

Diversity in Tech Hiring Toolkit

Executive Summary

say *yes* to
Dallas

DRC
DALLAS REGIONAL CHAMBER

Developed and supported by Accenture



Welcome to the Diversity in Tech Hiring Toolkit. Within these pages you will find an abundance of useful and practical resources to help increase diversity at your place of business. With companies in the top quartile for workforce diversity 33% more likely to outperform their less diverse counterparts, now is the time to broaden your DEI efforts.

Today, hiring a diverse workforce alone is not enough. Employers that succeed at creating—and sustaining—a truly diverse staff engage in promotional efforts, learning, mentoring and other endeavors to cultivate a truly inclusive, eclectic group of productive employees. They have tools, partners and resources at their disposal to learn, grow and thrive. And they continuously gauge their efforts to ensure they are on track.

Indeed, talent acquisition is only one of many critical steps toward creating vigorous, diverse organizations. Leading employers recognize the need for change within the organizational systems—culture, processes, incentives and more. As one Dallas DEI leader put it, without a comprehensive approach, companies are only “planting beautiful flowers in toxic soil.” This type of atmosphere can lead to attrition, low productivity and costly, redundant acquisition and development efforts.

The local picture

Today, Dallas ranks eighth in completed tech degrees, making it a major technology employment hub with one of the largest tech labor pools in the country.

However, with remote work becoming more the rule than the exception, competition for local talent has grown fierce. An increasingly diverse U.S. customer base has only compounded the already pressing need to recruit and retain diverse talent.

At the same time, the Dallas-Fort Worth metroplex is a magnet for corporate growth, development and relocation. Home to 23 Fortune 500 headquarters (and 43 Fortune 1000 headquarters), DFW is a thriving major U.S. business center, with powerhouse companies throughout the metroplex. Indeed, the region's strength, workforce quality and navigability make it a highly attractive area for workers and employers alike. This offers companies a real recruiting advantage. It helps broaden the candidate landscape and recruitment sources—particularly sourcing strategies and increased visibility into the business community of other organizations that support tech talent.

