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Hiring Training Reinvented

**Diversity * Equity *
Inclusion**

**TALENT ACQUISITION
BEST PRACTICES**



DEI COE SESSION TOPICS

- ✓ 1. Setting effective, measurable **DEI Program**
2. Expanding **candidate sourcing**
3. Creating inclusive **titles & job descriptions**
4. Refining **job requirements** to maximize inclusion
5. Drafting effective **screening & interview questions**
6. **Identifying & removing bias** in the interview experience
7. Driving an **inclusive candidate selection** process
8. Examining **TA tools/tech** for D&I
9. Collecting candidate & employer **feedback**
10. Establishing a process of **continuous improvement**
11. Beyond TA: Driving a **diverse, equitable workplace: culture, pay, promotions, etc.**
12. Bringing it all together: Building your **DEI Program**



SESSION 02

OBJECTIVES

Diversity starts at the source

Expand sourcing to expand diversity

1

Breakdown sourcing into measurable components

2

Identify the types of sources and how to evaluate them

3

Enable source evaluations through actionable tips and common challenges

4

Align to 'reasonable' goals/actions by showing how to set reasonable expectations

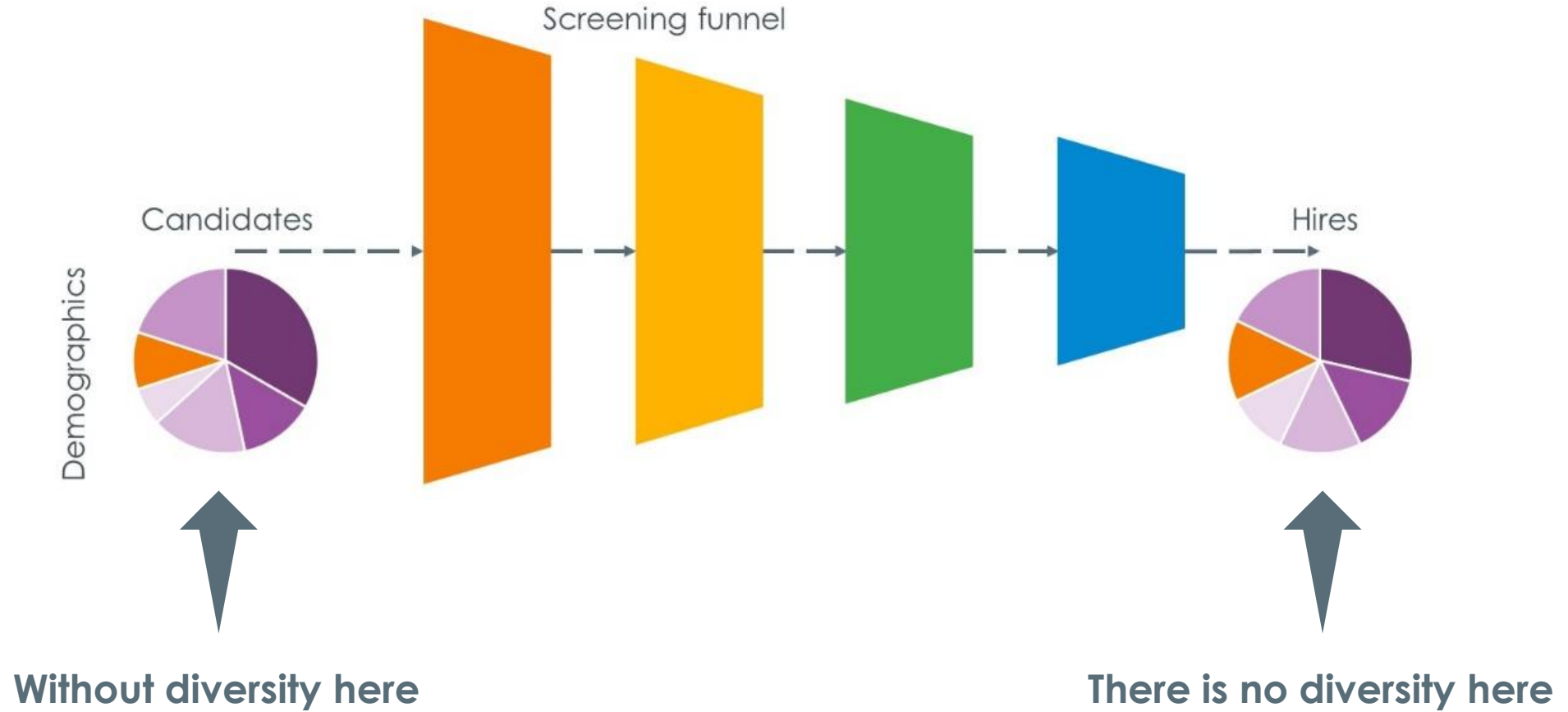


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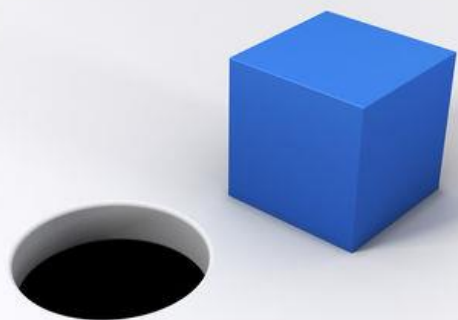
INCREASING DEI AT THE SOURCE

