

Diversity in Recruiting

October 9, 2021

Presented by Frederick Davis

<https://www.linkedin.com/in/fwdavis/>





|

Introductions

Recruiting Overview

***Diversity in Recruiting**

Overview & Data

Questions / Thoughts / Ideas



Introductions



"Enhancing Talent - Driving Business"
Corporate / Education / Non-Profit
Consultation, Training & Student Workshops



INTERNATIONAL
PAPER

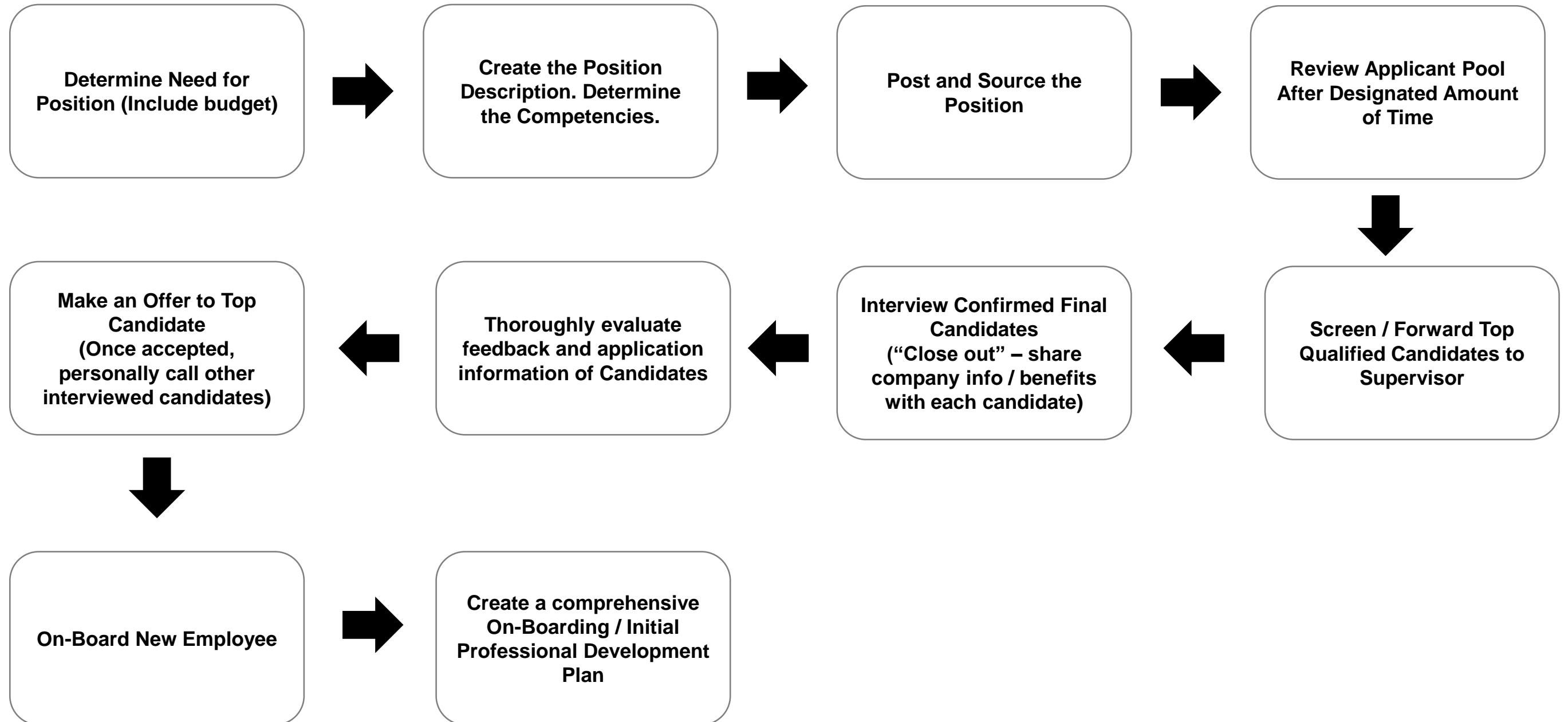


WSECU

Recruiting Overview



Sample: Workflow



What's Your Employee Values Proposition: “Why should I work here?”