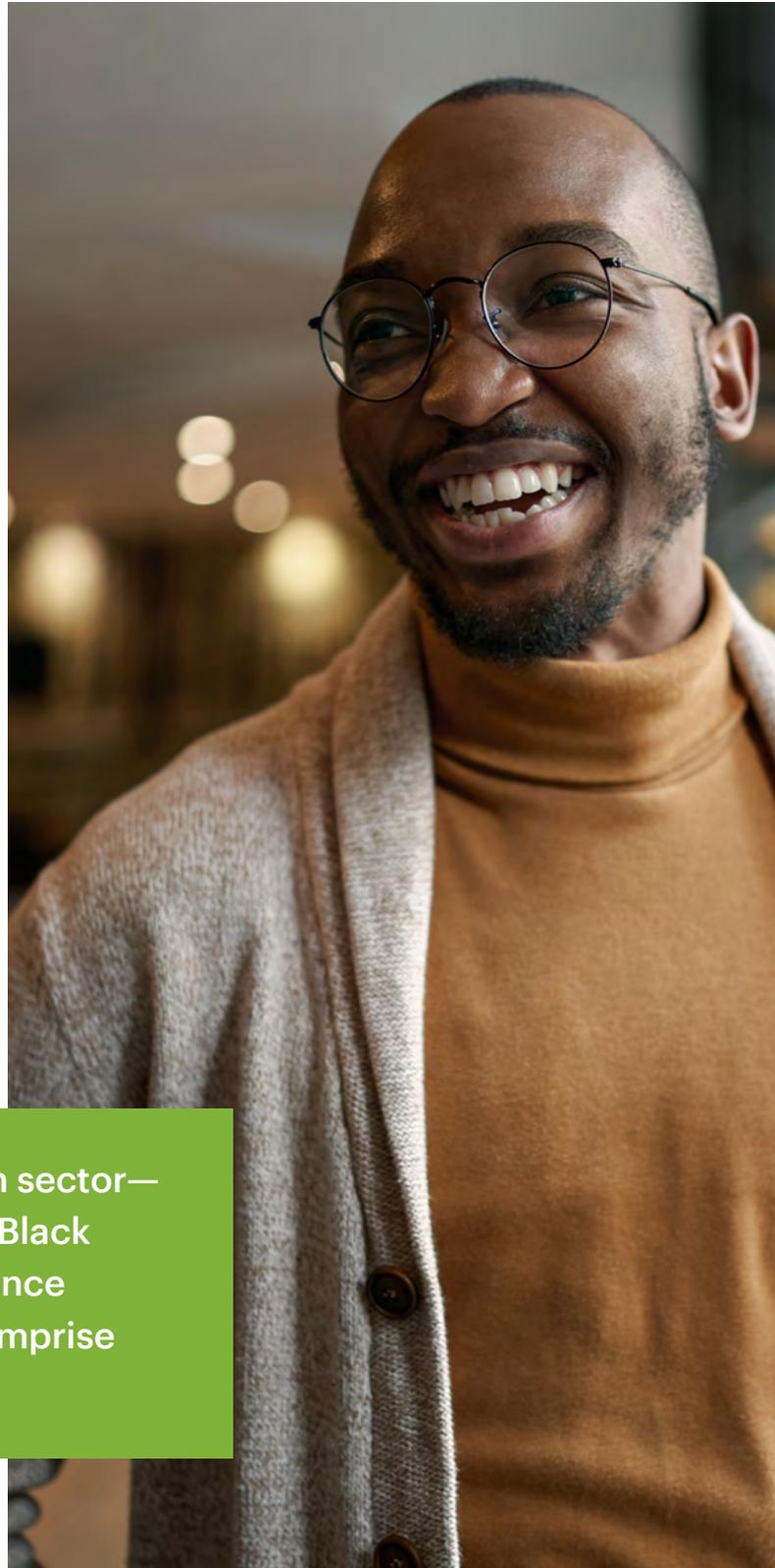


The DFW metroplex also has more than 150 major employers that are exceptionally influential in the health and vitality of a local economy. They make disproportionately large contributions to the area in terms of both employment and production, and they bring national and international ties to this community.

However, the current DEI landscape in tech shows significant ongoing gaps in recruiting and retaining diverse tech talent. Only 15% of employees in the high-tech sector—and 2.6% of high-tech executives—are Black or Hispanic. And 20% of computer science graduates are Black or Hispanic but comprise only 10% of the technology workforce.

In the meantime, an overwhelming majority of Dallas employers—83%—say hiring tech talent is a top priority. But another 67% of Dallas executives also say they are losing talent to startup or digital native companies. This suggests an [urgent need](#) for more established Dallas-based companies to reimagine their talent acquisition strategy.

Only 15% of employees in the high-tech sector—and 2.6% of high-tech executives—are Black or Hispanic. And 20% of computer science graduates are Black or Hispanic but comprise only 10% of the technology workforce.



DEI in action

Despite the challenges, we're seeing real-world examples of DEI efforts in action in the DFW area every day.

For instance, Bottle Rocket, a branding company with more than 240 employees in Dallas, promotes transparency both internally and externally using social media to highlight different DEI initiatives. The company is also expanding capacity by hiring more recruiters to ensure their team casts a wide net for talent with many facets of diverse background, personality and experience.

