

Abstract	3
Introduction.....	4
Literature review	5
Introduction.....	5
Managing diversity	6
Positive action	8
Opposition and barriers to DEI initiatives success	11
Conclusion.....	13
Research question	13
Methodology.....	15
Introduction.....	15
Philosophical assumptions.....	15
Research design	16
Sampling.....	18
Pilot study	18
Analysis	19
Ethics.....	19
Limitations	20
Table of participants.....	21
Findings and analysis	21
Introduction.....	21
DEI HR strategies	22
Effectiveness of DEI strategies	23
DEI recruiting processes.....	24

Effectiveness of DEI recruiting processes.....	25
Conclusion	26
Recommendations.....	28
Future recommendations	30
Bibliography	31
Appendices	32
HR Strategy interview schedule	32
HR recruitment Processes interview schedule.....	33

Submission of Thesis and Dissertation

National College of Ireland Research Students Declaration Form (*Thesis/Author Declaration Form*)

Name: Conor Burke

Student Number: x21245843

Degree for which thesis is submitted:

BA (hons) in business _____

Material submitted for award

a. I declare that the work has been composed by myself.

(b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.

(c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects)

(d) ***Either*** *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below)

Signature of research student: Conor Burke

Date: 18/07/24

Abstract

This study sets out to identify if businesses are successfully promoting DEI (diversity, equity and inclusion) strategies in their recruitment and selection processes. DEI is an ever more important goal for many companies in the modern day world. DEI are the processes involved around creating a fair and equal workplace for all regardless of their own differences or beliefs. DEI first came around in the mid 1960s in the USA. They used methods like positive action and diversity awareness to increase the number of diverse workers. DEI has been seen as controversial with many pushing back against the idea of it. This study aims to look at DEI in detail and identify if it is being used successfully or has

shortcomings. Throughout this study the key theme of DEI is dissected in detail. It looks at previous studies to understand DEI and its success or shortcomings. This research shows that although DEI may be important to businesses many have yet use it successfully in their recruitment processes. This study determines that many businesses fail to fully commit to their DEI goals and simply use them to tick a box. It can be also seen that there is no quantifiable way to measure DEI's success and businesses could be losing money through this.

Introduction

The purpose of this study is to identify if companies are successfully promoting DEI strategies in their recruitment and selection processes. DEI stands for diversity, equity and inclusion. Many companies employ strategies to boost the diversity of their workforce through recruiting. They do this through a number of strategies aimed at boost their diverse candidates and making their workplace a more attractive place to work for diverse applicants. To gain an understanding of DEI and the strategies companies use this study first developed a literature review. In this literature review 3 key themes will be looked at. These are managing diversity, positive action and the opposition and barriers to DEI initiatives success. These 3 themes will help the study gain a deep understanding of the strategies currently used and if they are successful. Currently the strategies used are methods like diversity training which aims to raise awareness around differences between workers or diversity initiatives which aim to hire more diverse applicants.

After the literature review this study will focus on the methodology section. The methodology section will discuss how this study will aim to gather information and speak about the types of information used. In this study interviews will be used to gather information regarding DEI strategies. This section will also discuss the pilot study , philosophical assumptions and limitations of the study where anything that may effect the outcome of the study will be spoke about.

After this the findings of the study will be analyzed in the findings and analysis section. For this section the interviews conducted will be analyzed through the themes identified in the development of the questions. this section will be key in identifying whether or not this work is necessary to the literature. Some literature determines that DEI strategies do not work successfully most of the time. The study will look at DEI strategies and how they work in recruitment processes. For this two sets of questions will be developed one focused on strategies and one focused on the strategies working in processes. The answers will then be compared to determine if strategy successfully works in processes. Finally in the

conclusions this study aims to identify some ways in which organizations can have improve their DEI strategies in the future.

DEI was developed in the mid 1960s as a concept developed to mitigate biases within the workplace. The first concept of DEI training was based on awareness training. This training focused on making people more aware of their coworkers who are different. Originally the training programs focused solely on racial biases but as DEI progressed into the 1980s it began to focus on other aspects like sex, religion and LGBTQ movements. DEI has always been a divisive topic as many people with underlying beliefs fight against what they are being told. This has carried on to the present day as many people push back against the integration and inclusion that good DEI policies can create.

Literature review

Introduction

For this dissertation's purpose, a literature review based on the topic DEI. This was conducted with the aim of gaining knowledge and help form an opinion. The topic of this dissertation is diversity in the recruitment and selection process.

It will look at how companies manage diversity and their use of DEI programs to boost diversity within the workplace. It will see if there is any differences between companies with strong DEI and also if DEI programs are taken seriously by companies or are they just too tick a box. It will look at how creating a culture of inclusion may be the best method to attract more diverse talent. Secondly It will look at positive or affirmative action. Affirmative action is a set of policies set out to minimize the disadvantages faced by minorities and promote equality. It will look at how affirmative action policies work and the difference between hard affirmative action and softer affirmative action policies. It will also discuss whether or not they are successful in boosting diversity. Finally It will look at the opposition and barriers to DEI's success. In this section I will

look at theories surrounding why people oppose DEI and the effects of this for a company. I will also look at how companies are not achieving what they are setting out when it comes to their DEI strategies. I will look at the gaps that may be blocking their success and also touch on how I think they could do better. Overall from my readings I hope to gain knowledge of diversity as a whole and how there are number of factors which can contribute to it both positively and negatively.

Managing diversity

For this section the study will look at how diversity is managed within companies. To do this the study will look at diversity management, diversity programs and how companies aim to create a culture of diversity.

Diversity management is the organizational process of managing and promoting diversity within a company. Diversity management has two main goals one is too “implement measures that will make the workforce of an organization more diverse” and also “to address the question of how to make the workplace as inclusive as possible for this already extant diversity” (Kollen T).

Diversity management is the process of bringing people together in work regardless of their background. Many studies state that companies that are more diverse have higher productivity and perform better globally. One study aimed to find out how good diversity management can affect organizational efficiency. “Effective management of employees’ perception of marginalization and conflict as well as cultural diversity in an organization will reduce friction among workers and thus enhance teamwork.”(Sunday E) this study showed that if diversity is managed as a companywide approach and managed employees are more likely to follow and improve organizational efficiency. Although many believe there are strong links between good diversity management and its benefits for companies Karin hellerstatd argues that “Another recent metanalysis on the relationship between deep-level diversity in terms of personality, values, and culture in groups finds deep-level diversity to be associated with fewer positive emergent states and team processes, but more conflict” (hellerstadt k). This argument presents that variables like educational and functional backgrounds which are less divisive in terms of differences provide more positive outcomes than deeper level diversity like culture and values. This argument has shown us that although diversity management should be a core business strategy it may not have the benefits previously spoken of and businesses should look at how

they gauge its benefits. Should they look at it to boost productivity and profits or should a business just focus on building a culture of inclusion for all their employees to feel safe and accepted in? A business should first focus on the latter and create a culture of safety and inclusion where staff can thrive in their roles and then try to measure whether it has boosted productivity. diversity management should be focused on creating a better company culture and not business focused.

