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Promoting Diversity Sourcing and Outreach:

Best Practices for Balanced Talent Pipelines

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Recognizing the importance of fostering diversity, equity and inclusion, this resource offers comprehensive guidance on promoting diversity sourcing and outreach that adheres to US compliance standards. While the principles outlined hold global significance, they are specifically tailored to address US compliance requirements, ensuring organizations' adherence to legal obligations while championing diversity.

By embracing these best practices, organizations worldwide can cultivate balanced talent pipelines that encompass underrepresented groups, fostering inclusivity and providing equal opportunities for all. These strategies not only position organizations as leaders in promoting diversity but also enhance their ability to attract top talent, gaining a competitive edge in today's diverse marketplace.

Regardless of geographical location, HR professionals can leverage the insights provided here to create inclusive, skills-based recruitment processes that align with US compliance standards. By integrating these effective strategies into their practices, organizations can actively contribute to a more equitable and inclusive workforce on a global scale.





In light of the recent SCOTUS decision on affirmative action, how do we ensure a compliant approach to diversity sourcing and outreach?

To ensure a compliant approach to diversity sourcing and outreach, it is essential to adhere to state and federal legislation and regulations aimed at addressing historical underrepresentation and promoting equal opportunity. These programs should be developed with well-defined plans that include specific goals and strategies, all of which must be applied in a non-discriminatory manner to reach all talent communities.

Appreciating the recent SCOTUS decision on affirmative action in education, for Federal Contractors who are working in line with the Office of Federal Contract Compliance Programs (OFCCP), it is important to recognize that these affirmative action strategies are not only permitted but expected. Because affirmative action in employment is not the same as in education, the Harvard and UNC rulings do not directly apply to private employer action. They do not require companies to make any changes to their existing DE&I, EEO, or affirmative action, policies, assuming that such practices comply with already existing employment law. Employers can still have diversity as a core value, and they can and should maintain their EEO policies. Indeed, EEOC Chair Charlotte

Burrows released a public statement to this effect stating that the decision “does not address employer efforts to foster diverse and inclusive workforces or to engage the talents of all qualified workers, regardless of their background. It remains lawful for employers to implement diversity, equity, inclusion, and accessibility programs that seek to ensure workers of all backgrounds are afforded equal opportunity in the workplace.”

As HR and TA professionals, it is our responsibility to ensure that DE&I strategies align with the analyses conducted within our organizations, especially when underrepresentation is identified. Given the possibility of heightened scrutiny of DE&I efforts, it is crucial for us to be prepared to clearly articulate how our diversity strategies align with compliance and organizational considerations. We should also consider how critical the relationships we work to establish today may be, in fuelling our pipelines for the future as the likelihood of a reduction in underrepresented talent remains to be seen. By aligning our diversity sourcing and outreach efforts with these standards and organizational analyses, we can proactively contribute to fostering equal opportunity and diversity, while upholding compliance requirements.



What actions can be taken to effectively promote inclusive values and highlight an inclusive workplace?

To effectively promote inclusive values and display an inclusive workplace in a compliant manner, there are several actions that can be taken:

- **Demonstrate commitment**
Clearly communicate your organization's commitment to diversity, equity and inclusion (DE&I) through your mission statement, internal policies, and public communications. This commitment should be prominently featured on your website, emphasizing the importance of DE&I within your organization.
- **Highlight success stories**
Share success stories and testimonials from employees representing diverse backgrounds to highlight the inclusive environment and opportunities available within your company. This can be done through various channels such as your website, newsletters, and social media platforms.
- **CEO diversity statement**
If your CEO or top leadership has a diversity statement, prominently display it on your firm's career page. This statement should emphasize the organization's dedication to diversity, equity and inclusion. By implementing these compliant actions, organizations can effectively promote inclusive values, demonstrate their commitment to diversity, equity and inclusion, and attract a diverse talent pool.
- **Inclusive job postings**
Incorporate your commitment to DE&I in your job postings. Use inclusive language and highlight your organization's support for candidates from diverse communities. This can attract a wider pool of applicants and convey your commitment to creating an inclusive workplace.

Additionally, the OFCCP recommends establishing a diversity brand and highlighting any existing employee resource group activities. If your organization already has significant initiatives in place, prominently display them on your firm's career page and utilize social media channels to raise awareness of your DE&I efforts.

Are there best practice approaches for Targeted Outreach Strategies?

To effectively reach underrepresented talent through targeted outreach strategies, organizations can employ compliant best practice approaches. By leveraging diversity-focused job boards, candidate databases, and inclusive talent acquisition platforms, organizations can expand the reach of their recruitment efforts and enhance the diversity of their candidate pool. These approaches include utilizing search tools, filters, and inclusive features within these platforms to proactively identify and engage with underrepresented talent based on specific diversity dimensions and characteristics. Implementing these strategies enables organizations to attract and recruit diverse and talented individuals while ensuring compliance with relevant regulations.