DIVERSITY STARTS AT THE SOURCE





THE SOURCING CHALLENGE



“I want to hire more diversely – there just aren’t any qualified [demographic here] who want the job”
- Anyone



THE SOURCING CHALLENGE

EXPOSURE

ATTRACTION

QUALIFICATION

EXPECTATION

“I want to hire more diversely – there just aren’t any qualified [demographic here] who want the job”
- Anyone



THE SOURCING CHALLENGE

EXPOSURE

How are you finding candidates?
How are candidates finding you?

ATTRACTION

Who are you 'speaking' to?
How is the role and fit perceived?

QUALIFICATION

Who are you including / excluding?
How do the candidates understand 'qualified'?

EXPECTATION

Does your job, demographic, approach support your goals?
If not, what are you doing about it?



THE SOURCING CHALLENGE

EXPOSURE

How are you finding candidates?
How are candidates finding you?

ATTRACTION

Later training – Session 3

QUALIFICATION

Later training – Session 4

EXPECTATION

Does your job, demographic, approach support your goals?
If not, what are you doing about it?



DRIVING DIVERSITY BY INCREASING JOB **EXPOSURE**



CANDIDATE TYPES

ACTIVE: FINDING YOU

Those who are looking for a job



Engage them by Advertising where they are looking

PASSIVE: FINDING THEM

Those who don't know they want a new job until you tell them



Engage them by Finding those that may be interested



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WHAT 'OTHER' SOURCES?

Specialty job boards

Major job boards

University / colleges

Private Programs

Vocational / trade programs

Community Groups

Advocacy associations



WHAT 'OTHER' SOURCES?

Diversity.com JobsInLogistics
Fairygodboss JobsInTrucks

CareerJet Facebook Dribble
Glassdoor Craigslist Zip Recruiter

Specialty job boards

HERC The ARK
iHispano PDN Recruits

Major job boards

Monster Indeed CareerBuilder
Talent.com

Snagajob Ability Jobs RecruitMilitary
Dice Angellist Colleges
Github

University / colleges

VetJobs Disability Solutions
Workforce50 Pink jobs
Handshake College Recruiter

Private Programs

Lucas Group Outplacement Firms
Career Fairs

Vocational / trade programs

Universities State schools Community colleges
On-line programs High schools Two-year colleges

Community Groups

Autism Workforce DoL Adult Training Programs
Covenant House The Last Mile Goodwill

Advocacy associations

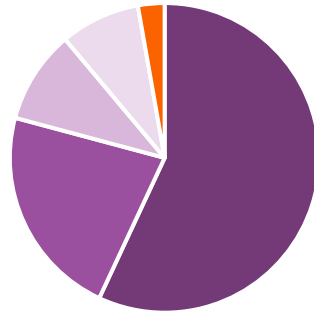
Chamber of Commerce Easterseals
Community centers Black Men Code
Unemployment centers HBCU AARP Veteran's Affairs (VA) NAFEO
Society of Women Engineers

Historically Black Colleges (HBCs)

FINDING YOU (ACTIVE CANDIDATES)

1 Demographic represented

The demographic distribution of the source



3 Alignment to needs

Quantity of qualified candidates for the investment



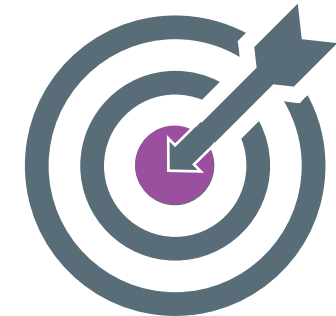
2 Patterns beyond demographics

What does the candidate pool have in common?



4 Alignment to goals

Does adding the source help reach a goal in a measurable way?





FINDING YOU – NEEDS ALIGNMENT

NOT “FIND CANDIDATES”
“FIND GREAT HIRES AT THE RIGHT ROI”

Size of relevant candidate pool

Uniqueness of relevant candidate pool

Interest of relevant candidate pool

Cost of relevant candidate pool





FINDING YOU

SOURCE EVALUATION TIPS

TIP: Have a reason for your top sources?