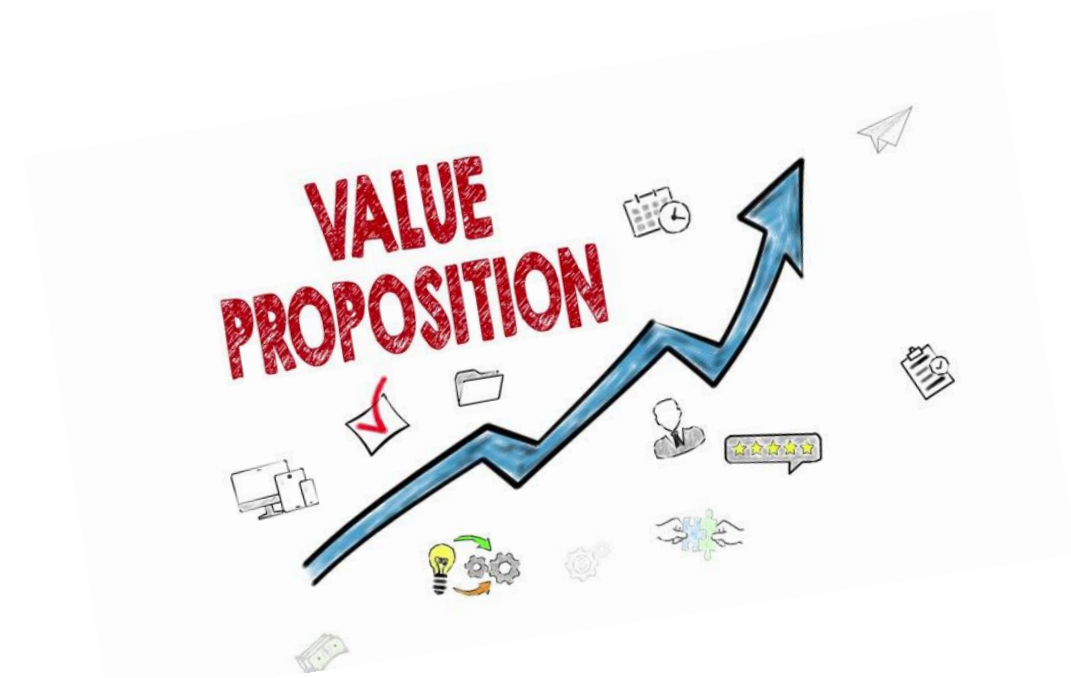
SAMPLE FROM PNNL:

Taking on great challenges in science, energy and national security.

*Pacific Northwest National Laboratory **advances the frontiers of knowledge**, taking on some of the **world's greatest science and technology challenges**. Distinctive strengths in chemistry, earth sciences, and data analytics are the heart of our science mission, laying a foundation for innovations that improve America's energy resiliency and enhance our national security.*

We are a national lab with Pacific Northwest roots and global reach. Whether our researchers are unlocking the mysteries of Earth's climate, helping modernize the U.S. electric power grid, or safeguarding ports around the world from nuclear smuggling, ***we accept great challenges for one purpose: to create a world that is safer, cleaner, more prosperous, and more secure.***

Let us show you what happens when great minds meet great challenges.



“An employee value proposition (EVP) is the **unique set of benefits that an employee receives in return for the skills, capabilities, and experience they bring to a company.** ... When integrated into all aspects of a business, a strong EVP will help retain top performers and attract the best external talent.”

Defining & Categorizing Workforce Needs and Challenges

Strategic Hire

This is about a candidate that has the ability to elevate the organization in a significant way. This is about the once in a life time candidate that you need to hire and get in the organization in some capacity.

