

# Diversity, Equity and Inclusion (DEI) Accelerate Community

## Session III Recruiting, Retaining and Advancing Diverse Talent

March 19, 2020

Session recording:

<https://www.youtube.com/watch?v=MhhcrJpmkrl&feature=youtu.be>

# Facilitator

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# Today's Topics

- State of Diversity, equity and Inclusion in talent recruitment
- Addressing equity in underrepresented groups of talent
- Presentation by National Organization on Disability (NOD)
- Discussion on equity programs

# Participating Companies

**Julie Biberstein**

Director, Impact Operations

Equinix, Inc.

**Phil Langford**

Asst. Director of Tech Advancement &  
Outreach

**Molly Schuld**

STEM Outreach Specialist

Northwestern Mutual

**Jennifer Brunelle**

Head of Charitable Giving

NRG Energy, Inc.

**Aditi Trehan**

Senior Manager  
Workforce Effectiveness

Tata Consultancy Services

**Kathleen “Kitsy” Blanc**

Senior Manager  
Corporate Responsibility

**Janet Rodriguez**

Diversity Talent Acquisition  
Consultant

PricewaterhouseCoopers, LLP (PwC)

**Monica Council-Miles**

Manger, Volunteerism & Grants  
Social Investments Department

**Johnel Evans**

Vice President, Diversity and  
Inclusion

DB



# **The State of Diversity, Equity and Inclusion in the Talent Recruitment Process**



**“No business or product success can replace the human dignity and basic decency with which we treat each other.** We are on a journey to close the gap between our espoused culture and the lived experience for every employee at Microsoft. It starts with embracing a growth mindset and being willing to confront our own fixed mindset. We do this each day when we practice customer obsession, strive to make our workplace more diverse and inclusive, and act as One Microsoft.” ~Satya Nadella, Chief Executive Officer, Microsoft



