

**Idea Lab**

**Enhance Attraction Strategies to Be Even More Inclusive**

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Recruiting and Innovation Center of Expertise, Randstad Sourceright

Thursday, Oct. 27, 12:45 p.m.–1:15 p.m.




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enhance attraction strategies to be more inclusive

October 2016



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**four big ideas**

- Utilize traditional and non-traditional sources in the diversity pipeline
- Link diversity to succession planning
- Know what to measure
- Understand the impact of cultural competence





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**big idea 1:  
the diversity sourcing funnel**

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**starting point**

**DEFINITION**  
Define Goals

- Specific strategic objectives
- Key stakeholders, partners & vendors
- Available data & gap analysis

**PROCESS**  
Establish Process to Measure

- ATS & HRIS systems
- Leadership visibility
- Performance accountability

**STRATEGY**  
Create & Execute the Strategy

- Targets
- Actionable plans with deadlines
- Reporting

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**the 4 "knows"**

**Know your competition**

- Why do people like to work there?
- Why do people not like working there?
- What teams/managers do people love/hate?
- What's the "good, bad, & ugly" about the company?

**Know your candidates**

- Their interests
- Their skills/market/location
- What would drive them to leave their current company/job?
- What would keep them from leaving? (objections)

**Know your market**

- Why is your company the best in the space for this candidate? (EVP)
- How has the market/industry changed and how has your company impacted this change?
- How will your company set the tone for the market/industry going forward?

**Know your strategy**

- Tracking effectiveness
- Methodology: Systematic (CRM), Passive (Quick form email), Active (recruiter phone call)
- Social media & other web properties Facebook, Glassdoor, LinkedIn, Twitter, & Instagram

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### poll everywhere question #1

Text Response {Insert # from ASA}

Does your company have diversity recruiting targets?

YES  NO



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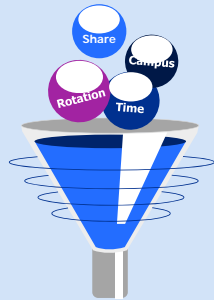
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### internal sources



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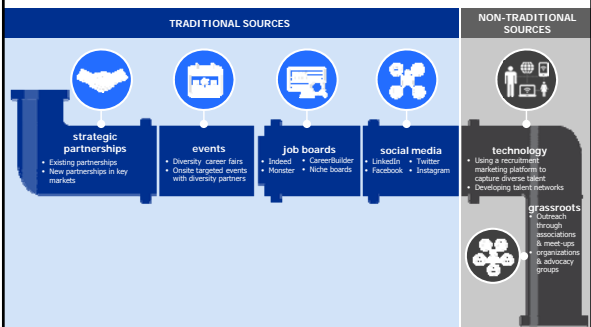
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### diversity pipeline



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### leveraging diversity partners

- Win/Win Benefits
  - Outreach
  - Direct sourcing pipeline
  - Compliance

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### unconscious bias: what do you think...

- Surgeon
- Mathematician
- School Teacher
- Hair Stylist
- Nurse
- Doctor
- Coach
- Engineer
- Chief Financial Officer (CFO)
- Chief HR Officer (CHRO)

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### most people think...

Most people unconsciously identify a job as a male or female role

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diversity friendly

**Rethink Job Postings**

- Use gender neutral titles
- Use an EVP attraction statement
- Ensure career site reflects diversity
- Focus on cognitive diversity



**Use Inclusive Language**

- Leveraging the diverse talent, innovation and thoughts..
- Our success is built on the contributions of our diverse employees..
- We are committed to fostering an environment where everyone is included and rewarded for their contributions..
- Our commitment to diversity..
- Socially conscious and diversity focused.

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diversity recruiting do's and don'ts

-  **DO** focus on the skills and value
-  **DON'T** make generalizations or assumptions
-  **DO** know the individual doesn't represent the whole
-  **DON'T** assume socio-economic background based on name
-  **DO** find common ground



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big idea 2:  
**link diversity to succession planning**



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attract, retain, & advance diverse talent



**Attract**

- Diverse website/branding
- D&I mission statement
- Diverse recruitment team
- EEO Clause

**Retain**

- Equal access to training
- Mentorship
- Employee Resource Groups (ERGs)

**Advance**

- Development & Coaching
- Career paths
- External organizations & networks

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poll everywhere question #2

Text Response {Insert # from ASA}

Does your company have a formalized succession planning process?

YES  NO



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succession planning—ahead of the curve



Key Roles

Critical Skills and BQs

Identify Hi Po's

Hi Po Diversity

Readiness  
1 Year  
3 Years  
5 Years

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big idea 3:  
know the importance of diversity metrics




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poll everywhere question #3

Text Response {Insert # from ASA}

Does your company have metrics in place to measure diversity recruitment efforts?