- Key question: Is this a backfill or expanding into a new area
- HR needs to provide data and reports to senior leadership (justification and data)
- Due to possible compensation that will exceed the organizational standard, leadership needs to approve and data needs to be tracked (i.e. "How many strategic hires did we fill this fiscal year?")

Critical / Key Hire

This is about the role (different from a "Strategic Hire"). A position that directly supports strategic capabilities / skills required, helps to deliver on our business value proposition and strategic objectives.

- A position that is to a department's success; without it, the department could suffer financially and / or reputationally
- A position in which the external labor market is usually in short supply
- A position that requires unique and critical expertise
- Due to possible compensation that will exceed the organizational standard, leadership needs to approve and data needs to be tracked

Hot Skills [Position]

Technical Disciplines that are hard to hire and very competitive. Sample list below

Data Analyst / Scientist
Software Engineer
Cyber Security
Computer Scientist

- Due to possible compensation that will exceed the organizational standard, leadership needs to approve and data needs to be tracked

OFCCP / Department of Labor Key Definitions

- **Applicants:** job seekers who have "applied" for your job opening. They have either sent a resume to you or completed an application
- **Candidates:** active **applicants** that recruiters have screened and verify qualified for the requirements of the job opening
- **Good Faith Efforts:** goal-setting efforts to eradicate and prevent discrimination in the hiring process.
(This entails using specific job posting platforms and developing targeted, meaningful relationships with different organizations that can assist in getting job openings in front of a diverse applicant pool.)

Key Diverse / Affinity Group Hires

- AAP / EEO Defined "Underrepresented Ethnic Group"
- Gender
- Veterans / Active Military
- Individual w/ Disabilities (IWD)

* Hiring Managers often not allowed to see summary

Foreign National / H1B Visa (Data and Policy Considerations)

An individual who is a **citizen** of any country other than the **United States**

Create Tools for Hiring Manager / Train them on the Process

NATIONAL LABORATORY

INTRANET | LabWeb | SCOUT | Topic Index | HDI | PNNL External

Human Resources

Human Resources

- Human Resources Home
- Diversity and Inclusion
- Onboarding Tool Kit

Total Rewards

- Benefits
- Compensation
- MyHR (Paycheck, Benefits, Jobs)
- Rewards & Recognition
- Service Award Program

Development

- Corporate Memberships
- Enterprise Learning (required training)
- Leadership and Staff Development (PNNL University)

Services

- Immigration
- Recruiting**
- Interview Set-up Instructions & Forms
- Staff Concerns

HR Staff Only

- HR Staff Site (Restricted)

Recruiting

PNNL's Talent Acquisition team is here to help you identify the necessary talent to meet your business and research goals. Your organization is assigned a Recruiter who is focused on your needs. Your recruiter can help you target candidates, conduct telephone screenings, and support you during the interview and selection process.

- 1 **JOB POSTING**
- 2 **INTERVIEW**
- 3 **OFFER**
- 4 **HIRE**
- 5 **RELOCATION**
- 6 **ONBOARDING**

- Full Time Employee (FTE) Talent Acquisition Process Checklist
- Limited Term Employee (LTE) Talent Acquisition Process Checklist
- Utilizing Peoplesoft as a Hiring Manager, Interested Party, Administrator
- FTE Recruiting Strategy
- Good Faith Efforts Form

FTE

TALENT ACQUISITION PROCESS CHECKLIST

Full Time Employee

LTE

TALENT ACQUISITION PROCESS CHECKLIST

Limited Term Employee (LTE)

Recruiting Team & Requisition Load

University Recruiting (a.k.a. “Interns”)