Next the study looked at DEI program. These are the initiatives that diversity managers undertake to foster a culture of inclusion for their workers. There are a number of different ways this is done like training programs and diversity statements. One study looked at diversity training programs and their effectiveness. It stated that “Diversity trainers typically distinguish between two broad types of diversity training, which can be classified by their objectives for trainees” (Smith A) these are awareness training and skills-based training. These types of training are completely different, and the study states they may be used in different scenarios. For example, a company responding to bad publicity would be more likely to use skills-based training as it is seen as more reactive. This is due to skills based being more learning focused whereas awareness training simply aims to help learners be more aware of situations around them. Another initiative was the development of diverse statements. This section looked at a study which looked at how they can be most effective. For this study, people of diverse backgrounds were given statements written differently to see how they affected their thoughts. One test parameter was” multicultural vs colorblind messages” (Carnes M) this study states that the language used can affect how persons of a diverse background feel about the message. In this study the use of the word “multicultural” instead of a “colorblind” diversity statement made people of diverse background feel more welcome and at ease. As well as these strategies aimed at raising awareness around diversity within a company, companies should also focus on providing equity for those of diverse backgrounds. Equity is everybody within the company receiving fair treatment when it comes to training, promotions and so on. It is an essential component of DEI programs as it is practicing what you preach. “Equity enables diversity to function as a benefit within the organization. Diversity without equity results in the separation or segregation of groups” (Russen, m). This tells us that raising awareness around diversity without taking appropriate steps to enable it can lead to diverse groups feeling segregated or targeted as the issue was raised without appropriate action to enable them. Diversity management is one of

the most important aspects for a modern company aiming to attract the best staff. This is due to many young professionals favoring a positive inclusive environment to work in. It can be seen above that it can improve efficiency within the company. Companies would benefit from starting from the top-down approach that works best for diversity. This means management must promote it strongly for it to catch on and become the company's culture. If the top levels do not take it seriously then lower employees will not. When looking at diversity programs training is a great way to build awareness, but it can also have a detrimental effect if not done properly. Some people may have strong beliefs and trying to change these can lead to them being unhappy and could affect performance. Companies should have training voluntarily unless necessary. Diversity statements are a good way to showcase the company's values to the world but should be used carefully as if worded incorrectly can have the opposite effect. Overall, from the readings the study has discovered that diversity is much more than simply attracting staff of different backgrounds, but it is a complicated process with many different facets to which companies must fully dedicate themselves too.

Positive action

Positive action policies are policies set out at minimizing disadvantages which a group of peoples may have previously faced. Many business introduce positive action policies in order to gain a more diverse work force. One UK-based study stated that although many businesses may undertake positive action to meet employment goals, they may be met with backlash. “However, the results of both Study 1 and Study 2 offer evidence of the potential for a backlash effect among current employees, which threatens to mitigate any potential economic gains” positive action is a great way to promote equality within a company. As well as companies setting out these policies many countries have developed laws requiring positive action. The EU adopted a positive action policy with “The Treaty of Amsterdam” where it set out that “The principle of equal treatment shall not prevent any Member State from maintaining or adopting measures providing for specific advantages in order to make it easier for the under-represented sex to

pursue a vocational activity or to prevent or compensate for disadvantages in professional careers’.”(eurofound.com) this means that although discrimination is illegal under EU law employers may choose to favor one group who may be at a disadvantage. Another question asked was if positive action works and if countries that have implemented it have seen change. One study focused on India where they have introduced positive action for members of their lower castes. A caste is the socio-economic group which someone belongs to in India. In this study it was noted that India in “Two categories of groups with very low social status, the Scheduled Castes (SCs) and Scheduled Tribes (STs) have enjoyed quotas (“reservations”) in university admissions and state and central government hiring throughout India’s post-independence history.” (Lee A) in this study it could not determine if positive action had any benefits. It found that “ne: Affirmative Action programs will not improve the socioeconomic status of beneficiaries and targeted groups in relative terms.”

As well as these traditional affirmative action policy Daniel fershtman looked at “soft affirmative action policies”. These softer policies aimed at increasing the number of diverse applicants for roles but did not mean they necessarily would get the role while harder affirmative action policies had quotas for diverse applicants to be employed. From this study they discovered that “without taking steps to improve the evaluation of minority candidates, attempts to shift the composition of the candidate pool in favor of minorities may simply amount to “checking a box,” or even prove detrimental.” (fershtman,2021). The study found that even if the number of diverse applicants is improved unless improvements are made in the processes involved, it may not improve diversity. These steps could “include creating a sufficiently diverse recruiting committee and ensuring evaluation is based on objective criteria with predetermined weights” (Fershtman,2021. From this we can see that soft affirmative action may work best in a blind interview based on objective skills. A blind interview is all differences between candidates are taken out of the evaluation process. A famous example of soft affirmative action is the NFL “Rooney rule” this rule states that for any senior coaching roles a team must interview at least one person of minority. This is aimed at increasing the diversity of coaches among teams and improving diversity overall within the NFL. Although this can be seen as a positive one study found there is not much support for the "proposition that the Rooney Rule has been successful at increasing the number of minority senior coaches in the NFL, although the scarcity of minority head coaches makes it difficult to draw strong inferences.” (solow, 2011). From this study it can

be seen it has not been successful and may just be there to tick a box. If the NFL aims to increase their diversity among coaches, they should develop the Rooney rule for lower coaching positions so that more diverse applicants may have the skills and experience needed to gain a senior coaching position which in turn should improve the diversity among senior coaches. From this it can be seen that soft affirmative action policies can be hard to implement successfully if the correct conditions are not met. In the first example it states that it can improve the diversity of the applicant pool, but the Rooney rule contradicts this as they struggled to find staff thoroughly qualified for the positions.