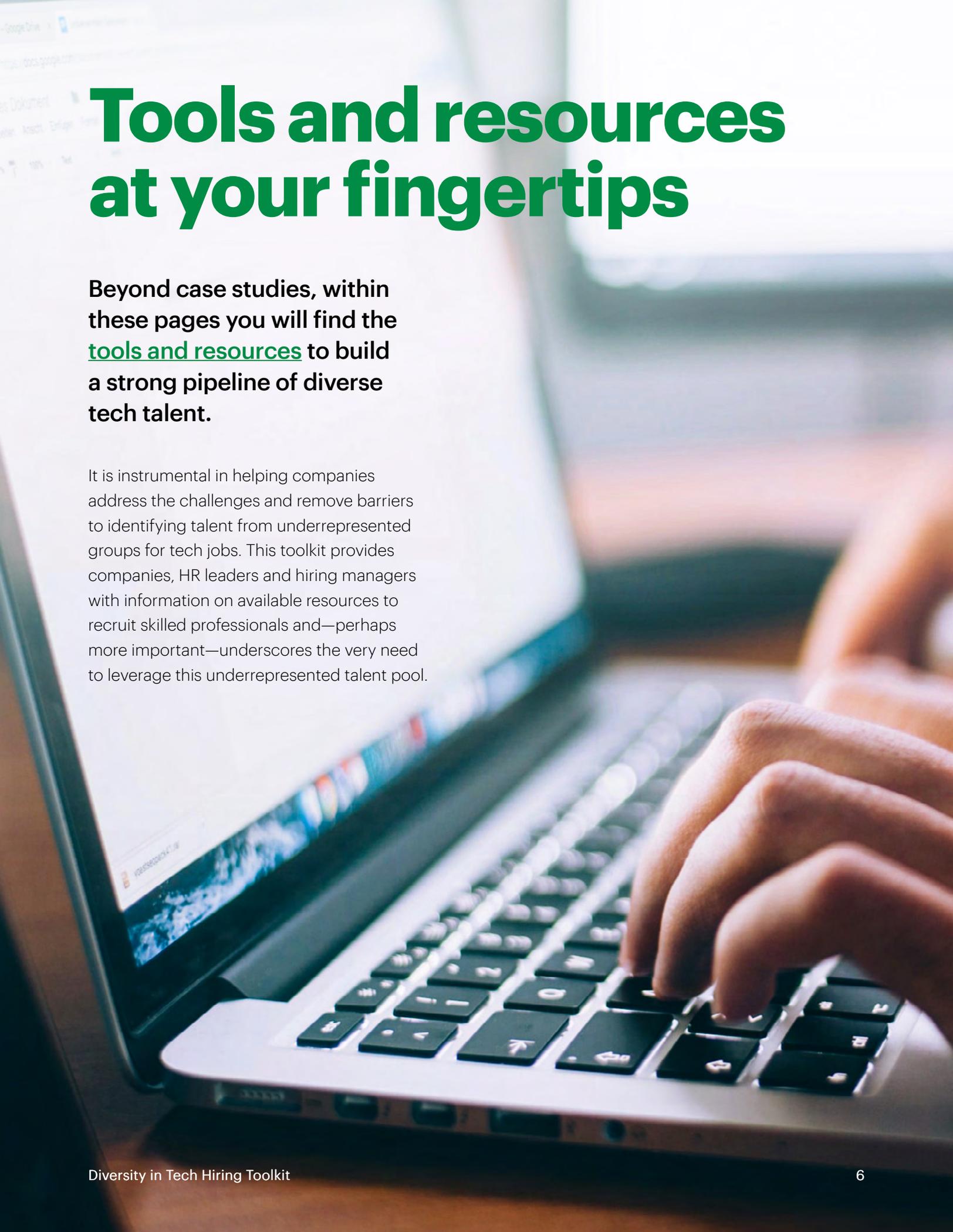
For its part, Corgan (an architectural firm in the heart of Dallas) grants five scholarships focused on supporting diverse candidates that include tuition support and an internship opportunity.

The company has also developed an intentional, layered data strategy to quantify their results, capture their impact and ensure ongoing, continuous meaningful change.

With offices and stores throughout Texas, global manufacturer Hilti also demonstrates its commitment to diversity by tying it to the business strategy and maintaining relationships with candidates. For example, the company has a fruitful partnership with the DFW chapter of the National Black MBA Association to help mid-career professionals find opportunities and understand roles at Hilti. The company also maintains relationships with candidates even if they did not receive an offer for a role. Specifically, Hilti sustains a vibrant talent community by providing monthly updates, job openings and additional opportunities to stay engaged so candidates can ultimately find the right role at the organization.

For a detailed list of successful corporate DEI efforts within the DFW area, please see the [Case Studies](#) section of the toolkit.





Tools and resources at your fingertips

Beyond case studies, within these pages you will find the [tools and resources](#) to build a strong pipeline of diverse tech talent.

It is instrumental in helping companies address the challenges and remove barriers to identifying talent from underrepresented groups for tech jobs. This toolkit provides companies, HR leaders and hiring managers with information on available resources to recruit skilled professionals and—perhaps more important—underscores the very need to leverage this underrepresented talent pool.

Measuring your impact in DEI

Importantly, the toolkit will help you [measure the impact](#) your DEI efforts will have through a detailed assessment.