4 Staffing Coordinators
3 University Recruiters
503 Hires: FY20

FTE Recruiting

5 Recruiting Coordinators
6 Recruiter
362 Hires: FY20





First A&E treatment	Number of A&E attendances	Percentage (all records)	Percentage (excluding unknowns and unmatched)	Number of A&E attendances	Percentage (all records)	Percentage (excluding unknowns and unmatched)
Active rearming of the hypothermic patient	2,181	0.0%	0.0%	2,006	0.0%	0.0%
Asystole	63,120	0.0%	0.0%	64,852	0.0%	0.0%
Bandage/support	2,839	0.0%	0.0%	3,382	0.0%	0.0%
Blood product transfusion	245,214	1.4%	0.0%	105,679	0.0%	1.0%
Burns review	6,229	0.0%	0.0%	4,210	0.0%	0.0%
Central line	6,840	0.0%	0.0%	6,855	0.0%	0.0%
Chest drain	1,525	0.0%	0.0%	1,744	0.0%	0.0%
Continuous positive airway pressure/mask intermittent positive pressure ventilation/saline mask	1,965	0.0%	0.0%	1,760	0.0%	0.0%
Defibrillation/pacing	4,625	0.0%	0.0%	4,987	0.0%	0.0%
Defibrillation	1,458	0.0%	0.0%	853	0.0%	0.0%
Dental treatment	1,169	0.0%	0.0%	1,060	0.0%	0.0%
Dressing	17,389	0.0%	0.0%	14,527	0.0%	0.0%
Dressing/wound review	426,596	0.1%	0.1%	403,605	0.1%	0.1%
Epilepsy control	47,509	2.4%	2.6%	5,527	0.0%	0.0%
Eye	8,269	0.3%	0.3%	59,929	2.2%	2.3%
Fracture review	16,953	0.0%	0.0%	8,415	0.0%	0.0%
Guidance/advice only	9,497	0.1%	0.1%	8,527	0.0%	0.0%
Poison and drug	5,657,543	34.4%	0.7%	28,064	0.1%	0.0%
Wound fluids	28,420	0.2%	0.2%	102,652	0.2%	0.2%

Diversity in Recruiting



How would you define...

**Diversity
Inclusion
Equity**



Diversity Recruiting Components

“Effective Diversity, Equity and Inclusive Recruiting should be embedded throughout our process.”

AAP / EEO

Training

Hiring Managers will know Position **AAP Goals**

Hiring Managers and Recruiters will plan and track **Sourcing Efforts** to set a consistent standard for effective use of sourcing tools and networks / associations

Consideration / Review of applicant pool as it relates to **AAP Goals, Good Faith Outreach** and **Self-Identified Diversity data**

Diversity & Inclusion

“Inclusive Excellence”

Inclusive Recruiting Training

Talent Acquisition staff will go through a **DEI Learning Plan for the year**

Must-Do's for Writing Inclusive Job Descriptions (article)

There will be a creation of a list of targeted **Diverse Sourcing Platforms, Professional Associations** and **Specific Post-Secondary Institutions**

Talent Acquisition will partner with **ERGs** and **Diversity Committees** or **DILT**

Hiring Managers need to consider **Diversity & Cultural Competence of Screening Committee** participants - - not just having a **Diversity on the Hiring Committee**

Sourcing

Cold Calling

Article: [Increasing Diversity in the Accounting Workforce](#)

Article: [50 Best Accounting Firms](#)

Build Relationships with Targeted Professional Associations, Colleges and Virtual Platforms (12 pages of over 300 Diversity Sourcing Leads)

Diversity and Inclusion Resources: Colleges and Universities

African American

- Alabama A&M University
- Alabama State University
- Alabama State University
- Alcorn State University
- Allen University
- Arkansas Baptist College
- Benedict College
- Bethune-Cookman College
- Bluefield State College
- Bowie State University
- Central State University
- Chester University
- Chaffin University
- Clark Atlanta University
- Concordia College
- Coppin State University
- Delaware State University
- Dillard University
- Elizabeth City State University
- Fayetteville State University
- Fisk University
- Florida A&M University
- Florida Memorial University
- Fort Valley State University
- Grambling State University
- Houston University
- Harris-Stowe State University