From these studies, it can be seen that although positive action is seen to promote diversity by including groups who may have previously been left out due to circumstances it has yet to reach a place where it has been done successfully. This is due to it being used to tick boxes when it comes to improving diversity. It has been inconclusive whether it has any positive effect on helping meet diversity targets. The study has taken more negatives than positives. These include negative backlash from staff, people abusing the system to benefit them, and it can be used unfairly very easily which would cross into discrimination. "Hard affirmative action" involves direct quotas on improving staff of certain backgrounds which leads me to the question of can these policies potentially cause a business to miss out on a better employee? This could be vital in high performing jobs like surgeons where only the best is wanted. On the lighter end "soft affirmative action" aims at increasing the number of diverse applicants interviewing for roles. Although the study believes this is the better option from the two shortcomings in interviewer skills and lack of diverse talent seems to have made the "hard" method less viable in most situations.

Overall, from reading of affirmative action it has little to no effect on increasing diversity targets for a company. It lacks a soft touch which I believe is necessary with diverse applicants. It is hardline and can sometimes further mitigate diverse applicants instead of helping them feel more included. I think any company looking to improve their DEI should develop a strong DEI program with training and inclusivity at the forefront and stay away from positive action which I believe will only have a negative effect on a company's goals.

Opposition and barriers to DEI initiatives success

DEI initiatives provide a company with the opportunity to create and nurture a culture of inclusion and equity. They help build a company with a diverse workforce where all types of people are treated fairly and equally regardless of their differences. Companies with a more diverse workforce also tend to have happier employees which in turn may lead to better productivity and a better company image overall. With all these factors being positive why is there still some opposition to DEI and the changes it can bring? According to Aarti Iyvar a person who opposes DEI may feel threatened by the change it can bring. One of these reasons is a resource threat “The disadvantaged outgroup is thus perceived as a competitive threat for a limited number of valued social resources, status, and privileges”. (Iyer,2021) The group of people who do not face any disadvantage may see the disadvantage of receiving equal opportunities as a threat to them as it raises the competitiveness for resources and roles. Although this is the fair and correct way to share opportunities, people who may have been previously “advantaged” may see it as their benefits taken away which could cause resentment among them.

Aarti Iyvar also spoke of a symbolic threat which the “advantaged” group may feel. A symbolic threat is “Symbolic threat involves perceived attacks on one's “way of life”—which can include values, beliefs, practices, and norms”. (Iyer,2021) This means when changes are made it can be seen as change being forced upon the advantaged person. This is seen in all aspects of life as well as work as there can be some extreme rhetoric's against immigration worldwide as people feel their way of life is affected by immigration. In a company “DEI policies can thus appear to “change the rules” of career progression and advancement by shifting away from traditional frameworks of meritocracy (i.e., the criteria, standards, and procedures that have always been used) and introducing new rules in their place” (Iyer,2021) the “advantaged people may feel changed happening within their company may change the way things are done and that it will no longer be in their Favour. This can lead to resistance to change. One study by Martina Sliwa also looked at DEI initiatives being referred to as “woke”(Sliwa,2022) woke is an adjective used by movements to raise awareness to prejudice disadvantaged groups face. In calling DEI initiatives “woke” they are creating a harmful rhetoric against DEI which may cause people to have a negative view of the benefits it can have. Woke ties into the symbolic threat as “advantaged

people” now use it to describe people who are trying to entail change in the world and workplaces. This can be harmful and increase opposition to DEI policies.

Next, the study will talk about the barriers to DEI programs' success. DEI programs have been talked about increasingly throughout the years and their development has promised to change the way things are done and increase diversity levels for companies which undertake this program. This has not been the case for most companies as there seems to be a gap in what the company sets out, what they want to do and what they achieve. This can be due to several reasons like lack of knowledge and skill or not investing enough resources and time into the program. One study found that DEI programs may not be successful because of a number of factors. One of these is “DEI Solutions Do Not Align with Organizational DEI Needs”(Nwoga, 2023) from this we see that companies may be trying to promote DEI but doing it incorrectly due to poor planning and not identifying where their resources need to be targeted. This can be changed by looking at the company and deciding what factors they would like to change, for example if they want to improve diversity among staff a company may develop hiring strategies to attract more diverse applicants. Another finding was that the “organizational culture may be at odds with DEI strategy” (Nwogu,2023) changing the organizational culture to one of equity and inclusion is one of the biggest challenges and factors in the success of DEI strategies. An effective DEI strategy will start with leadership initiating change, giving staff the knowledge to change and finally holding themselves and staff accountable for enabling change. If a company does not hold themselves accountable for their DEI strategies being implemented properly, DEI could simply become another box to tick for the company and not enable any real change which would be a waste of time and resources for all involved.

The effectiveness of DEI strategies is dwindling for several reasons. There is much opposition to DEI from people who may have different beliefs and values to what companies are setting out they want to achieve. These people are making it difficult as they will not get behind the common goal of equality. We have seen how people feel threatened that their way of life will be affected by changes to create equity for all. This is discrimination as if it was someone of the same attributes as them, they would not feel threatened. We also seen how there is a gap between what companies set out they want to do and what they achieve. DEI strategies are created without focusing on what a company really needs and may entail a blanket approach copied from

others instead of tailoring one to suit their own needs. If a company can focus resources on firstly seeing what they need and then creating their own plan DEI strategies would be a lot more effective.

Conclusion

Overall, from the readings here diversity management is difficult but if done correctly can be very rewarding for a company. It helps create an organizational culture where everyone feels valued and respected. Although the latter is true, diversity management has been implemented wrong in many situations. From the literature review, many talk about the benefits it may have but conclude that it is not done correctly. This is down to many factors like staff beliefs or companies not realizing their DEI needs. for DEI to rise above all opposition a comprehensive strategy change must occur for many companies where it is just another box to tick in my opinion. From this literature the argument can be formed that DEI strategies currently in use have shortcomings when it comes to being successful and through my work, the study hopes to further discover why this may be particularly when it comes to recruitment and selection and hopefully be able to recommend a new strategy that may be more successful for companies. The study aims to interview HR staff who help form strategy and recruiters who carry out the processes to see where the gap is that strategy does not pass over too processes effectively.

Research question

The research question of this dissertation is “how businesses successfully promote diversity in their recruitment and selection processes.”