Challenge those assumptions

1

Identify goals first

2

Test and measure

3

Consider geography

4

Compare options



CANDIDATE TYPES

ACTIVE: FINDING YOU

Those who are looking for a job



Engage them by Advertising where they are looking

PASSIVE: FINDING THEM

Those who don't know they want a new job until you tell them



Engage them by Finding those that may be interested



WHAT 'OTHER' TARGETS?

Interns

Existing employees

Post M&A organizations

M&A activity

Competitive/Complementary organizations

Social Media

Previous Interns

Downturn industries

Certification programs

Previous candidates

Career advancement programs

External referrals

Referral programs

Special interest groups

Association members

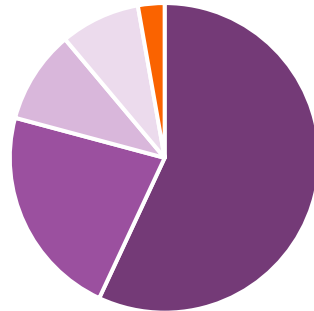
Partner networks

Alum groups

FINDING THEM (PASSIVE CANDIDATES)

1 Demographic represented

The demographic distribution of the source



3 Alignment to needs

Quantity of qualified candidates for the investment



2 Patterns beyond demographics

What does the candidate pool have in common?



4 Alignment to goals

Does adding the source help reach a goal in a measurable way?





FINDING THEM

TARGET EVALUATION TIPS

TIP: Have a reason for your top targets?

Challenge those assumptions

1

Identify goals first

2

Use one process – no favoritism

3

Replace proxies

4

Expand scope – transferable / comparable skills, experiences, etc.

DANGERS OF TARGETING PATTERNS

COMMON PATTERNS

WATCH FOR

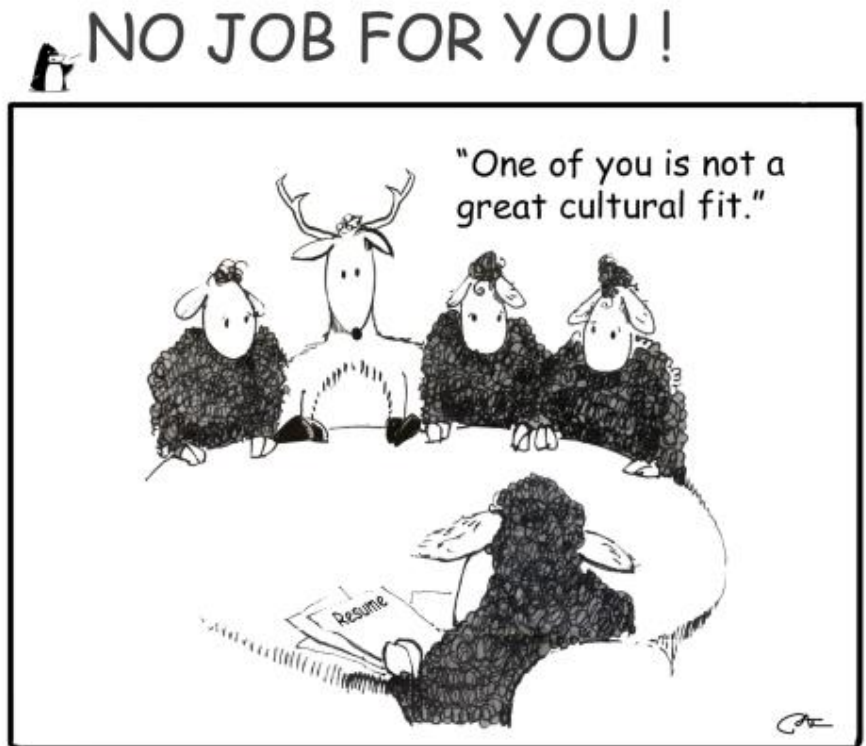
Familiarity vs. fit ●

Proxy vs. proof ●

Title inflation ●

Inherited demographics ●

- Education
- Employment history
- Title
- Industry
- Experience
- Location
- Keywords
- Years
- ...



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SETTING EFFECTIVE DEI **EXPECTATIONS**



EXPECTATION - MISALIGNMENT

But really... there aren't

“I want to hire more diversely – there just aren't any qualified [demographic here] who want the job”