Hispanic

- Arizona State University
- Arkansas State University
- Auburn University
- Boston University
- Edinboro University
- Edinboro University of Pennsylvania
- Galvestad University
- New York University
- Ohio State
- Stanford University
- University of Buffalo
- University of California, Berkeley
- University of California, Irvine
- University of California, Santa Barbara
- University of Connecticut
- University of Illinois
- University of Maine
- University of Michigan
- University of Minnesota
- Wright State University

Name	Pay	No	Americans	United States	www.aaede.org
Asian American Econ. Develop. Enterprises	Free	No	Asian/Pacific Islander	United States	www.aaiaa.org
Asian American Journalists Association	Pay	Yes	Asian/Pacific Islander	United States	www.imdiversity.com/villages/asian/village_asian_american.asp
Asian American Village	Pay	No	Asian/Pacific Islander	United States	www.asiancareers.com
Asian Careers.com	Pay	No	Asian/Pacific Islander	United States	www.asian-jobs.com

“Inclusive” Language

Customer Service Manager
Job post for a Customer service role in Chicago

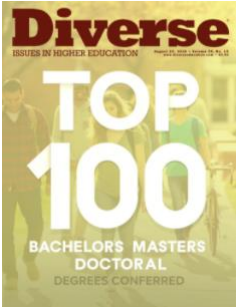
Our **passionate** team is hiring a **competitive** and **results-driven** customer service manager. We're a fun, **fast-paced** company, but we always **work hard**. As **our team** is rapidly expanding, we are looking for a **forward-thinking** leader. You will be more than just a cog in the system. You will be a **phenomenal** customer rep, a **proven** team player, and a **proven** leader. **Inspired by** our mission, you will be a huge plus.

Do you have a great **sense of humor**? Are you **driven** by the ability to set and exceed **results-oriented** goals? Do you do your best **under pressure** with tight **deadlines**? **When you see something** that's a problem, do you make a change or just complain? If so, this might be the place for you.

Textio Score: 37 (Below Average)

- Slightly masculine tone
- Appeals to older people
- Contains too many questions
- Sentences are too long
- Uses fixed mindset language

