

Driving Results

A Dialogue about Diversity Recruiting

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Approach

- Phased Approach to Re-energizing a Diversity Recruitment Initiative
 - ◆ Phase 1: Assess
 - ◆ Phase 2: Design
 - ◆ Phase 3: Implement
 - ◆ Phase 4: Evaluate

Assessment Phase

- Analysis of what's currently in place with respect to your
 - ◆ Recruitment practices & activity
 - ◆ Diversity initiative
- Analysis of
 - ◆ Workforce demographics & skills
 - ◆ Geographic markets
 - ◆ Past successes and lessons learned

Assessment Phase

- Analysis of Recruitment Practices should include a review of
 - ◆ Corporate Web Site as a recruitment vehicle
 - ◆ Employment Branding efforts
 - ◆ Print or other media advertising
 - ◆ Participation in job fairs
 - ◆ College recruitment
 - ◆ Any other recruitment efforts

Employment Branding

- “The Few, The Proud, The _____.”
- **What Makes the Company Attractive?**
 - ◆ What it’s going to be like working here
 - ◆ What does the new generation need and want from a workplace
- **Focus On Attributes**
 - ◆ What differentiates you from others, e.g. an informal culture

Assessment Phase

- **Develop Your Goals**
 - ◆ **Short Term Goals**
 - ◆ Immediate, visible results
 - ◆ **Long Term Goals**
 - ◆ Integrated, sustained results
 - ◆ Leverage other diversity activities

Design Phase

- Identify diversity outreach & recruiting sources that align with your organization's hiring needs (local & national)
 - ◆ For example: Professional Societies and Trade Organizations
 - ✦ **Biotech Industry:** National Organization for Professional Advancement of Black Chemists and Chemical Engineers
 - ✦ **Aerospace:** Women in Aerospace (WIA)
 - ✦ **Engineering & IT:** Society of Women Engineers; Society of Hispanic Professional Engineers
 - ✦ **Healthcare:** National Association of Hispanic Nurses
 - ✦ **Functional:** National Association of Black MBAs; American Association of Hispanic CPAs; Women in Advertising & Marketing

Implementation Phase

- Identify ways to partner and work with Professional Societies and Trade Organizations
 - ◆ Job/career fairs
 - ◆ On-line job postings
 - ◆ Trade publications
 - ◆ Sponsorships at conferences
 - ◆ Exhibitor at conferences
 - ◆ Provide speakers at conferences
 - ◆ Sponsor/host local meetings

Design Phase

- Identify colleges and universities with whom to establish relationships
- For example
 - ◆ Hispanic Association of Colleges and Universities (HACU)
 - ◆ Coppin State College (Baltimore)
 - ◆ Morgan State University (Baltimore)
 - ◆ Bowie State University (Bowie, MD)
 - ◆ Hampton University (Hampton VA)
 - ◆ Howard University (DC)

Implementation Phase

- Identify ways to partner and work with colleges and universities
 - ◆ Job/career fairs
 - ◆ On-line job postings
 - ◆ Speakers
 - ◆ Internship programs

Design Phase

- Identify community education and outreach agencies and programs (local and national)
- For Example
 - ◆ Urban League; National Council of La Raza; Hispanic Chamber of Commerce; local churches and high schools with heavy minority populations

Implementation Phase

- Identify ways to partner and work with community resources
 - ◆ Public service announcements (e.g. stay in school campaigns)
 - ◆ Promote specific careers
 - ◆ Sponsor career centers
- Leverage public relations efforts
 - ◆ Coordinate all diversity-related activities
 - ✦ Community relations; corporate contributions; investor relations; public relations; advertising and marketing

Design Phase

- Identify effective advertising vehicles that will reach diverse target audiences, for example
 - ◆ On-line job postings
 - ◆ Trade publications
 - ◆ General interest publications that reach diverse audience
 - ◆ Editorials
 - ◆ Direct Mail Campaigns
 - ◆ Air Time (Radio, TV, etc)

Design Phase

- Communication and Employment Branding
 - ◆ Understand the needs and interests of each audience segment
 - ◆ Target audience as potential employees, customers and suppliers
 - ◆ Identify methods for building and communicating a solid employment brand (web site; media ads; collateral material; marketing campaigns; community events and sponsorships)

Implementation Phase

- Coordinate all diversity-related communications
 - ◆ Community Relations; Public Relations; Investor Relations; Advertising and Marketing
- Communicate a pro-diversity reputation
- Execute the action in your message
- Integrate the message

OUTCOMES:

Design & Implementation Phase

- Recommendations
 - ◆ Short-term actions to include specific recruitment and outreach activities
 - ◆ Long-term actions to include recommended programs for
 - ◆ Recruitment and Retention
 - ◆ Employment Branding
 - ◆ Integration of Diversity-Related Activities



Evaluation Phase

- Define measurements for success
 - ◆ Short Term
 - ◆ Long Term

 - ◆ Results Measurements
 - ✦ Quantitative
 - ◆ Process Measurements
 - ✦ Qualitative



Evaluation Phase

- Short Term
 - ◆ Expansion of recruitment resources/applicant pool
 - ◆ Placement Rate Goals (percentages)
 - ◆ Achievement of placement goals
- Long Term
 - ◆ Rolling 5-year staffing plan
 - ◆ Continuous improvement at all levels of workforce
 - ◆ Improved image from positive reputation and increased diverse representation in all positions

Evaluation Phase

- Results Measurements
 - ◆ Comparison of applicant pool versus recruitment area availability
 - ◆ Cost per hire
 - ◆ Yield ratios
 - ◆ ROI
 - ◆ Scorecard -- Achievement of goals
- Results measurements can be Short Term or Long Term

Evaluation Phase

- Process Measurements
 - ◆ Key initiatives and activities that insure ability to attract, hire, retain and develop the best and most qualified employees
 - ◆ Over time, these processes should result in a diverse feeder pool of qualified employees
- Process measurements are generally Long Term

Evaluation Phase

- Process Measures Examples
 - ◆ Communication
 - ◆ Outreach, recruitment and hiring
 - ◆ Placement & development
 - ◆ Succession planning
 - ◆ Retention

On-going Process

Evaluate
the results

