Read Me First

Greetings Friends,
Welcome to the "Recruitment & Hiring for a 21st Century Workforce" Workshop. In order to prepare for our time together, please review the following items:

Mini Toolkit for Creating Inclusive Culture
Onboarding

Optional Readings:
Giving & Receiving Feedback Across Power Dynamics
10 Best Practices

This folder holds items you will need for our breakout sessions. You do not need to review these materials in advance but you may want to have this folder accessible during the workshop.
WHAT:
Diversify your workforce by intentionally attracting and sourcing candidates from marginalized or underrepresented groups.

HOW:

1. Reinforce the company’s commitment to diversity and inclusion via job descriptions and websites.
   a. Communicate an inclusive culture.
   b. Include a statement on why you value diversity. Go beyond an EEOC statement.
   c. Be transparent about your commitment to diversity and share how you support underrepresented groups.

2. Source candidates from underrepresented groups
   a. Expand your network by partnering with organizations that support candidates from underrepresented groups.
   b. Prioritize diversity in your internship programs.
   c. Encourage recruiters and hiring managers to connect with candidates from underrepresented groups.
   d. Prioritize diversity in university recruiting. Make connections with campus organizations that support/host events for students from underrepresented groups.
   e. Explicitly encourage employees to refer candidates from underrepresented groups.

3. Communicate a Growth Mindset culture

WHAT TO AVOID:

- Avoid extreme language like “top notch”, “world class” as they may lead certain candidates to self-select out. For example: a person may consider themselves a strong engineer, but different people have different thresholds for considering themselves “experts”.

- Remove language that may trigger stereotypes. Words like “rock star” or “competitive” signal masculinity and can deter women from applying.

- Avoid vague or unnecessary requirements in job description. Research shows that women apply for jobs when they meet 100% of the criteria, men apply when they meet 60%.
WHAT:

**Design a more objective hiring process.**

1. Embed structure into your interview process.
   a. Articulate relevant attributes for the role.
   b. Align questions to relevant attributes.
   c. Design a rubric to enhance consistency across evaluations

2. Increase interviewer effectiveness and objectivity. Eliminate mental shortcuts
   a. Keep interviews focused. Have interview panel each assess one or two attributes or qualifications. (ex. Problem-solving)
   b. Manage confirmation bias
   c. Require interviewers to provide written feedback. Boost objectivity by having them submit the written feedback before discussing thoughts with the panel.

3. Incorporate work samples that are relevant to the role.
   a. Use a clear rubric to evaluate them.

4. Define “fit” and design a structured process for assessing it.
   a. Articulate criteria, questions and answers that reflect a good “fit”.

5. Watch for potential bias during debrief conversations.
   a. Structure debriefs around relevant criteria
   b. Consider the order in which interviewers share their perspective (ex. Ask senior employee to share their opinion last to avoid groupthink.)
   c. Assign a moderator to push for specific examples and clarification of rationale in decision-making.

6. Level the playing field.

   Candidates with experience or contacts in your industry or organization may be better prepared for the interview but that does not mean they are more qualified/suited for the job.

   a. Provide an interview guide of what to expect during the interview and applicant process.

7. Measure progress.
   a. Record and analyze pass-through rates.
   b. Survey candidates about their interview experience.

**WHAT TO AVOID:**

- Unstructured interview processes
- Relying predominantly on referrals (Our networks tend to be homogenous)
WHAT:

Ensure all employees have an opportunity to succeed

HOW:

1. Support new employees
   a. Develop inclusive on-boarding processes and resources.
   b. Create cohorts or mentoring/buddy programs.

2. Provide and communicate development opportunities
   a. Cultivate effective managers – ensure managers, especially new managers receive training and coaching on effective feedback, performance evaluation, bias mitigation and fostering an inclusive working atmosphere. If you don’t have the resources internally considering partnering with an external vendor.
   b. Invest in employee development.
   c. Clearly communicate process for advancement.

3. Encourage managers to collect feedback from others about their employees.

4. Emphasis Growth Mindset
   a. Talk openly about mistakes.
   b. Train employees to deliver feedback focused on the process.