In addition to these approaches, there are other recommendations aligned with the OFCCP* to enhance targeted outreach efforts:

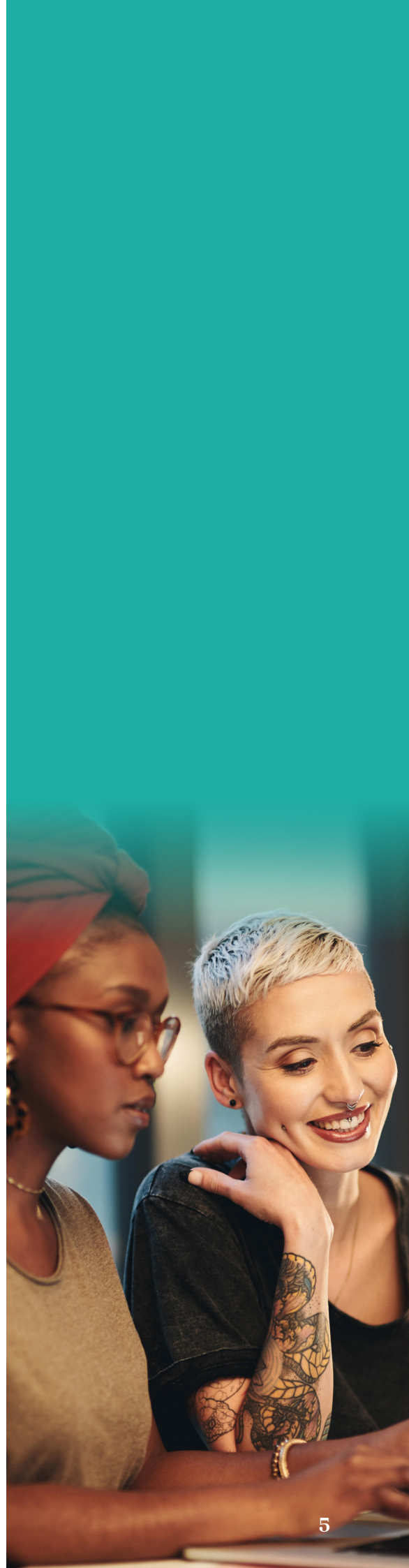
Engage Employee Resource Groups (ERGs)

Collaborate with ERGs and affinity groups to tap into their networks and gain insights into diverse talent pools. Encourage ERG referrals and involve them in the recruitment process. Foster open communication with ERGs through forum groups to discuss recruitment, outreach, mentoring, diversity, inclusion, and development programs.

Establish Educational Institution Partnerships

Build relationships with colleges, universities, and vocational schools serving students from underrepresented communities, including HBCUs (Historically Black Colleges and Universities) and HSIs (Hispanic Serving Institutions.) Participate in career fairs, campus events, and mentorship programs. Create targeted internship and apprenticeship programs to increase access to a pipeline of recently educated individuals. Tapping into these talent pools will exemplify good faith efforts in identifying individuals with the knowledge, skills, and abilities to enter the workplace with ideas beneficial to innovation to further the organization's growth. efforts in identifying individuals with the knowledge, skills, and abilities to enter the workplace with ideas beneficial to innovation to further the organization's growth.

*[OFCCP Contractor Compliance Institute](#) including [Best Practices for Fostering Diversity & Inclusion](#) and [HBCU Recruitment Strategies](#)



Additional OFCCP recommendations include*:

Social Media

Attract top talent by meeting them where they are. Directing social media recruiting efforts to such sites as Facebook, Instagram, and LinkedIn.

Attend career fairs for targeted student groups

Proven to be an effective means to reach other groups like veterans, women, and people with disabilities.

Build relationships with organizations serving underrepresented communities

Such as diversity-focused professional associations, student groups, and community-based organizations. Engage in career fairs, workshops, and mentorship programs organized by these organizations to actively connect with potential candidates.

Partner with multicultural professional local and national organizations, associations and student groups

Such as national Black foundations, faith-based institutions and conferences including for example, the [National Society of Black Engineers \(NSBE\)](#), [National Black Law Students Association \(NBLSA\)](#), [National Association For Equal Opportunity \(NAFEO\)](#), and [National Historically Black Colleges & Universities Alumni Associations Foundation \(NHBCUAA\)](#).

Enhance your employee referral program

To capitalize on your employees' networks, bolster employee-referral recruiting programs at your organization, including a deliberate message about the business need for a diverse workforce and the importance your company places on diverse referrals. Network within your organization, including underrepresented employees. Referral reward programs can be created to strengthen this practice.

*[OFCCP Contractor Compliance Institute](#)

How do we ensure we get this right?

Review and adjust your recruitment processes by regularly assessing them for biases and barriers. Use structured interview questions focusing on qualifications and skills. Conduct training sessions for recruiters and hiring managers to enhance their understanding of unconscious bias, foster cultural competence, and ensure fair and equitable recruitment processes.

How do we know we are heading in the right direction?

Monitor your diversity measures by establishing key metrics to track progress in attracting and hiring underrepresented candidates. Analyze candidate pool demographics and use data analytics to measure the effectiveness of diversity initiatives. Make data-driven decisions to enhance diversity efforts and continuously improve recruitment strategies.

By incorporating compliant best practices for creating balanced, skill-based talent pipelines, organizations can proactively promote diversity and inclusion in their recruitment efforts. These strategies will attract underrepresented candidates and foster a fair and inclusive selection process.

Remember, continuous improvement and adaptation of these practices are crucial to staying responsive to evolving diversity and inclusion needs. By prioritizing diversity sourcing and outreach, organizations can build a strong and inclusive workforce that reflects the diversity of the broader society.