

DE & I ALLBRIGHT

COURSE WORKSHEETS

Rewiring Recruitment

With Arit Eminue

THE DE&I DATA CAPTURE

CONTEXT:

Getting your house in order is the subject of this worksheet. The temptation to address lack of representation is to bring in people from underrepresented groups, yet this then becomes tokenism, and stays on a surface level, i.e. diversity without inclusion. To create a lasting and sustainable change, requires working from the inside out; so find out what's happening in your house first by doing what Arit describes as, a DE&I Data Capture.

On the one hand, a focus on diversity, equity and inclusion is important for companies looking to build workplaces that are representative of the world in which we live. On the other hand, investments in diversity, equity and inclusion have a well-documented relationship to business performance and increased profits.

The Equality Act became law in 2010. It covers everyone in Britain and protects people from discrimination, harassment and victimisation, especially across the nine protected characteristics plus. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

By capturing the data of your organisation, you can then clearer see which areas of your company are already working towards inclusion, and which areas need to be addressed or changed in some way. As always, this is not about finding ways to judge ourselves, but exploring where we can invite new ideas, policies and strategies towards creating a more consciously inclusive workplace.

Problems with Diversity, Equity, and Inclusion are often systemic in nature. They cannot be solved by one-off programs and policies. Organisations need a comprehensive approach that looks at diversity, equity and inclusion across the organisation (and society) as a whole. HR may lead the effort, but this is an organisation-wide undertaking. Data and analytics should play a key role in this endeavour, providing the ability to identify where there are gaps, prioritise areas for action, and enable ongoing measurement of progress.

A commitment to enhancing diversity, equity and inclusion efforts, will lead to increased belonging within the organisation. Not only does a culture focused on belonging feel great, it is also a driver for employee engagement, productivity, corporate reputation, attracting top talent, and business results.

*Though at first glance you may feel that the following does not apply to you, yet having an awareness of the areas that the DE&I Data Capture touches upon, will impact you, whether you are the leader of a company of 500; the boss of five people; a team leader in your department; or, someone new to a company. You have a voice that deserves to be heard, and this exercise also reminds us that we are all in this together, no matter where you are positioned in your organisation.

TOOLS: Yourself, a pen and paper

TIME: 45 minutes

Tips: Be honest - use this as an opportunity to deepen your awareness and understanding.

INSTRUCTIONS:

STEP 1: The Capture Data Checklist

i) Take a temp check

Go through the following, and score on a scale of 1 - 10, how inclusive each is. Then, depending on size, and resources currently available or achievable within the company, or your sphere of influence and budget, what could you do, i.e. one small action step, to implement a change in the right direction?

How included do staff feel in their organisation?

What would make this place more inclusive?

What do they need to do their job successfully?

(e.g. Provide a hotline for reporting transgressions involving DE&I)

1 2 3 4 5 6 7 8 9 10

Are you attracting and hiring diverse talent?

1 2 3 4 5 6 7 8 9 10

Are you building an inclusive culture?

How, who benefits and how effective are you at this?

(Are there opportunities for employees in their early parenting years? Those caring for elders and others in need? Do your employees feel valued, heard, impactful in their roles? Are your programs effectively driving engagement and inclusion with work from home audiences?)

1 2 3 4 5 6 7 8 9 10

How diverse is your presence of difference?

(This includes: gender, race, ethnicity, sexual orientation, education, socio-economic situation, experience, skills, certifications, geographical location and more).

1 2 3 4 5 6 7 8 9 10

How do your current company policies encourage and celebrate diversity, equity and inclusion?

1 2 3 4 5 6 7 8 9 10

What company processes are present that encourage diversity, equity and inclusion?
(from hiring, firing, promotions, task assignment, team creation, recognition to other less obvious aspects like how meetings are run and how groups interact. Look at these processes for bias or inequity - either conscious or unconscious).

1 2 3 4 5 6 7 8 9 10

Are you asking the right questions?

(While diversity tends to be objectively assessed (how many, where)

Inclusion is more qualitative in nature. Inclusion is about the lived experience of people and groups within your organisation. It involves asking questions and observing people and processes with a critical lens. It's about experience, perceptions and feelings, and it's necessary in order to create the right environment.

1 2 3 4 5 6 7 8 9 10

Do you have a regular feedback box for people anonymously (*regularly reviewed*)?

1 2 3 4 5 6 7 8 9 10

Do you make full use of employee resource groups (*ERGs*) or networks, which can provide a voice for employees and help business leaders understand the challenges people face?

1 2 3 4 5 6 7 8 9 10

Do you offer inclusive mentorship and sponsorship programs?

(Mentors help mentees get to know hiring managers, learn how to jump to another position, gain access to a coach and connect with people who might be on the same career path. Sponsors are senior decision-makers within the organisation able to influence the sponsee's career decisions).

1 2 3 4 5 6 7 8 9 10

ii) Look at current trends

This includes looking at whether there is a deficiency of a particular demographic at senior leadership; who gets promoted and why; and looking at recent grievance cases and exit reviews.

Are there trends? What do they tell you?

iii) The employer brand

This is about your employee value proposition. When you address DE&I, it's your brand, reputation, values, popularity, external messages via image on your social media, who speaks at events and conferences on behalf of your organisation, that reflect who you are and what prospective talent is attracted to.

What is your USP/employer brand?
Why do staff want to work with you?
Why would talent want to join your organisation?

STEP 2: Review the data

Whatever the data tells you could be reframed as an opportunity to grow, and will inform your focus when it comes to recruitment and DE&I planning.

What did the data tell you?

Who needs support?

STEP 3: Take action

Taking on the phrase, “You Said, We did”, now it’s time to set goals and start small. Taking small steps is better than nothing, and helps to increase more sustainable and lasting changes. Remember, you will be doing this forever, as long as your organisation exists, as we are always continuously learning in order to grow.

i) For example, is there a disparity among pay in your staff?
Then address that, before you move on.

Your example:

ii) Share the outcomes with your staff. How will they be held accountable for achieving the organisation’s goals regarding the example above?

iii) What other small actions can you begin today? List 3 examples below:
(*Eg: Ongoing dialogue to feedback. Training to improve inclusion culture in your business and can run alongside any recruitment you are doing. Having a diverse panel throughout your hiring process. Create a DE&I steering committee. Include members from different functions to inform, encourage and monitor progress of the DE&I strategy.*)

1.

2.

3.

Well done, and thank you for your honesty and willingness.

END RESULT:

You have now begun to look at, and collate evidence, to support where you are in your organisation regarding DE&I. Use these questions and enquiries as a starting point to gather the data, review the outcome, and to start to implement, address and action change.

ADDITIONAL RESOURCES

ALLBRIGHT EDIT 1

Title: What To Consider When You've Received A Job Offer

Words By: Alyssa Jaffer

ALLBRIGHT EDIT 2

Title: Are CVs A Thing Of The Past?

Words By: Jennifer Stevens

ALLBRIGHT PODCAST, SISTERHOOD WORKS

Title: LiChi Pan on Breaking Stereotypes

SUGGESTED READING

Book: Culture Driven Recruiting: There is No "Talent War" if You Eliminate the Competition

Author: Lee-Anne Edwards

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NOTES

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Thank You