5. Survey employees regularly
   a. Ensure survey tool measures heatmaps (ex. Employee intersectionality)
   b. Help employees see how they’ve progressed over time.
   c. Communicate positive intentions and confidence in employees ability to grow
   d. Focus feedback on the process not the person or personality
   e. Create an environment where feedback is regularly expected, encouraged and focused on growth.

WHAT TO AVOID:

- Fixed mindsets (The assumption that a person’s intelligence is fixed rather than malleable.)
- Avoiding collecting feedback because it may be negative.
- Not training managers on how to give effective feedback.
WHAT:

Retain top talent from diverse candidate pools

HOW:

1. Charter effective Employee Resource Groups (ERGs)
   a. Define the population the group will serve.
   b. Outline group’s mission.
   c. Define the group’s scope. Clarify what it will and will not focus on.

2. Develop effective Inclusion Surveys.

   What to ask:
   a. Fairness
      Sample Question: To what extent is your job performance evaluated fairly?
   b. Opportunities & resources
      Sample Question: To what extent are the information and resources that you need to do your job effectively readily available? To what extent does the company enable you to balance work and personal life?
   c. Growth Mindset
      Sample Question: To what extent do leaders at the organization believe the following: People can learn new things, but they can’t change their basic talents and abilities?
   d. Decision Making
      Sample Question: To what extent are perspectives like yours included in the decision-making process?
   e. Voice
      Sample Question: To what extent can you voice a contrary opinion without fear of negative consequences? To what extent do you feel safe speaking up at work?
   f. Belonging
      Sample Question: To what extent do you feel like you belong? To what extent can you be your authentic self at work?
   g. Diversity
      Sample Question: To what extent does the organization value diversity?
   h. Contribution to broader purpose
      Sample Question: To what extent is the work that you do at the organization important? To what extent do you understand how your work contributes to the organization’s mission?

KEY POINT:

Ask inclusive demographic questions. Use open-ended questions where you can.
3. Design inclusive meetings.
   a. Establish meeting norms that allow everyone to contribute.
      - Circulate agendas prior to meetings
      - Ask each participant for their perspective
   b. Assign a meeting facilitator or moderator.
      - Point out interruptions and attribute ideas
      - Monitor speaking patterns
   c. Be cognizant and inclusive of different communication styles.
      - Ask participants to write down their ideas/thoughts
      - Create opportunities to contribute outside of team meetings.

WHAT TO AVOID:

- Binary gender options (ex. Man/woman or male/female. There are more than (2) genders.)
- Multiple choice questions
- Limited options for identity (Offer as many ethnic, gender, etc. options as possible but also allow survey participants to self-identify)

Dear Changemaker,

Did you find this excerpt of our toolkit helpful? Ready to take the next step in company culture creation? Visit us at www.creamcityconservation.org and complete the “Work With Us” questionnaire under the “Contact” tab.

Peacefully,

August and the Cream City Conservation team
ONBOARDING

Three things to keep in mind when crafting an onboarding program

1. **Don't be afraid to break it down and start from scratch.** You might find there are pieces of your current program that don’t work well, but you keep iterating to make them work. If you take the time to step back from it, you may find there is a bigger issue. Maybe it’s simply not meeting your needs or it doesn’t work for where you are as a company anymore. Don’t be afraid to take a fresh look at something and ask what purpose it is serving, if any.

2. **Onboarding is a team sport.** The buy-in and support of managers, team members, and other people who are involved with your new hire’s day-to-day experience matter. A unified onboarding team will make a world of difference in being able to pull off the experience you want to deliver. Some organizations have a number of formal roles that participate in onboarding a new Camper: Camp Guide, onboarding coordinator, team lead, mentor, orientation leader, IT, and people operations. Enabling other people to participate in the process and take a bigger role in onboarding makes for a more enriched and overall more scalable onboarding process.

3. **You need to assess the resources you have - both in terms of money and people’s time, as well as clearly laying out your challenges.** One of the biggest challenges companies note has been implementing a program that scales nationally and globally. As the scope of your programs evolve over time and you grow as an organization, you’ll want to engage more people in supporting a new Camper’s experience.