This question is important because previous research has shown that there is a gap between what diversity strategies set out and the results that follow. In the literature review, DEI strategies are not transcending into the processes well. This research question aims to focus on the gap where strategies on DEI are failing to work when used in the recruitment process. This is important because many companies are developing progressive DEI policies which take up resources and are failing to see any positive increase in diverse applicants and staff. From the literature review above Many companies are putting a strong emphasis on DEI so this is an issue that needs to be looked at further and resolved. This dissertation is hoping to show where DEI strategies have shortcomings and how they may be improved. It will look at DEI strategies, the recruitment

processes, and try to determine where they are not connecting successfully. To do these qualitative interviews will be carried out with DEI strategy makers (HR) as well as recruiters who are carrying out the strategies in their processes. This study will compare the responses to see where the disconnect between strategy and processes is biggest and how this can be fixed. This dissertation hopes to demonstrate how businesses may improve their DEI strategies in a way that will successfully promote DEI in their recruitment and selection processes and help businesses meet their DEI goals. Job seekers nowadays are putting more emphasis on finding a company that matches their personal goals and values and the best applicants want to work for a company that they will feel comfortable and safe in. This combined with the immense competition for top employees makes it important that businesses give themselves every advantage to attract this talent. This study aims to show how strong DEI strategies and recruitment processes can help bring the top talent to your company and where previous strategies may have fallen short. [OBJ]

Objectives

- To identify how companies are using DEI strategies.
This objective sets out to identify what methods organizations are using to promote DEI in their recruitment strategies. Once the strategies are identified it leads to the next objective.
- To identify if these strategies are successful.
This objective aims to see if the DEI strategies are being used successfully. For this study this means are the strategies having a positive effect on the companies DEI goals or are the company simply checking another box by using DEI strategies.
- To see how recruiters are managing these strategies.
The literature suggests that DEI can have many positive effects, but many studies also argue against this. This study is focusing on recruiters' opinions on DEI as they are carrying out the recruitment process.
- To help identify any issues that can be fixed to improve DEI strategies.
This objective aims at identifying any issues surrounding DEI and if there is anything that can be done better.
- To help companies reach their DEI goals if they are not currently doing so.

The final objective aims at developing strategies that can help companies improve their DEI standing. There is no standardised way to promote DEI within a company and many companies fail to successfully use DEI due to this. This objective aims to help companies become more successful.

Methodology

Introduction

In this section, the methodologies used to collect and analyze the data found in this study will be looked at in detail. We will look at the philosophical assumptions which discuss why this research is important and how it may add value to previous research. It will then look at the research design which focuses on the methods used in the research and why this is the best method for collecting the data. Next the sample group of the study was discussed. This is the group targeted for the study to collect the data. We discussed why this group was chosen and the benefits this may have for the study. After this, the pilot study was discussed and how this can benefit the study's trajectory as researchers can change their approach to questions if needed. The analysis of the methods used was then discussed and why these methods are best for the chosen topic of study. Lastly the ethical concerns and limitations of the study were discussed. The ethics focus on what researchers must be careful of regarding the participants of the study. The limitations look at the limitations of the study and why the information collected may be unreliable.

Philosophical assumptions

The research carried out in this study aims to look at the relationship between DEI strategies and their effectiveness when implemented in the recruitment process. It will use qualitative data collected through interviews. This information will be subjective and may be interpreted in different ways. In order to develop a clear sense of the information it is important a clear opinion is formed on the issue from previous literature in the field of study. Previous literature is inconclusive regarding DEI having a positive result on recruitment processes. “We suggest that one of the challenges hindering the effectiveness of diversity management involves the unintended signals that these initiatives send.” (Dover 2020) this journal talks about the mixed signals diversity initiatives can have and how it hinders the positive effect it can have. Another

study by Marzena baker states that the success of diversity is reliant on 4 factors “framework considers implementation in a systematic approach by addressing each stage of the implementation process: 1) the decision to introduce HR policies; 2) the quality of HR policies; 3) the implementation of HR practices and 4), the quality of implementation. This journal believes that the quality of strategy and how it is implemented can affect its success.

From previous studies it can be assumed that DEI strategies thus far have been inconsistently successful. Many studies have spoken about the backlash and difficulties in implementing the DEI strategies set out. According to (williams,2022) businesses are spending around 8 billion per year on DEI. The results of this investment are lackluster and this study aims to discover why this investment is failing and how they can improve. DEI can be hard to implement successfully as there are many underlying biases which people may not even realise are there. For example, people are more likely to pick someone who is more similar to them for a job role. This may seem like a basic bias, but it can happen subconsciously. This is where DEI initiatives have so far failed to work. One study states “research clearly shows that diversity training does not work to reduce bias over time, nor does it increase diversity.”(stephens,2020). Here it is said that diversity training does not work at reducing bias in companies due to “The content of diversity training varies widely, but they typically share a focus on fostering an awareness of bias and diversity”(stephens,2020) DEI initiatives and training have no clear approach set out and many companies use different techniques to try and get their points across. A more centralized approach where each company tries to follow the same techniques and build a better overall understanding of the issues surrounding DEI would have a stronger effect. Hypothetically if a model was created that was proven to be successful each business could take it and slightly tailor it to their own needs. Through this a proper gauge of how DEI initiatives perform could be taken and this model could be continually improved and worked upon. This dissertation aims to find out where DEI initiatives are not fulfilling their purpose in increasing diversity in companies and try to find solutions to help improve this.

Research design

For this section of the methodology how the data will be collected will be looked at. For this study interviews will be used in order to gather qualitative data. Qualitative data focuses on gathering information from peoples experiences and opinions on matters rather than quantitative

which is more numerical. The information collected will be subjective meaning it will be open to interpretation and people can form their own opinions on it. Using interviews to gather information will provide this study with a deep understanding of the issues surrounding DEI. It will also help get valuable knowledge from people with far more experience within the chosen field. These peoples experiences and opinions will provide a good insight into how DEI performs and how it used for recruitment in the field. Overall these interviews will provide the information needed to help this study determine our main question and develop our findings and conclusions. The interviews will be broken into two sections one focusing on strategy and the other on processes. For the strategy interviews people working in HR who have worked on developing recruitment and DEI strategies will be interviewed. It is anticipated that the people developing strategies will talk about DEI strategies in a positive light and talk about the benefits they believe it can have. This study believes that there is a gap between what DEI strategists set out and believe and what actually happens in the recruitment processes.

For the processes people working as recruiters will be interviewed. The study is being conducted this way to gain a deep knowledge of the strategies being implemented by companies and to discover what these professionals feel has been done correctly or wrongly.

The recruitment processes interviews will then focus on if recruiters feel the strategies, they are using are having a positive or negative effect on diversity from their perspective.