Specifically, you'll have an iterative evaluation process by taking five key steps:



STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Identify business questions to answer with data	Identify which metrics to collect in relation to business questions	Collect and analyze data based upon metrics identified in Step 2	Use insights from data to create and execute plan to achieve desired outcomes	Set regular cadence for revisiting data to track and measure progress/impact of plan
What do we want to know?	How will we find it?	What did we find out?	What can we do about it?	Did it work?
<p>Determine areas to explore based upon pain points, strengths, and opportunities within organization:</p> <p>Which factors contribute to advancement and retention of our high performers from underrepresented groups?</p>	<p>Prepare data plan for metrics collection:</p> <ul style="list-style-type: none"> • Identify high performers • Examine their experience and background • Exposure to opportunities 	<p>Compile and analyze data to identify and draw:</p> <ul style="list-style-type: none"> • Trends • Commonalities • Extreme differences between selected groups • Hypotheses 	<p>Leverage insights to create objectives and actionable steps:</p> <ul style="list-style-type: none"> • Establish initiatives • Change processes • Expand learning and development • Create partnerships 	<p>Establish when and how to assess plan:</p> <ul style="list-style-type: none"> • Success based upon objectives • Updates needed • Collect more data and metrics • Frequency of updates • Communicate results

This process can drive change by determining an organization's strengths, pain points and areas of opportunity. Gartner research shows organizations that confidently measure DEI, create accountability and embed inclusion into talent decisions and processes report up to 20% more organizational inclusion compared to their peers without those approaches.

The measurement portion of the toolkit is an important impact assessment mechanism designed to evaluate critical aspects of inclusion through four essential tactics:

- 1. Employee Reflections and Stakeholder Interviews**—Allowing employees to submit reflections and conduct stakeholder interviews to create a culture where employees share their thoughts, recognize each other, promote conversations and encourage learning.
- 2. An Internal Data Analysis and Perception Index**—Curating public and internal data measuring DEI's impact, particularly demographics, company culture and employee experience to set goals, study trends and adjust company culture.
- 3. Employer Resource Group Leadership and Stakeholder Collaboration**—Increasing allyship, resources and productivity by receiving feedback and knowledge from individuals leading an organization's inclusion and diversity efforts to identify areas of opportunity.
- 4. Quarterly Surveys and Polling**—Conducting regular touchpoints with employees to measure the perception of an organization and assess the overall effectiveness of its programs and initiatives.



The measurement component also features the AWARE DEI Analytics Tool. This practical, easy to use feature provides a comprehensive set of analytics and dashboards to help you answer meaningful questions about your business and visualizes your workforce data across more than 20 key demographics. AWARE enables you to use data to define your DEI goals, understand how achieving them will deliver quantifiable value and create a roadmap of initiatives to help build a strong business strategy.

Among other benefits, AWARE offers:

- An effective user experience offering powerful insights ultimately giving managers, recruiters and executives the data they need to make decisions and improve DEI metrics.
- Functional use cases allowing your people to visualize performance metrics and enabling your organization to share insights and make data-based decisions to improve diversity, equity and inclusion efforts.
- Opportunities to increase value substantially through insights and create a program to gauge and improve DEI-related costs.



About the effort

The Dallas Regional Chamber partnered with Accenture to conduct qualitative and quantitative research aimed at assessing the current DEI tech talent landscape.

The teams interviewed more than 30 organizations across the DFW region and extensively reviewed demographic and market data on Dallas's human workforce landscape.

Additionally, creating this clear, easy to use roadmap involved multiple sources—professional networks, educational institutions (including HBCUs and Hispanic serving institutions) and conferences such as the Black in Tech and LatinX in Tech summits.

This toolkit is an extension of our 2018 Dallas innovation study in partnership with the Dallas Regional Chamber, which explored workforce development and inclusion and diversity. The toolkit also connects to the local work Accenture has been leading with the Dallas Independent School District PTECH Initiative, its Skills to Succeed partners, United Way Metropolitan Dallas, SMU, and other community and business partners.

We sincerely hope you find this toolkit useful, instructive and beneficial. Like you, we are committed to growing and sustaining the DFW area as a major tech and business hub now and into the future. And we understand that this type of growth and sustainability can only be achieved if we have access to the widest, deepest possible pool of talent.