The role of employee feedback in shaping onboarding programs

Throughout the iterations of your onboarding program, use a platform that will allow you to survey new hires about their onboarding experiences. Between a survey and one-on-one meetings (which should be had with every new hire), you can iterate a lot over time. Some of the things will be small (like broken links in a checklist) and some will be feedback about things new staff thinks are fundamentally broken. Getting this feedback is essential in being able to evolve your onboarding program. Below are some suggestions for success:

**Make your expectations clear**

What do you want the new hire to do in the first weeks? What do you expect them to accomplish within the first few months? Do you want them to spend time solely on onboarding tasks or do you want them to dive into their role immediately? Providing this guidance to the new hire helps to remove any guesswork for them about what they should be focusing on during their onboarding.

**Help new hires understand what’s important**

When a bunch of information is thrown at people all at once, it can be hard for them to discern if certain pieces of information are more important or more actionable than others. Help them prioritize what they need to know and do first, and what can wait.
Everybody is different

People learn in different ways and at different paces. Try to allow for this flexibility and provide content in a variety of ways. Some people will learn best through reading, others will prefer an orientation session or conversation, and others will want to do something more hands on.

Know that people will be overwhelmed

When someone starts a new job, they are learning names, norms, roles, culture, and more. It is extremely likely this will be overwhelming. Try to build in some down time so people can breathe and taken in what they have experienced.

Give people time to learn

Understand that a lot of what people hear in the first few weeks will not actually be absorbed, and provide time for them to learn over time.

Collecting feedback through an onboarding survey is something that evolves as the organization does, and it helps to continue iterating on your program. Take the time to listen to what new hires have to say, and use that to improve your program.

The onboarding evolution: putting feedback into action

Determine an objective for each week in the onboarding process and let that guide where feedback belongs. There will inevitably be logistical pieces that must happen - paperwork, accounts, etc. There are also things people do to acclimate to a new place - finding their way around, learning the norms, meeting people. At the same time, new hires are learning about the company’s mission, vision, values, and beginning to learn the knowledge, skills, systems, and expectations of their roles.

The first couple of weeks become focused on checking the logistical boxes; these should be kept as lean and pain-free as possible. This early period also includes spending time to learn about who you are as an organization and what you believe as a company (hence, the importance of an inclusive company culture). Weeks three and four can delve more into role-specific experiences, including learning how the new employee’s team works together and getting in-depth training on systems and processes. Weeks five and six circle back on the learnings of the first two weeks, which can easily be forgotten given how overwhelming the first weeks at a new place can be. Continue to build and expand on the role-specific knowledge of weeks three and four.

A three-part approach to onboarding

1. Orientation sessions

These sessions (which can take place in person or over video chat) should cover company culture, values, product/service and positioning, customer journey, information security, and people operations. These sessions provide information about who you are as a company, how you operate,
why you have the values you do, how they guide your product/service and what you deliver to your customers, and your benefits.

2. Structured onboarding experience provided by onboarding tools

Identify the main tools you use for onboarding. (Ex. LMS, Slack, Trello, Salesforce, etc.) At least one of these platforms should provide an introductory welcome experience that shows new hires information, including pictures and videos, about their office, their team, and a directory, as well as introductory content about the organization. It should also provide structured checklists that managers can assign based on location and role. The second platform should provide a space for employees to learn about one another. (Outlook Directory can serve this purpose temporarily) New hires should be asked to fill out some information about themselves, including a general “about me” section, hobbies, past work life, and “talk to me about.” The profile information (complete with a photo, of themselves, not their dog, or their kids) gets sent out to the company automatically at the beginning of their first week. This allows current staff to identify and welcome the “newbie” and helps foster belonging.

You can also institute the use of a friendly Slack bot who can help deliver important reminders and introductions to key team members like department heads, subordinates, mentors, etc. In these messages, you can include guidance and resources for conversations between team members, and other relevant content like product/services/training videos for new hires to watch.

3. A buddy program: A mentor or ‘Camp Guide’

The Camp Guide/Mentor is someone outside of a new hire’s team who will help them during their first weeks. The Camp Guide will be a key link in the new hire’s experience - providing support in helping them learn the ins and outs of the organization and develop relationships across the company. The Camp Guide helps the new hire to learn the things that are unique to the culture, meet people, and get settled in.