The main themes of the strategy interview questions will be focusing on the development of DEI strategies and the effects these have had in the experience of this person. They focus on the development, implementation and success of these strategies and if they feel anything could be changed to be more effective. It is anticipated that the interviewees will respond negatively to the effectiveness of DEI. In the literature review DEI is looked at through many different facets of training and strategies. Most argue against the effectiveness of these strategies.

The interviews focusing on recruitment processes look at if DEI has changed their roles in any way and how they manage this and if it was difficult to introduce. This section aims to see if there is any disconnect between the strategy set out and the results of the actions being implemented. To view both interview schedules please see figure 1 and figure 2 in the appendices section.

Sampling

When designing the interviews and looking at the information this study wanted, we found that we needed people with direct experience in recruitment strategies and recruiting for roles. This is to give the study the best chance of getting the correct information and ensure that our research can be used to develop DEI strategies further and improve diversity in companies. When looking for potential interviewees we looked across a broad range of fields and engaged with people with varying levels of experience. This is too try ensure that we get a broad range of information to develop our conclusions and help give us a deep understanding of any issues there may or may not be. The interviewees come from a broad background of jobs from school principals, HR managers, HR workers and business owners for the strategy questions. The process questions has input from agency recruiters, company recruiters and business owners. As can be seen from the list of people above there is a broad range of experience and knowledge to which can be drawn on. The varying roles can provide many different opinions on the topics we have discusses, and it will be interesting to see how different roles can have different experiences within this study.

Pilot study

The pilot interview is the first interview carried out for this study. This interview is important for a number of reasons. It is used to determine whether the interview questions are effective at gathering the information needed. The information from this interview can be used in the study but its main function is to determine whether any changes needed to be made to the interview questions and themes in order to find information needed. Changes can be made in how the questions are asked or new questions added depending on the findings of the pilot study. The pilot study helped develop the way the questions were asked in future interviews. The pilot study did not give the level of detail required for this study as the questions and follow-up questions were not asked in as openly as they should have been. They did not give the interviewee the chance to go into detail. This was changed for the remaining interviews and the study found that the quality of answers and detail became better.

Analysis

The data collected using the qualitative research approach will then be analyzed. Qualitative research will present large amounts of data which will be needed to be categorized and broken down to ensure the data is collected, stored and analyzed correctly. To do this the study will break the questions into themes “strategy and processes” once the data is collected in this manner it can be broken down further to assess the responses.

The first theme focuses on the HR strategies set out to meet DEI goals in the recruitment process. It will interview people involved in the development of these strategies and gather information on their thoughts and experiences regarding their effectiveness.

The second theme of the study is based on the recruitment processes which follow the strategies. It will interview recruiters who have followed DEI strategies and look to identify their effectiveness and difficulty of implementation if any.

“ The process of qualitative analysis aims to bring meaning to a situation rather than the search for truth focused on by quantitative research” (rabiee,2004). Here it is seen that the process of gathering qualitative data enables researchers to interpret the information based on their own opinions. It is a process of building a meaning from the information rather than basing their information of numerical facts in the quantitative method. Once the data is analyzed and a meaning is found the researchers can then develop their opinions through their work and try to show others the new information that has been found.

The interview process will help this research gather a deep insight into the opinions and experiences of the participants and help develop the theory being focused on throughout the dissertation. from analyzing the findings of these interviews' researchers will be able to evaluate the experiences and opinions of the participants and form the conclusions and recommendations on how they believe DEI can be successfully promoted in the recruitment and selection processes.

Ethics

When conducting research there are a number of ethical concerns which researchers must focus on and address to ensure the validity of their study. These ethical concerns can vary between the different types of data collection. For the purpose of this research the ethical concerns

surrounding interviews will be spoken about. When conducting interviews, it is a must that all participants in the study are given complete anonymity. Researchers should also ensure that any information collected cannot harm the participants if used. This is too ensure that the participants life is in no way affected by the findings of the research and they can not face any backlash. Researchers should also ensure that the participants give their consent for the information to be recorded and then used in the research. Finally researchers should be careful when asking questions that may be of a difficult nature. It is the researchers job to ensure the safety of all participants and if the researcher feels there may be any issues that have arise they get them any help needed. This is part of the researchers job and must be taken very seriously.

The participants have the right to anonymity, to feel safe and not be worried about facing backlash from their participation in a study. They also have the right to withdraw their participation and input to the study at any time. Researchers must respect this at all times, or the work would be considered unethical and may not get recognition for being legitimate work.

Limitations

This study may be affected by several limitations. Limitations are any flaws that may arise within the study due to several reasons. One of these reasons can be that interviews are qualitative data which means the findings and results can be open to interpretation. This can affect the quality of the conclusions as researchers may misinterpret what a participant was trying to say. The skill level of the interviewer can also affect the quality of the answer received. If an interviewer fails to connect with participants and does not delve deeper into answers, they may receive vague answers which do not answer the questions correctly. Another limitation is the interviewees. The level of detail the interviewees provide may vary depending on numerous factors like mood, time or if they have the experience needed to answer the questions at hand. Unlike surveys which give definite answers, interviews rely on the communication skills of both interviewer and interviewees to relay

information in the manner it is meant to be. Another limitation of this study is the sample size. This study uses a small sample size which may mean that the information collected is not as reliable. This is because it is based off a small sample of the population and there may be many different opinions out there. Overall, the use of interviews is a great way to gather a deep insight into the topic of this study and the broad range of backgrounds of interviewees can counteract the small sample size.

Table of participants

Job title	Field	Experience
Principal	Education	5 years
Fulfilment Officer	Education	3 years
Sales Manager	Motor	10 years
HR manager	HRM	5 years
Recruitment	Tech sales	2 years

Findings and analysis

Introduction

During the interviews conducted for this study a range of people from different backgrounds and experiences were interviewed. The interviews were divided into two schedules focusing on different aspects of recruiting and the effects of DEI. One set of questions looked at HR recruitment strategies while the other set looked at HR recruitment processes. This technique was used in order to compare whether the strategies set out by policy makers transfer recruitment processes successfully. The study aims to gain a deep insight into policies and the effectiveness they may have. It also seeks to investigate if DEI policies have a positive or negative impact on the interviewees opinion. The findings will be looked at and discussed in detail as well as the effectiveness of the policies and procedures in creating a situation where DEI is being successfully implemented. When looking at potential interviewees it was seen that choosing a number of different professions may give the study a deeper understanding of DEI as a whole

rather than choosing one particular profession. The interviewees experiences vary from being a principal of a secondary school, a recruiter for the education training board, a sales manager and some interviewees working directly in HR. The wide range of experiences and different backgrounds enables the research to gain a strong understanding of how DEI policies are implemented and perform in Ireland. Findings

For the purpose of the interviews interviewees were split into two groups focusing on different groups HR strategy and HR processes regarding promoting DEI when recruiting. Previous studies showed that there was a discord between the two and this study aimed to discover why. The first interviews carried out were focuses on HR strategy. A strategy is the way in which a company sets out to act on certain topics. Many companies have DEI strategies when recruiting aimed at attracting a more diverse workforce and being more socially responsible. The first group comprised of a school principal, sales manager and HR professional They were asked a series of themed questions regarding DEI strategies they may have or follow and the effectiveness of these strategies a. These themes will now be broken down and results analyzed.

