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# **Inclusive Employer Recruitment Strategies**

**A Resource for OSWD Stakeholders**

# INTRODUCTION

## Focus and aims of this document:

This document provides guidance on inclusive recruitment strategies for employer partners and prospective grantees of the Office of Strategic Workforce Development (OSWD). The aim is to support organizations in prioritizing diversity, equity, and inclusion (DEI) in their recruitment and hiring practices, ultimately contributing to a more inclusive statewide economy. OSWD recognizes addressing the racial and gender representation gaps that exist in the state's target industries as an economic imperative and has identified addressing these inequities as a key priority for OSWD. In partnership with employers, training providers, regional economic development councils (REDCs), and all those who engage with employers across the workforce system, OSWD aims to drive economic mobility for populations facing systemic barriers while also promoting the mutual benefits of inclusive practices for businesses.

## How to use this document

- **Explore the inclusive recruitment strategies:** Review the recommended strategies and their individual components that focus on promoting DEI in recruitment and hiring practices. Evaluate how well your current practices align with the recommendations.
- **Apply the strategies to your work:** Consider how the recommendations relate to your specific role or organization. Identify areas where you can contribute to your organization's adoption of inclusive recruitment practices, or perhaps align your programmatic efforts to focus explicitly on DEI outcomes.
- **Center worker voice:** Prioritize workers' voices in your pursuit of DEI. Build thoughtful avenues to engage current employees and candidates with the goal of implementing their feedback into your hiring strategy.
- **Evaluate and monitor progress:** Regularly assess and monitor the impact of your DEI initiatives. Evaluate the effectiveness of interventions, identify areas for improvement, and adjust accordingly.

# INCLUSIVE RECRUITMENT STRATEGIES

Promoting diversity, equity, and inclusion (DEI) in recruitment, hiring, and talent practices overall is crucial for organizations seeking long-term success, as research consistently demonstrates the significant benefits of prioritizing DEI in the workplace. Recent studies specifically highlight that companies with diverse and inclusive environments have a competitive edge, for instance:

- A [2020 McKinsey report](#) found that companies in the top quartile for ethnic and cultural diversity in their executive teams were 36 percent more likely to achieve above-average profitability compared to companies in the bottom quartile.
- According to a [2019 report by Boston Consulting Group](#), companies with diverse management teams generate 19 percent higher revenue due to innovation.
- A [2021 Glassdoor survey](#) found that 67 percent of job seekers consider workforce diversity an important factor when evaluating job offers.

By embracing DEI in recruitment and hiring processes, employers can not only reduce time-to-hire, increase productivity and tap into a broader pool of qualified candidates but also enhance their revenue and bottom line. To embrace DEI in recruitment and hiring processes, employers can adopt the following strategies:

- **Set ambitious targets:** From the onset, companies should set ambitious diversity targets for each stage of their recruitment process. Talent acquisition and DEI teams should review progress on these metrics regularly and work together to troubleshoot and brainstorm new strategies if existing efforts fall short.
- **Adopt skills-based hiring:** Revising job descriptions to emphasize skills, experiences, and competencies while eliminating unnecessary degree requirements can help attract candidates from a wider variety of backgrounds.
- **Identify new recruiting partners:** Developing relationships with new community partners such as historically black colleges and universities, community colleges, and community-based organizations enables employers to access new, diverse talent pipelines. When possible, employers should seek referral partners that provide ongoing supportive services to hired employees.
- **Standardize and anonymize hiring materials:** Removing names, addresses and academic institutions from resumes helps minimize unconscious bias among decision-makers. Instead of solely evaluating educational attainment, employers should consider incorporating an anonymous skills assessment early in the hiring process. Additionally, using standardized interview questions and hiring scorecards ensures fair evaluation of all candidates based on consistent criteria.
- **Provide digital literacy support:** Employers should consider offering customized digital support to candidates as needed, particularly for roles where digital skills are not essential, to ensure successful navigation of online aspects of the hiring process.

# CONCLUSION

By implementing these inclusive recruitment strategies and advocating for their adoption, both employers and their workforce development partners can actively contribute to building a diverse and inclusive economy. Regularly evaluating and monitoring the impact of DEI initiatives allows for continuous improvement and optimization of business outcomes. Together, we can create an environment that harnesses the diverse talents and perspectives of all individuals, fostering innovation and driving economic growth for all.

**If your company has discovered additional strategies that have enhanced diversity, equity, and inclusion in recruitment and hiring, OSWD would be interested in hearing from you. Please email [workforce@esd.ny.gov](mailto:workforce@esd.ny.gov) to share your experiences.**

# RESOURCES

- i. Empire State Development, OSWD, Year One Progress Report: <https://esd.ny.gov/sites/default/files/NYS-Workforce-Development-Year-One-Progress-Report-Digital-04262023.pdf>
- ii. Jobs for the Future, Inclusive talent acquisition: <https://corporate.jff.org/talent-acquisition>
- iii. Jobs for the Future, Recovery Playbook for Impact Employers: [https://jfforg-prod-new.s3.amazonaws.com/media/documents/JFF\\_ImpactEmployer\\_DigitalPlaybook\\_0611121-vF.pdf](https://jfforg-prod-new.s3.amazonaws.com/media/documents/JFF_ImpactEmployer_DigitalPlaybook_0611121-vF.pdf)
- iv. McKinsey, Diversity Wins: [https://www.mckinsey.com/~/\\_/media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf](https://www.mckinsey.com/~/_/media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf)
- v. World Economic Forum & Boston Consulting Group &, The Business Case for Diversity in the Workplace is now Overwhelming: <https://www.weforum.org/agenda/2019/04/business-case-for-diversity-in-the-workplace/>
- vi. Bersin by Deloitte, Why Diversity and Inclusion Has Become a Business Priority: <https://joshbersin.com/2015/12/why-diversity-and-inclusion-will-be-a-top-priority-for-2016/>
- vii. SHRM, Skills Shortage Tightens Job Market: <https://www.shrm.org/about-shrm/press-room/press-releases/pages/skills-gap-research-workplace-immigration-report.aspx>
- viii. Glassdoor, What Jobseekers Really Think About Your Diversity and Inclusion Stats: <https://www.glassdoor.com/employers/blog/diversity/>