While it may feel like extra work to longtime staff, if implemented correctly, as you grow, more staff will be eager to volunteer as testament to their own onboarding experience. The additional coaching/training that staff will receive will also boost their development and heighten their visibility for larger roles within the organization.

Note: You will have many iterations of this process, and that’s a good thing. Just be sure to stick with one iteration long enough to fully evaluate it and adjust based on common feedback and evolve it based on the needs of your organization/departments.

Relying solely on HR to deliver the onboarding experience can be difficult for some companies (especially lean teams and those with remote offices). It is recommended that you empower all managers and support staff within the organization to take ownership of the onboarding process. After all, company culture is everyone’s responsibility. When a company is dispersed across multiple disciplines, involving people outside of the HR/People Team in onboarding new hires capitalizes on shared expertise across roles. A team member or manager is in a unique position to share how their team works together, and perhaps deliver product/service-specific knowledge.
GROUP BREAKOUT

Attracting & Sourcing Candidates

STEP 1: As a group, list 3 key underrepresented perspectives and/or experiences that would strengthen your organization’s work.

*Tip: Starting with a short list of perspectives/experiences that are currently represented may help your team identify gaps.*

STEP 2: Brainstorm ways to build relationships with communities that are not currently represented within your organization.

Optional Discussion Prompts:

- What compelling strategies did your organization use to attract YOU?

- Does the organization define the job/role or the candidate? The best recruitment strategies highlight the projects the candidate will get to work on. Great candidates look for growth opportunities.

- Forbes notes: “300,000 service members transition out of the military annually and many of them already have the most difficult skills to teach or acquire: grit, a growth mindset, leadership and management experience, deep social and emotional intelligence, composure, professionalism — the list goes on.” Is your organization taking advantage of non-traditional recruiting sites/networks?

STEP 2: Pick 1-2 key takeaways to share with everyone.
WHEN YOU’RE THE BOSS:
HOW TO GET HONEST EMPLOYEE FEEDBACK

- https://hbr.org/2012/05/how-to-get-feedback-when-youre

WHEN YOU’RE THE EMPLOYEE:
HOW TO GIVE FEEDBACK TO YOUR SUPERVISOR

- https://hbr.org/2010/03/how-to-give-your-boss-feedback
- https://hbr.org/2020/12/the-right-way-to-give-negative-feedback-to-your-manager
10 Eye-opening Best Practice Strategies to Diversity Recruiting

Generating diversity awareness and finding diverse talent is one of the top challenges for organizations today. How can your organization better connect with, market to, and recruit minority students and graduates? The answer is complex but begins with developing a targeted and well-planned internal and external recruitment strategy at your organization.

Whether you are launching or rebooting your diversity recruiting programs, consider implementing these 10 tactics for creating a successful diversity recruiting program at your organization.

Strategic Diversity Recruitment

Recruiting and sourcing is similar to a sales process. To effectively find diverse talent for your recruitment pipeline, recruit where diversity thrives.

Incorporate diversity recruiting in your campus recruiting strategy by adding schools with diverse study body that represent underrepresented students to your criteria during your school selection process.
According to NACE, the two most common sources for diverse recruiting among employers are Historically Black College and Universities (HBCUs) and Hispanic Serving Institutions (HSIs). Target and build strategic partnerships with schools that serve predominantly minority populations for diverse recruiting to boost your diversity recruiting return on investment (ROI).

Look to schools like these top colleges and universities for diversity when recruiting and sourcing underrepresented students:

1. University of Hawaii — Hilo
2. Rutgers, The State University of New Jersey — Newark
3. Pacific Union College
4. Andrews University
5. St. John’s University
6. University of Houston
7. University of Nevada — Las Vegas
8. SUNY College — Old Westbury
9. Pine Manor College
10. Stanford University
11. University of San Francisco


Establish Your Diversity Brand

What has your organization had in place for Diversity & Inclusion (D&I)? If your organization already has significant Employee Resource Group (ERG) activities, then prominently showcase them on your firm’s career page and social media channels. You can have a look at Raytheon UK’s ERG page to learn the types of ERG you can set up. Does your company have a diversity statement from the CEO? If so, proudly publish it on your firm’s career page.
Follow this quick checklist to help you establish and showcase your employer’s diversity brand:

On your company’s career page:

- Diversity Vision & Statement/ Diversity Commitment
- Diversity Charter
- Diversity images
- Demographics stats
- Testimonials/ videos interviewing minority employees from all levels
- Any diversity award/public recognition of your organization’s D&I efforts

On your company’s social media:

- Pictures from your ERGs’ events and activities
- Pictures which showcase your organization’s D&I efforts
- Any diversity award/public recognition of your organization’s D&I efforts

On your company’s print materials:

- Diversity Vision & Statement/ Diversity Commitment
- Diversity images
- Demographics stats
- Information on your ERGs
- Any diversity award/public recognition of your organization’s D&I efforts

At offline events:

- Bring out a diverse group of employees from all levels to engage a diverse pool of individuals

Partner with Multicultural Professional Associations and Student Groups

There are many national and regional diversity professional associations and student groups organized around specific minority groups. You can build your brand in these diverse communities through strategic sponsorship, thought leadership, and events. This will help your organization to cast a broad net to find diverse candidates and ensure that your diverse talent pipeline is always full.
Many firms have figured out how to do it successfully. MasterCard is partnering with INROADs, a nonprofit that places high-performing Black, Latino, and American Indian students in internships at leading corporations. Likewise, Aon builds professional partnerships with organizations such as Out & Equal Workplace Advocates and the American Corporate Partners for Veterans. Dun & Bradstreet has a relationship with the National Black MBA Association (NBMBAA) and is a supporter of the association’s scholarship fund and outreach program.

If you need to review or start your strategic partnerships with minority student professional organizations, you can start by reviewing this comprehensive list of Diversity Professional & Student Organizations.

Attend Virtual Career Fairs for Targeted Minority Student Groups

The efficiency of virtual events cut recruiting costs and help companies tap into a wider talent pool. Virtual career fairs have proved to be an effective means to reach groups like veterans, women, and people with disabilities.

If your organization has resources, you can host your own virtual career fair. Verizon had great success with hosting their own veteran recruiting virtual career fairs. KPMG attracted over 10,000 candidates all over the world to their own virtual career fairs.

If you are not ready for that big move, you can look to join a diversity-focused virtual career fair.

Here are some good places to start:

CareerEco is a virtual recruiting platform and talent community for jobseekers, prospective graduate students, academic institutions, and employers. Its iconic event is the Bender Virtual Career Fair, which provides an opportunity for employers and job
seekers with disabilities to connect online. Past virtual career fairs have included over 1000 registrants from all over the U.S.

Gettinghired is an online service organization focused on creating employment opportunities for job seekers with disabilities. This organization also hosts virtual career fairs that connect employers with job seekers.

Veteran Recruiting is the global leader in virtual career fairs for military community. In the past, Veteran Recruiting virtual career fairs have helped more than 120,000 veterans find meaningful employment after their military career has ended. Many big corporations have participated in these career fairs, including Accenture, Apple, Aramark, Exelon, First Data, JPMorgan Chase & Co., Lowe's, Pfizer, Travelers, Verizon, and Wells Fargo.

Enhance Your Employee Referral Program

One of the best recruiting sources is word of mouth. Diverse employees know and talk to other diverse individuals. Your employees share what it is like to work for your company. Because of this, your diverse candidates’ perception of your company spreads throughout their communities.

To capitalize on your employees’ network, bolster employee-referral recruiting programs at your organization, including a deliberate message about the business need for a diverse workforce and the importance your company places on diverse referrals. Communicate your organization’s goals and where you are in the process of building a more diverse and inclusive workforce with your employees.

Use Social Media to Source and Market to Diverse Talents

Social media not only helps you to build your employer brand but also allows you to identify and target very specific candidates. According to a survey by ADP, LinkedIn is
the most effective diversity recruitment and sourcing tool. There are millions of groups on LinkedIn for almost every profession. Your recruiters can join, develop long-term relationships with active group members, and post relevant openings or company updates. For instance, Kaiser Permanente has its recruiters join diverse groups on LinkedIn, like female professionals, Latinos, and African Americans. LinkedIn also provides specific tips for diversity sourcing.

