Hiring and Managing a Diverse Team

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Increase Your Candidate Pool

• Start with your Job Descriptions
  – List only what you REALLY need as minimum requirements.
  – Use ”you” instead of he/she.
  – Balance words that tend to attract male vs female candidates. No “brogrammer” language.
  – Avoid repetition and corporate clichés.
  – Say 3 years of experience instead of expert.
  – Avoid jargon and acronyms to reach a broader audience.
Some Easy Ways to Improve Your Job Ads

• Textio, textio.com

Sr Visualization Specialist
Job listing for an Information technology role in Evanston

Under minimal direction, the Sr Visualization Specialist will actively support and advance innovative research activities across several disciplines. You will work closely with Northwestern researchers to deliver 2D/3D media to communicate conceptual ideas and data-driven results. We currently support visualization, data processing and analysis, and scientific computing. As a member of our team, you will be instrumental in building sustainable visualization support services, as we respond to growing research visualization needs of our faculty and students. As an integral member of Research Computing Services, you will also lead training efforts through consultation and workshop development for Northwestern to develop end user skills in visualization.

Service Support and Onboarding
In this role, you will work with research groups to understand their research goals and develop visualizations for data exploration and communicating

• NCWIT Tips for Writing Better Job Ads
Broaden Your Reach

• Post jobs on organizations for women and underrepresented minorities in STEM:
  – SWE – Society of Women Engineers
  – NSBE – National Society of Black Engineers
  – SHPE – Society of Hispanic Professional Engineers
  – NCWIT – National Center for Women and Information Technology

• Attend recruitment events from professional organizations and local events (join listservs).
Management and Retention

• Introducing new staff who are different from current members may introduce conflict.
• Before new members join the team, ensure your team understands the direction you are headed.
• Have open discussion with individual team members about concerns, including your new employee.
• Employees want to feel included. Recognize wins. Provide leadership and development opportunities when appropriate.
Why Care About Communication?

• With improved communication, you will build trust.
• Trust allows people to propose ideas and point out risks.
• Improve productivity and production.
• Trust and inclusion will improve retention.
• Your team will learn more from each other and become aware of the bigger picture.
Improving Communication with DiSC

DiSC is a behavioral instrument that describes your communication tendencies. It is focused on observable behaviors. These can lead to certain ways people may perceive you.
**Dominance** – Achieves success by taking decisive actions towards their goal

**Strengths**: comfortable in a leadership role, problem solver, can make tough decisions, not afraid to confront issues, sees change as a challenge, stays focused on the mission.

**Limitations** (Others may see): intimidating, insensitive, brusque, impatient, intolerant, unapproachable

Examples: Vince Lombardi, Norman Schwarzkopf, Jane Fonda, Margaret Thatcher, George Patton

**Conscientious** – Works within rules and procedures to ensure success

**Strengths**: thorough, follows standards accurately, conscientious, diplomatic, accurate, fair (because following the rules does that).

**Limitations** (Others may see): overly concerned with perfection, aloof, delay decisions, want more data, “fussy about minor issues”

Examples: Colin Powell, Mr. Spock, Joe Friday, Bill Gates, Jackie Kennedy Onassis

**Influence** – Achieves success by persuading others to work with them towards the goal

**Strengths**: always available for others, inspiring to be around, spreads positive attitude, praises others.

**Limitations** (Others may see): tasks fall through the cracks, projects don’t get finished, lack organization

Examples: Willard Scott, Muhammad Ali, Tracy Ullman, Magic Johnson, Bill Clinton, Katie Couric

**Steadiness**: Works with others as part of a team to achieve success

**Strengths**: good team player, empathetic to others’ needs, methodical, good listener, easy to get along with, appreciative of others, praises

**Limitations** (Others may see): indecisive, indirect, resistant to change, sometimes worn down by others’ problems

Examples: Mother Teresa, Mr. Rogers, Pope John Paul, John Denver, Charlie Gibson

From manager-tools.com
References and Additional Information

- https://www.ncwit.org/resources/ncwit-tips-writing-better-job-ads
- https://www.manager-tools.com/

- Jackie Milhans - milhans@northwestern.edu
Improve Interviewing

• Assess where you and your interviewers on the cultural and unconscious bias awareness scale.
• Develop a consistent process across all candidates.
• Create questions that all interviewers will ask and compare answers.
• Write down what the candidate actually says, not how you perceived them.
• Focus on skills needed, not how they were acquired.