

San Diego's Diversity and Inclusion Workforce Report



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From Facebook and Qualcomm to Ebay and Uber, forward-thinking companies are increasingly looking to hire a Manager, Director, or Head of Diversity & Inclusion. Major cities across California are seeing a boom in demand; public pressure coupled with government initiatives has caused the need for D&I Professionals to explode across various industries.

The purpose of this emerging position is to integrate D&I philosophy and practice within all layers of an organization. Here's your quick-reference guide with everything you need to know about this developing job function:

What it is

The D&I Professional serves as a program manager and strategic partner to top executives and decision-makers.

With an eye to the future, the ideal candidate brings together and advocates for the company's employees while rolling out comprehensive reforms and increasing positive brand recognition.

The challenge: growing demand, lagging supply

Hiring for this role poses a distinct challenge - the job is loosely-defined, still evolving, and largely dependent on the company within which it functions.

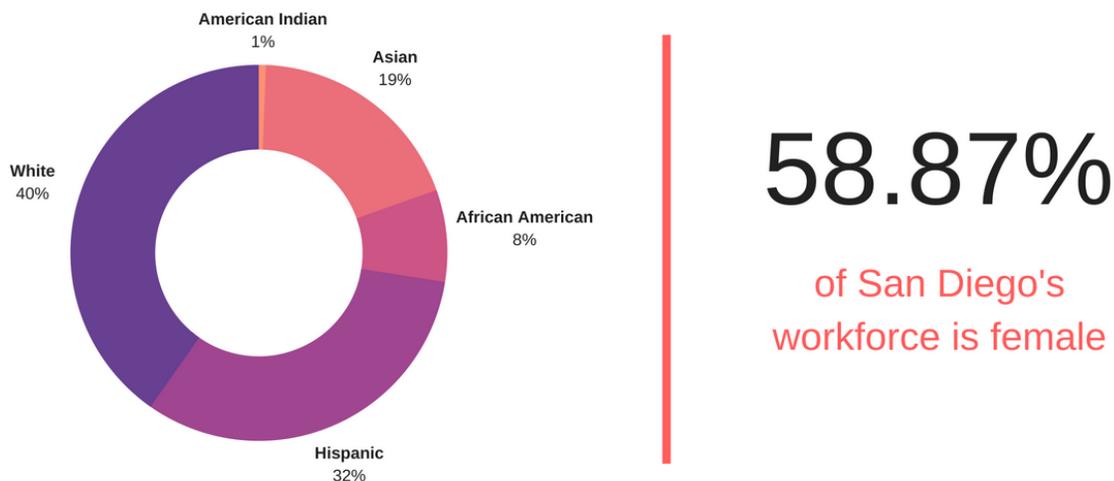
Over the past 12 months, there has been a powerful increase in the number of job postings for D&I-related roles. The data shows that this is a fast-growing, emerging hiring area for future-oriented organizations.

The statistics are striking. As per CareerBuilder:

- 1231 postings seeking D&I Professionals were created this year in California
- There are 120 candidates matching the hiring criteria available in the same area

Among the cities evaluated, Los Angeles and San Diego were identified as having the highest demand in the Southern California region.

D&I in the San Diego Workforce



Source: <https://www.sandiegocounty.gov/content/sdc/diversity.html>

➤ **D&I and the bottom line, according to McKinsey's [Diversity Matters Report](#):**

- Companies deemed 'gender-diverse' (in the top quartile worldwide) are likely to perform 15% better.
- If deemed 'ethnically-diverse' (in the top quartile worldwide), companies are likely to perform 35% better.
- For every 10% increase in racial and ethnic diversity on an executive team, company overall earnings before interest and taxes rise 8% in the US.

➤ **CEO priorities, according to Deloitte's 2017 [Human Capital Trend Report](#):**

- The proportion of executives who cited inclusion as a top priority rose 32% from 2014.
- 38% of executives report that the primary sponsor of their company's D&I efforts is the CEO.

➤ **Top California companies hiring a Director of D&I in the past 12 months:**

- Qualcomm, 'Global Director of Diversity and Inclusion'
- Illumina, 'Director of Diversity and Inclusion'
- Dropbox, 'Diversity, Equity and Inclusion (DEI) Program Manager'
- Activision, 'Director, Diversity & Inclusion'
- Pandora, 'Director, Employee Experience & Inclusion'
- Uber, 'Chief Diversity and Inclusion Officer'



The state of D&I in San Diego

As they say – so goes Silicon Valley, so goes the world. The numbers point to a growing trend, one that will only increase as attention and resources are redeployed to support demand.

Our research has identified three major growth points:

1. Soon, the number of job openings will outpace the number of qualified candidates across California. San Diego is usually quick to follow the trends set by SF and LA.
2. Our audit of growing companies makes it clear that the demand for experienced D&I professionals is intensifying. Top companies, from Qualcomm to Uber, are looking to strategically position themselves as innovators in this new space. To support these hires, entire departments – or at least specialized teams – will also need to be developed.
3. Mounting public pressure to supply a fair, equitable, and supportive workplace is intensifying the need for qualified D&I professionals.

Based on the above information, the D&I space in San Diego will soon require a major influx of skilled talent – the availability of which is currently extremely limited.

The anatomy of a D&I Professional

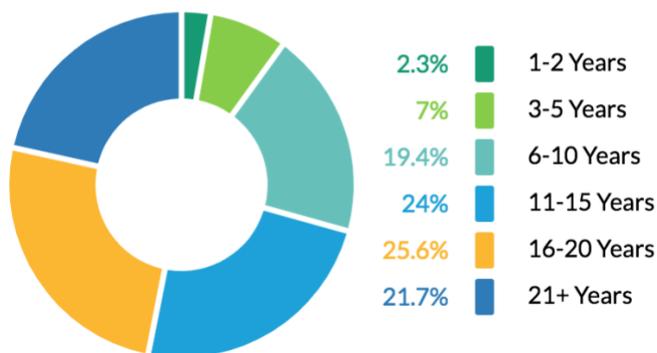
Locating and sourcing these candidates is the real challenge. How do you identify a good fit, when the requirements of the job are still evolving? Especially when, given the parameters of the work, so few people have direct experience?

You'll be looking for a unique blend of the following:

- Human Resources
- Program Management
- Talent Acquisition
- Marketing/outreach
- Diversity and Inclusion involvement (to various extents)

The ultimate candidate will also possess a deep knowledge of D&I-related legislation as well as strong experience in data collection and analysis. Facebook's D&I hires, for instance, are more focused on measuring analytics and outcomes than they are on program implementation. When screening candidates, your area of focus should wholly depend on your company's needs and goals.

The median candidate has 11-15 years of experience.



According to CareerBuilder, the median candidate with 'Diversity and Inclusion' in their title holds 11-15 years of experience in a variety of Human Resources related roles.

Most likely, the candidates you're looking to attract will hold the title of 'Director of Human Resources' or 'Human Resource Manager.'

Your go-to checklist when hiring

Most candidates will have neither specialized D&I experience nor a degree in a related subject. This makes it difficult to pinpoint exactly what makes an outstanding D&I professional.

The following qualifications are essential for a successful candidate:

- 7+ years of experience working with companies in program management and implementation
- Proven track record of building collaborative strategies across multiple levels of an organization
- Deep knowledge of HR and legal policies as they relate to D&I

- Involvement in and insight into the D&I community – even if in an unofficial capacity
- Growth mindset, adaptability to change, an expert at conflict resolution
- Ability to develop metrics to track and assess success of various initiatives
- Experience in public outreach: this role requires the development of long-lasting relationships with external partners
- Intimate understanding of local labor markets