YES  NO




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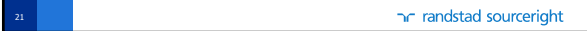
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diversity scorecard sample

Snapshot	<p><b>Diversity Goal:</b> 30% increase of women in manager &amp; above roles</p>	<p>2015 Average Headcount: 32,000 2015 Total Hires: 2,800 2015 Female Hires: 1,200</p>	<p>2015 Male Hires: 1,600 2015 Manager &amp; Above Hires: 350 2015 % Women in Manager &amp; Above Roles: 100%</p>																						
	<p>2015 Retention Rate: 85%</p>	<p>2015 Female Retention Rate: 60%</p>	<p>2015 Male Retention Rate: 90%</p>																						
Engagement & Retention	<p>2015 Employment Engagement Score: 70 out of 100 2015 Male Engagement: 75 2015 Female Engagement: 55</p>	<p><b>DRIVERS</b></p> <ul style="list-style-type: none"> <li>Leadership satisfaction</li> <li>Job satisfaction</li> <li>Compensation</li> <li>Advancement</li> <li>Opportunity</li> </ul> <p>Engagement Retention</p>																							
2016 Action Plans	<p><b>Action Plan 1</b> Mentorship – all female leaders and HiPos assigned to executive mentor</p>	<p><b>Action Plan 2</b> Career Path Map included with all performance reviews</p>	<p><b>Action Plan 3</b> Unconscious Bias training and assessment required for all leadership (HM) roles</p>	<p><b>Action Plan 4</b> Diversity of Slate – Recruiters to submit 40% female candidate slate to HM. 1 out of 3 finalist must be female</p>																					
Scores Q2 2016	<p><b>Diversity Scorecard</b></p> <table border="1"> <tr> <th>Scope</th> <th>Target Performance</th> <th>Q2 2016</th> <th>Diverse Slate</th> <th>Mentorship Assignments</th> <th>HM Engagement</th> <th>Diversity Outreach Events</th> </tr> <tr> <td>Progression of action plans</td> <td>Target – 98%</td> <td>95%</td> <td>96%</td> <td>100%</td> <td>89%</td> <td>94%</td> </tr> <tr> <td>Expected</td> <td>100%</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>			Scope	Target Performance	Q2 2016	Diverse Slate	Mentorship Assignments	HM Engagement	Diversity Outreach Events	Progression of action plans	Target – 98%	95%	96%	100%	89%	94%	Expected	100%						<p>Privileged &amp; Confidential Internal Communication Prepared at the Direction of Counsel Please do not forward or share this communication with anyone not on this chain without permission</p>
Scope	Target Performance	Q2 2016	Diverse Slate	Mentorship Assignments	HM Engagement	Diversity Outreach Events																			
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Expected	100%																								




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big idea 4:  
understand your  
cultural competence

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cultural competence

- Understanding and managing cross cultural differences
- Identifying barriers to diversity and inclusion
- Remediation
- Bridging the gap
- Moving from fear to empowerment

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measurement

Measures 4 Components

**Awareness:** of diversity behaviors

**Attitude:** beliefs and values that impact diversity

**Knowledge:** impact of organizational culture on behavior

**Skills:** ability of the organization to effectively manage cross cultural differences

**Results**

- Individual responses are combined to provide an organizational score
- Scores are averaged and placed into broad diversity & inclusion stages
- Based on the stage, recommended actions and plans are developed and presented

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from fear to fearless

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light not our darkness that frightens us."  
-Marianne Williamson



- Make a decision
- Start the dialogue
- Make it real
- Be empowered

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sustainable best practices

"Lighthouses don't go all over an island looking for boats to save; they just stand there shining."  
-Ann Lamott



- Stop checking boxes
- Educate to elevate
- Ensure executive support
- Include all levels in the vision and execution
- Set realistic goals
- Celebrate milestones
- Build a network of diversity brand ambassadors

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for more information

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 Global diversity whitepapers  
[content.randstadsourceright.com/global-diversity-the-americas](http://content.randstadsourceright.com/global-diversity-the-americas)  
[content.randstadsourceright.com/global-diversity-emea-overview](http://content.randstadsourceright.com/global-diversity-emea-overview)  
[insights.randstadsourceright.com/h/i/247635727-turn-diversity-and-inclusion-into-a-talent-strength](http://insights.randstadsourceright.com/h/i/247635727-turn-diversity-and-inclusion-into-a-talent-strength)

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- Senior Director, Diversity and Compliance at Randstad Sourceright
- Provides diversity and compliance planning, audit and risk assessment services, training, formal governance practices and regulatory updates to clients
- Certified Diversity Professional (CDP), SHRM Senior Certified Professional (SHRM-SCP), Senior Professional in Human Resources (SPHR)



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