DEI HR strategies

Interviewee 1 was a school principal who spoke of several different initiatives and strategies they engage with to try and overcome a shortage of staff as young teachers leave for better pay abroad “To try to overcome the shortage and recruit a more diverse staff there have been a number of initiatives and policies developed. These include the migrant teacher project, a program set up by the Department of Education to help teachers from abroad to convert their qualifications to what is required in Ireland and to give them an introductory module on the Irish Education System”

interviewee 2 was a sales manager who believed DEI has not played a big role in their companies strategy as “ in recruitment due to a shortage of personnel in our industry although we do try and encourage DEI where it is feasible. The motor industry is predominantly staffed by males but we have tried at every opportunity to recruit women to all roles advertised. We have done this by making the environment a more welcoming place for female workers, building separate toilet facilities and discussing amongst staff what everyone thought would be helpful for any potential female candidates.”

interviewee 3 is a HR professional for a multinational company in Dublin believes that a strong company ethos towards diversity is the best strategy “Equal hiring practices and drives, events to promote diversity and inclusion with corporate support such as pride, disability awareness and ethnic events.”

Effectiveness of DEI strategies

Next the study had questions looking at the effectiveness of these HR strategies and if the interviewees believed they were having a positive effect on their companies. The questions were based off of the interviewees personal experiences and if they had seen any challenges or benefits within their own roles.

Interviewee 1 believed that the DEI policies in their field were effective as “For example our school now has teachers from Spain, Ukraine, Italy and 8 members of staff from a disadvantaged background. “ although they have seen the benefits they also believe that there could be more done in to promote it further “Yes definitely room for improvement , the recognition of teaching qualifications from abroad can take up to 8 months and until then the teacher is not properly recognized for pension purposes this is a deterrent for them as they can lose a whole year's pension. The system need to recognize them quicker” this is where more cohesion and policies could improve DEI further for potential candidates by improving the process.

Interviewee 2 believed that although DEI is important for their company they could do more with the strategies “one area is advertising to specific communities when the initial job vacancy becomes available, whether this is highlighting the fact that we welcome female workers or making the offer attractive to people from different nationalities by mentioning we offer mentoring and help to applicants who may be at the start of their language learning journey. “ they also stated how some of their top performers come from different ethnic backgrounds and it has helped improve the companies staff overall.

Interviewee 3 believed that having strong DEI practices when recruiting was the foundation of a strong business stating that “ They're massively impactful, I think there's a general unfounded fear that implementing DEI in recruitment produces unqualified candidates but that hasn't been the case in my experience. Opening the avenues for a more diverse pool of untapped talent can

only benefit an organization. They also said having poor DEI strategies can “Exclude a large portion of the possible candidates through a lack of DEI practices only weakens an organization”

From the themes and answers above it can be seen that there are many HR strategies being employed in the different fields taking part in this study. In education the government is working with principals to increase the number of teachers through enabling migrants to switch their qualifications. While the motor industry company is looking to improve the number of women in a male dominated industry. Finally the multinational seems to have the most developed DEI strategies with a strong emphasis on it being apart of their company culture and ethos. From the 3 interviews above the effectiveness of DEI strategies is varying. For example the initiative for migrant teachers then counteracts itself by taking 8 months to be fully registered. This shows an area where improvements could be made for the policy makers. The multinational HR professional is fully committed to the benefits of DEI and how it has improved their employees talent and their workplace as a whole.

These are strictly strategy makers that have little to no influence in the actual recruitment process apart from setting out the strategies recruiters must follow in the next set of questions the study will have responses from recruiters who follow these strategies and aim to determine whether the strategies set out successfully promote DEI when recruiting.

The themes of the questions are similar to the strategy questions with one theme being DEI recruiting processes and the second being the effectiveness of DEI recruiting processes

DEI recruiting processes

For this section the study focused on recruiters and if the development of DEI strategies has changed their roles. Some questions looked at bias in interviews and if this is something recruiters now have to prepare for where as before they did not. This section has 2 interviewees from varying backgrounds one working in tech companies and one recruiting for the education training board. The interviewees have experience in conducting interviews and following the recruitment strategies set out by strategy makers.

Interviewee 1 works for the educational training board on the fulfilment team. They focus on finding roles for people on work placement. They do this by contacting companies and trying to match potential candidates with the company. “, when a company expresses interest in hiring

one of our students for a work placement, I coordinate with the team responsible for reviewing applicant CVs” when asked about DEI strategies this person said that in recent years since DEI strategies have been introduced the number of diverse applicants has increased greatly to the point they believe that “This shift has created a situation where local talent is not receiving the equal opportunities they deserve. While our commitment to diversity remains strong, its crucial to balance it with ensuring that local candidates also have fair access to opportunities.” it can be seen here that some DEI strategies can be taken too far and can start to have a negative effect on the opportunities received for local talent. This interviewee stated almost “90% of applicants were diverse background” at one stage which is a huge amount.

Interviewee 2 works in the recruitment team for a tech sales firm and helps pick out potential candidates from the applicant pool for interview. When asked about if there was any challenges in implementing DEI strategies they said “There's a lot more to remember now, more policies, more strategies. HR and recruitment evolves at the same rate that the human race does, which makes it hard to keep up sometimes.” this shows that recruiters find it difficult as their roles are constantly evolving. They consistently have to review their practices to ensure they are continually fair and equal to all. This is a good thing but does it have the desired effect of increasing diversity? This interviewee was unsure “There's certainly been an increased number of applications but whether that's down to DEI or other factors I cannot say. We definitely have a more diverse pool of talent applying but without an in depth understanding of DEI policies, which I suspect most applicants don't have, I don't think I can say there's a direct correlation.”

