide you with customized action items your organization can implement to take your Diversity Hiring to the next level