Top Degree Producing Colleges



LinkedIn Groups

AICPA Diversity and Inclusion in the Accounting Profession

Young Women in Finance

Black Women in Accounting & Finance Network

BLACK WOMEN IN ACCOUNTING & FINANCE NETWORK
#CONNECT #GROWTH #TRANSFORM

Reducing Bias in the Interview Process

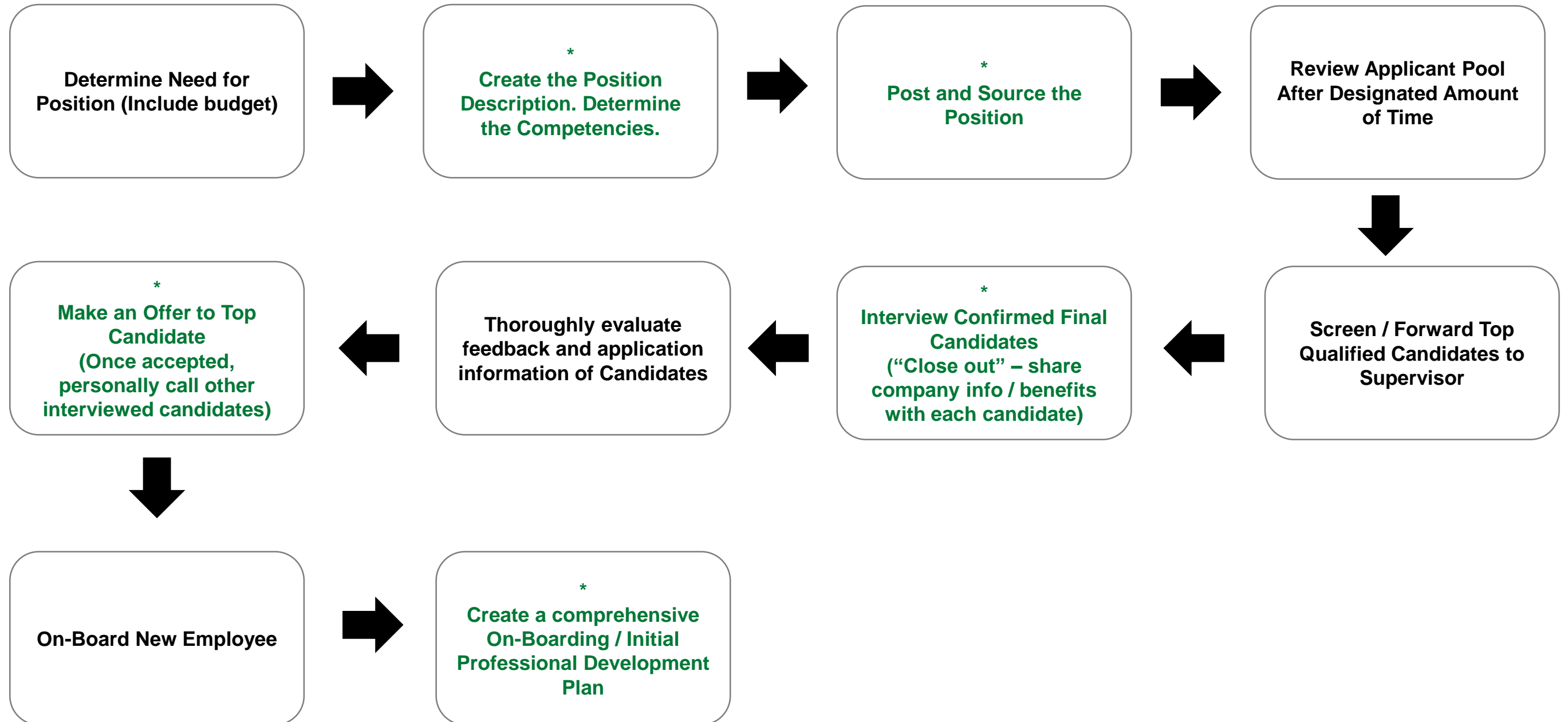
Type of Interview Question	Description
** Competency Based	The goal is to test a candidate's attributes, knowledge and behavior that would lead to a candidate being successful in the job.
Behavior Based	The primary goal of these types of questions is to assess character – specifically how a candidate approaches potentially challenging situations and how they are able to explain how they would do so again if hired.
Situational Bases	Give the candidate the opportunity to display their approach to a specific scenario / situation and how they would handle it.

Cultural Competence is the ability to understand, communicate with and effectively interact with people across **cultures**.

Cultural competence encompasses:
being aware of one's own world view.
developing positive attitudes towards **cultural** differences. gaining knowledge of different **cultural** practices and world views.

Sample: Workflow

* Diversity & Inclusion actions should be happening



Data / Metrics

Sourcing / Name Generation

“Touches” (University Recruiting)

Sourcing Platforms & Contacts

(listed and tracked for “Good Faith Efforts”)

Applicant / Candidate Pool

Intern Applicants

(* applicants, job family, diversity – Vets, IWD, “Minority” & “Women”)

FTE Applicants

(* applicants, job family, diversity Vets, IWD, “Minority” & “Women”)

Interviewed

(* applicants, job family, diversity – Vets, IWD, “Minority” & “Women”)

Offers / Accepts

(* applicants, job family, diversity Vets, IWD, “Minority” & “Women”)

Total & Net Hires

(* applicants, job family, level, diversity – Vets, IWD, “Minority” & “Women”)

Process Improvement

Education Level (*)

Internal Hires

Overall Time-To-Fill & SLA Data

“How did you hear about us?” / Source & Sub source

Department Target / Workforce Planning Needs

Candidate Experience (Likert scale survey)

Hiring Manager Experience (Likert scale survey)



Questions / Thoughts / Ideas

Thank you