Effectiveness of DEI recruiting processes

Interviewee 1 was unsure of the effectiveness of DEI strategies while recruiting they gave one example where “I have had companies come back to me and ask why there is not fair and consistent representation of local talent as well as people from other varying backgrounds. This has nearly cost us valuable relationships with companies/employers which would in turn, mean no one is placed at all.” this shows that although DEI strategies may look good on paper it has to be done in a way that is fair to all. They also believe that it can be overdone in very easily and this must be looked at also “While fostering an inclusive environment is essential, it is equally important to implement counterbalancing policies to prevent Overcorrection.”

Interviewee 2 found that some of the strategies used to create fair and equal interviews can “Not always, but sometimes they limit the personal side of interviewing. This isn't always a negative thing but it makes it hard to judge if a person will acclimate or fit with the culture of an organisation.” this shows us that although interviews are fair to everyone it can make it hard to ensure an employee will fit the companies culture properly as the interviews have little chance to show personality. As well as this interviewee 2 does not believe the strategies are developed to where they need to be yet. “it hasn't stopped the perception some people have of particular organisations and their inclusivity. I think it'll take a lot more work before any organisation can ever label themselves as ‘inclusive’ or ‘diverse’” this interview again shows the doubts there are surrounding the validity of DEI strategies and their relevance to hiring staff of a diverse background.

Overall from the interviews and themes established it can be seen that the DEI recruitment strategies set out are in discord with the recruitment processes. In the interviews above it is seen that although the strategies may look good on paper they have caused problems for recruiters with companies complaining about their being too little local talent. This could mean that someone better suited to a role misses out because of DEI strategies overworking. The second interviewee also expressed doubts about whether there was an increase in diverse applicants from the strategies or other reasons. From this the study believes that companies are not successfully promoting DEI strategies in their recruitment and selection processes. This follows with the literature previously read and discussed earlier in this study. In the future it is recommended that organizations

Conclusion

This study set out to identify whether companies were successfully promoting DEI in their recruitment and selection processes. to do this the study identified two key themes the strategy set out regarding DEI and recruitment and the processes which follow the strategy while actively recruiting. To do this researcher first identified the main themes for the literature review to gain a deeper understanding of the topic and ensure that the research had relevance. Throughout the literature review many different strategies of DEI were looked at in detail and if they were successful. There was a lot of research based around this topic the 3 main themes looked at were

“managing diversity”, “positive action” and “opposition and barriers to DEI initiatives success” these 3 themes were looked at in detail and each had a similar outcome. DEI is seen as something that can have a positive effect on creating equitable and inclusive roles for everyone but it has yet to be done in a way that can be seen as successful and fair to all. This study aimed to identify where the shortcomings in strategy have come from before and how they may be fixed or changed in the future. To do this diversity management was identified as a key strategy which organizations were using to promote and manage their diversity goals. Diversity management focused on initiatives that raised awareness and trained staff on diversity. It had success in raising awareness but companies must be fully committed to the process. Next positive action was looked at. Positive action is when a company sets out to minimize the disadvantages faced by minority groups when applying for jobs. Although this is seen as fair and equitable it has been hit backlash in some cases as the majority feel like they are being treated unfairly as they lose any advantages they had. Positive action is a more controversial way of promoting diversity as it creates a hardline where some people may feel they are missing out as others get picked due to being minority. Finally the barriers to DEI initiatives success was looked at. Here the study looked at how people from the “advantaged” group may feel threatened when DEI initiatives level the playing field and “disadvantaged” people start to work in the same roles. This is due to their being a struggle for socioeconomic resources and people feel threatened when new people previously not seen come along.

Overall the literature review provided the study with context as to what DEI is, how it is being used and the problems it is facing in becoming successful. This helped the study form its questions as it focused on the gap between DEI recruitment strategies and the processes.

In the methodology section the study identified the key methods it would use when looking to gather information. For this study qualitative data was gathered through interviews. This was to gain a deep insight into how DEI strategies work in the recruitment process. It then spoke about the pilot study, ethics and philosophical assumptions which identified why the study was necessary. Finally the methods used were analysed in this section.

The first issue from arising from the study is there is no centralized strategy approach that is proven to work for organizations to follow. In this study, 3 different organizations were asked about their strategies towards DEI recruiting, and each had a different or no approach. When the

recruiters were asked their opinions on the strategies employed by their organizations they stated they were unsure of it having positive results and one believed it was going too far and having a detrimental effect on their relationship with other companies.

This shows that many companies just use a blanket approach where DEI is covered but is not looked at in detail. For example, a company should develop a plan when it comes to DEI that has clear and achievable goals. these goals should then have sub-plans with steps that must be taken in order to achieve them. many companies looking at DEI are doing so for the first time and have little to no help as other companies plans may not work for them due to budget constraints or company size.

Recommendations

This study suggests companies should look at 3 key metrics when looking to be more diverse. Accessibility is the first key metric a company should look at when developing a DEI plan. Is their company and job roles suitable and accessible for all people? They should look at their applicant pool to determine whether their DEI initiative is being successful. The next key metric is representation. companies should identify whether they have good representation of people from a diverse background. They should identify how to improve this if they feel they do not. This would again go back to accessibility and having a more diverse applicant pool. The last metric is employee satisfaction. To ensure the ongoing success of their DEI initiatives companies should regularly check on their employees to ensure they feel the company are doing enough to promote a fair and equitable workplace. Companies should offer feedback sessions and foster a culture of inclusion to develop this further. They could also look at their retention of staff and see if large amounts of diverse staff leave regularly. This could be a key identifier as to if they are successfully achieving their DEI goals.

From the interviews, it was also identified that DEI strategies do not work in the recruitment and selection process. From interviews it could be seen that DEI strategies identified how well they worked in boosting diversity in their organizations. They spoke about programmes and initiatives that have boosted the diversity of their workforce and the applicant pool in general. In contrary to this recruiters spoke about how they are unsure if the strategies are boosting the diversity of their pool of applicants and also how they feel diversity has been taken too far in one case. This

shows us that DEI strategies are far from being successfully used in recruitment processes. The discord between the strategies and recruitment processes shows us that strategy makers do not consult with the people carrying out the processes as they have failed to identify the shortcomings. In the future it is recommended that strategy makers focus on creating a more cohesive strategy where recruiters are involved in the strategy development as their input could provide the company with ways to perform better on the DEI goals. Recruiters carry out the strategy daily in their recruitment processes so it is vital they have a bigger role in the development of strategy. This would ensure that companies are doing their best to ensure that their DEI strategies are capable of performing to the best of their ability and boost diversity within the company.