- Anyone



SETTING EXPECTATIONS

Sourcing goals must align to true diversity opportunities

Current diversity of the qualified candidate pool

Potential diversity of qualified candidate pool

Gap between current & potential diversity





EXPECTATION - MISALIGNMENT

DIVERSITY INHIBITORS

Geography Qualifications Industry

Everyone is the same



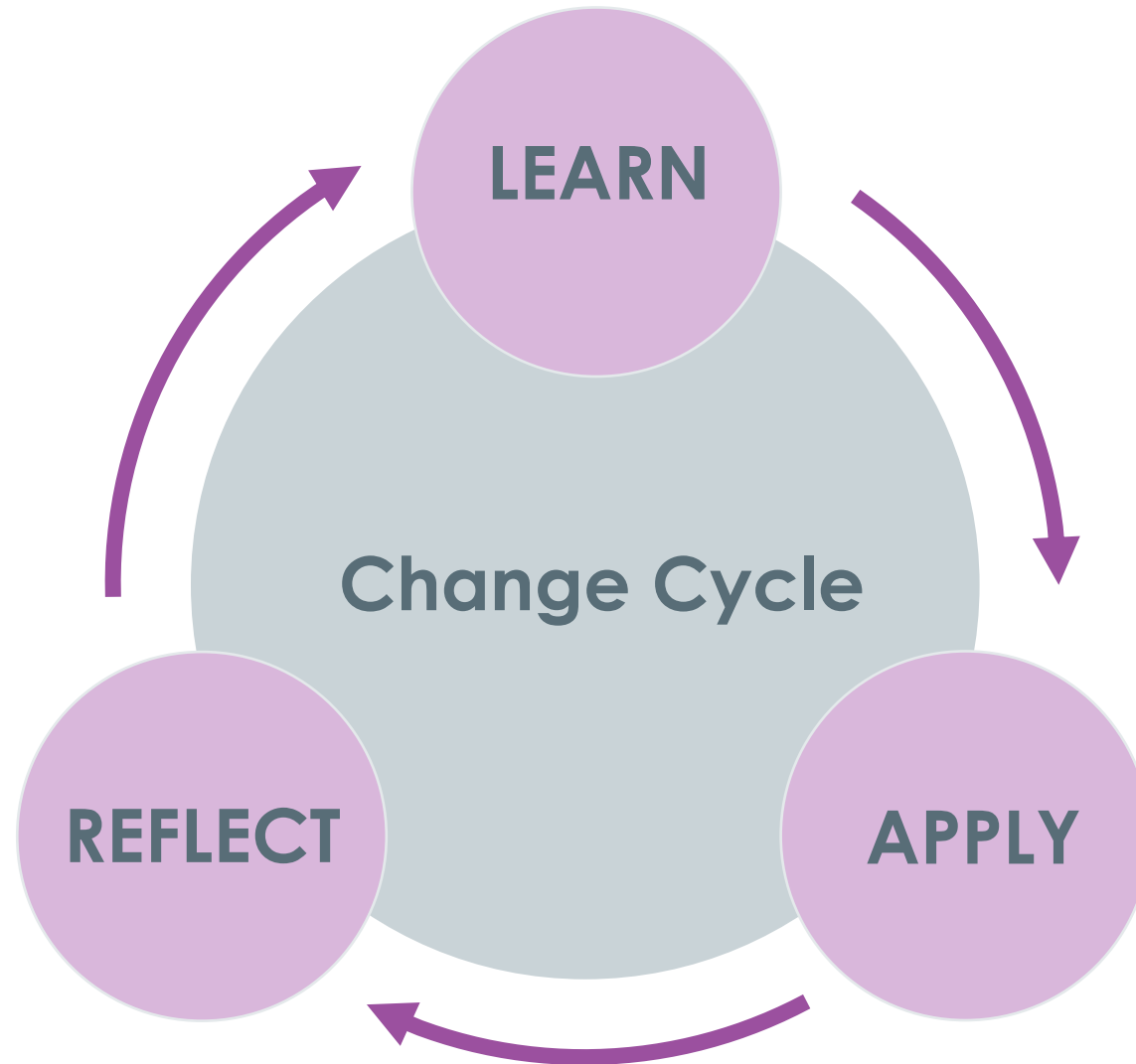
WHAT TO DO ABOUT IT

Expand geography with additional locations, relocation packages, remote positions

Modify qualifications using transferable skills and experiences, training, team strength maps

Cultivate talent with training programs, internships, apprenticeships, partnerships with educational institutions, communities, industry

DRIVING CHANGE IS A CYCLE





EXERCISE: NOW
IT'S YOUR TURN



SOURCE EVALUATION & IDENTIFICATION

1. What is the goal(s) of source expansion?
2. For candidates that find you:
 - a. Share favorite source(s)
 - b. Evaluate: support demographics, patterns, needs, goal(s)
 - c. Identify potential gaps & how to verify
 - d. Brainstorm new sources
3. Repeat for candidates you find





SOURCE EVALUATION & IDENTIFICATION



HOW'D IT GO?

Share assumptions,
source ideas,
observations



NEXT STEPS



1. Identify current sources
(by job, department, discipline, location, etc.)
2. Evaluate & identify gaps
3. Find & evaluate new sources
4. Test source(s)
5. Share findings



THANK YOU