Besides LinkedIn, Facebook is an effective channel to target your ideal diverse candidates. Facebook allows you to target specific demographics and create targeted advertising campaigns on Facebook to reach diverse student groups. Another way of utilizing Facebook is to create your company’s “Diversity Careers” Facebook Page and promote it through a targeted advertising campaign.

Engage in Philanthropic Activities that Supports D&I Efforts

For large organizations with capital resources, you can build your diversity brand and attract diverse talent with educational and community partnerships. Intel Capital, Intel Corporation’s global investment organization, recently announced the Intel Capital Diversity Fund, which will invest in technology startups run by women and underrepresented minorities. Monsanto partnered with the company’s philanthropic arm, the Monsanto Fund – to help encourage Black, Latino and women students to pursue STEM (Science, Technology, Engineering and Mathematics) subjects. These efforts were a proactive approach to increase diversity in their talent pool and reinforce their branding in diverse communities.

Engage Your Company’s ERGs to Boost Your Recruiting Efforts
Members from your ERGs should act as effective ambassadors for your college recruiting and outreach efforts to diverse professional organizations. Many firms use their ERGs to directly interview and hire diverse candidates. For example, Ernst & Young used their LGBT ERG to help relocate a gay partner and his spouse to Cleveland from Paris by introducing him and his spouse to members of the local LGBT community.

Organize Specific, Short-term Events for Underrepresented Student Groups

A number of firms have developed formal internship programs that cater to a diverse group of high-caliber college students whose education and experience align with the needs of their company. For example, PwC boosts their diverse campus hires through their Explore and Start programs. Explore is a one-day early-identification program for college freshmen and sophomores, while Start is an internship experience for top-performing, diverse college students in their sophomore and junior years. EY has their LAUNCH program targeting ethnically diverse freshmen, sophomores and transfer students, while Accenture provides their own Accenture Student Empowerment Program to female and minority students in their freshman and sophomore year.

Use the Right Metrics to Monitor Your Diversity Recruiting Efforts

What get measured gets done. Establish clear, measurable diversity recruiting metrics to track your progress.

Here are some key metrics for your team

- Percentage of diverse candidates at each recruiting stage
- Percentage of minorities at different levels in your firm
- Employee satisfaction score in terms of D&I
- Retention rate among minority employee groups
Awards/ recognitions from special interest and advocacy groups for your D&I efforts

To measure Individual Recruiters’ Effectiveness, here are some recommended metrics by Dr. John Sullivan, an internationally known HR though-leader from the Silicon Valley:

- % of diverse candidates’ resumes of all initial candidates presented to hiring managers:
  - % of diverse candidates interviewed by hiring managers
  - % of job offers extended to diverse candidates
  - % turnover rate of diversity hires within a year
  - Average diverse applicants’ satisfaction rate (from a survey)
  - Average manager satisfaction score (from a survey) after a diversity hire
  - Average on-the-job performance rating of diversity hires after one year

As big data is revolutionizing how we do business and analyze data, campus recruiting teams must always be pushing to become more data-informed. By adopting the right campus recruiting software, recruiter can monitor and assess important metrics strategically and make for less-biased hiring decision. Campus recruiting leaders who know how to harness the limitless possibilities from campus recruiting software can take out the guesswork, work out evidence-based strategy for their campus recruiting programs, and sell their team’s contributions to their overall organizations. With a strong database of prospects harvested from campus events, impress them with a professional interview process. Interview scheduling software are now readily available to make every step of the process quick, easy and accurate.

No matter your organization’s size or number of diverse employees, there are always more ways to improve. The endgame for your organization, of course, is to find the best talent. Sourcing diverse talent will only help you achieve that goal more effectively.

Actually achieving diversity in practice has turned out to be far more difficult than expected, but we know how to make it easier. Take a look at Rakuna Free Directory of Students & Professional Diversity Organizations - A comprehensive list of 50 organizations with contact information, member demographic, and annual conference information. This information will be a valuable resource for implementing your EEO program and other regulatory requirements pertaining to employment diversity.
Link to original post:

https://www.rakuna.co/blog/posts/diversity-recruiting-strategy-best-practices/