In conclusion the findings of this study have identified the significant difficulty of implementing and promoting DEI practices into recruitment. Although DEI's benefits are fully understood within companies this study showed that there are persistent inconsistencies in the development of strategies that work cohesively in the process of recruitment.

From previous literature themes like managing diversity, positive action and the barriers to success of DEI initiatives were developed where it was seen how although there is a strong emphasis on DEI within companies, it has yet to find a place where it can be seen as successful. The themes looked at how although various initiatives raised awareness and helped train staff their success was still met with many obstacles as the initiatives faced backlash from staff who perceived unfairness in the strategies. Through the methodology section, the study's themes were using interviews to gather qualitative data on the implementation of DEI strategies within companies and how they perform. The interviews with DEI strategy makers and recruiters who use these in their recruitment processes showed that there is a discord between the two with strategy not successfully working in the processes. This was the key area of the study and was the anticipated answer. This answer was the key theme of the literature review that DEI strategies are not successful.

Finally in the recommendations the study identified 3 key metrics businesses could use to try and track their DEI progress. Monitoring the number of diverse applicants, number of diverse staff and the retention of staff gives a brief overview for companies looking to promote and maintain their staff.

Future recommendations

Overall, this study highlights the need for a comprehensive overview of DEI strategies to move beyond the current ones. Detailed initiatives focused on more than simply ticking a box is needed for companies. These plans need to be action oriented and require constant revision to ensure goals are being met. Strategy makers must also look for more input from recruiters when developing these plans as they have previously lacked the ability to promote DEI successfully in the recruitment and selection process. Previous studies have also identified the weaknesses of DEI as seen in the literature review. In the future studies should work towards developing strategies or methods to successfully promote DEI within companies. The studies should look at the gaps identified between the DEI strategies and how they are carried out in recruitment processes. The biggest issue is that HR strategists fail to see how it is negatively affecting the recruitment process. In the future this should be looked at in more detail and how it could be fixed. Studies should also look at identifying new ways of diversity training as current methods seem to be causing more divide or cause diverse staff to feel targeted.

In conclusion the findings of this study have identified the significant difficulty of implementing and promoting DEI practices into recruitment. Although DEI's benefits are fully understood within companies this study showed that there are persistent inconsistencies in the development of strategies that work cohesively in the process of recruitment. This study identified the key areas of DEI and was able to breakdown the strategies employed by companies. These strategies have been inconsistently successful with some praising their effectiveness while others questioned it. For this study a key gap was identified between strategy makers' opinions and the people carrying out the processes. HR strategy makers and recruiters were the targets of the interviews. The interviews having two different schedules allowed the study to identify the gap spoken about above and realise the discord between both sets of interviewees. In order to gather a better understanding the study would need to be taken on a larger scale with more participants. This would allow the study to further develop as it is just a snapshot currently. Although it was a small study it is seen that the study was successful as the answers were what was anticipated and were aligned with the literature discussed. Overall this study has shown that companies currently do not successfully promote DEI in the recruitment and selection processes.

Bibliography

Smith, A., Kartchner, M., Sturtevant, K. and Bullough, E. (2021). *Best Practices for Effective Diversity Training*. [online] Available at:

https://www.uvu.edu/library/docs/best_practices_for_effective_diversity_training.pdf.

Köllen, T. (2021). Diversity Management: A Critical Review and Agenda for the Future. *Journal of Management Inquiry*, 30(3), pp.259–272.

Inegbedion, H., Sunday, E., Asaleye, A., Lawal, A. and Adebajji, A. (2020). Managing diversity for organizational efficiency. *SAGE Open*, [online] 10(1), pp.1–10.

doi:<https://doi.org/10.1177/2158244019900173>.

Carnes, M., Fine, E. and Sheridan, J. (2019). Promises and Pitfalls of Diversity Statements. *Academic Medicine*, 94(1), pp.20–24. doi:<https://doi.org/10.1097/acm.0000000000002388>.

Lee, A. (2020). Does Affirmative Action Work? Evaluating India's Quota System. [online] doi:<https://doi.org/10.7910/DVN/YWKZHI>.

www.eurofound.europa.eu. (n.d.). *Positive action* / *European Foundation for the Improvement of Living and Working Conditions*. [online] Available at:

<https://www.eurofound.europa.eu/en/european-industrial-relations-dictionary/positive-action> [Accessed 15 Dec. 2023].

Fershtman, D. and Pavan, A. (2021). 'Soft' Affirmative Action and Minority Recruitment. *American Economic Review: Insights*, 3(1), pp.1–18. doi:<https://doi.org/10.1257/aeri.20200196>.

Solow, B.L., Solow, J.L. and Walker, T.B. (2011). Moving on up: The Rooney rule and minority hiring in the NFL. *Labour Economics*, 18(3), pp.332–337.
doi:<https://doi.org/10.1016/j.labeco.2010.11.010>.

Iyer, A. (2022). Understanding advantaged groups' opposition to diversity, equity, and inclusion (DEI) policies: The role of perceived threat. *Social and Personality Psychology Compass*, 16(5).
doi:<https://doi.org/10.1111/spc3.12666>.

Nwoga, A. (2023). Breaking the Invisible Wall: Barriers to DEI Program Implementation. *Open Journal of Business and Management*, [online] 11(4), pp.1787–1815.
doi:<https://doi.org/10.4236/ojbm.2023.114100>.

https://pdxscholar.library.pdx.edu/cgi/viewcontent.cgi?article=1205&context=psy_fac

Appendices

Figure 1

HR Strategy interview schedule

Introductory question – ask about them

From your experience what are some strategies used to promote DEI in recruitment ?

How are these policies implemented once they are developed?

Have you had any negative feedback from interviewers regarding the DEI policies for recruiting?

In your experience what impact have DEI policies the quality of talent being hired?

In your experience what have been the main outcomes when implementing DEI strategies in recruitment?

Do you think these can be improved/ how would you build on these

How do you think these strategies can be improved?

From your experience has DEI strategies improved the diversity of talent?

Have DEI strategies changed the way jobs are advertised?

Figure 2

HR recruitment Processes interview schedule

Introductory question – ask about them

Has there been any changes to your job as a recruiter?

What challenges are there following these strategies in interview process?

How do you ensure that there is no bias when interviewing?

Is this something you have to prepare for?

Do you find DEI strategies implemented by HR are difficult to use while interviewing ?

How do you think these could be improved?

From your experience has DEI strategies improved the level of diversity in interviews?

In your opinion have DEI strategies improved candidate applications?