# Are we closer to inclusion?

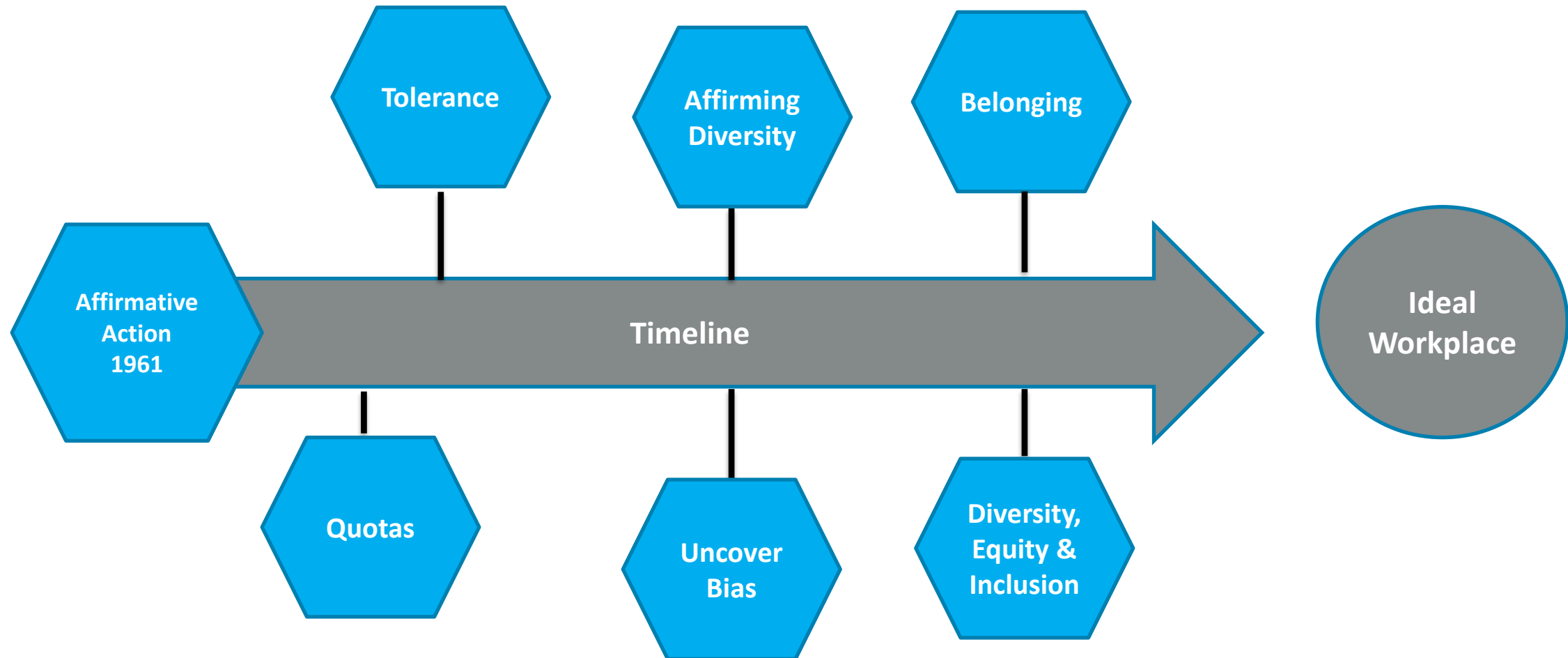




# The legal aspects

- **1954** - The US Supreme Court, in [Brown v. Board of Education](#), rules that the "separate but equal" doctrine violates the Constitution.
- **1961** - President Kennedy creates the [Council on Equal Opportunity](#) in an Executive Order. This ensures that federal contractors hire people regardless of race, creed, color or national origin.
- **1964** - The [Civil Rights Act](#) renders discrimination illegal in the workplace.
- **1978** - In [Regents of the University of California v. Bakke](#), a notable reverse discrimination case, the Supreme Court rules that colleges cannot use racial quotas because it violates the Equal Protection Clause. As one factor for admission, however, race can be used.
- **1995** - The University of Michigan rejects the college application of Jennifer Gratz, a top high school student in suburban Detroit who is white.
- **2008** - Abigail Noel Fisher, a white woman, [sues the University of Texas](#). She argues that the university should not use race as a factor in admission policies that favor African-American and Hispanic applicants over whites and Asian-Americans.
- **April 22, 2014** - In a six to two ruling, the Supreme Court [upholds Michigan's ban](#) of using racial criteria in college admissions.
- **July 15, 2014** - [The US Court of Appeals for the Fifth Circuit upholds the use of race by the University of Texas](#) as a factor in undergraduate admissions to promote diversity on campus. [The vote is two to one.](#)
- **October 1, 2019** - US District Court Judge Allison Burroughs upholds Harvard's admissions process in the Students for Fair Admissions case, ruling that while Harvard's admissions process is "not perfect," she [would not "dismantle a very fine admissions program that passes constitutional muster, solely because it could do better."](#)

# Diversity timeline?



# What the workforce wants...

67%

of job seekers say a diverse workforce is an important factor when evaluating a company and job offers



# Workforce diversity is important to...

70%



Men

62%



Women

89%



Black/AA

80%



Asian

70%



Hispanic/Latino

"What Job Seekers Really Think About Your Diversity and Inclusion Stats" Glass Door

# American workers want diverse workplaces

- Just over half (55%) of American workers agree that their place of work has D&I policies in place;
- 45% of the workforce is employed by organizations that aren't creating safe and welcoming environments for their employees.
  - 45% of American workers experienced discrimination and/or harassment in the past year. Gallup Poll
  - This affects employee safety, wellbeing, and retention, and stunts the economic success of a company.

# What's the good news?



- Increased understanding
- Business Case
  - Innovation
  - Profitability
  - Market expansion
- Workplace & Industry Education
  - Training
  - Conference
  - Certifications
- Culture shift-to-change
- Resources allocation
  - Employee Business resource groups
- Proactive goals



# **The State of the Pipeline: Addressing Equity in Underrepresented Groups of Talent**



An abstract graphic on the left side of the slide. It features a vertical line that divides the space. To the left of the line, there are several overlapping, semi-transparent dark blue circles. To the right of the line, there are several overlapping, semi-transparent light blue circles. The circles are of varying sizes and are arranged in a way that they appear to be part of a larger, continuous pattern.

# Employment Categories

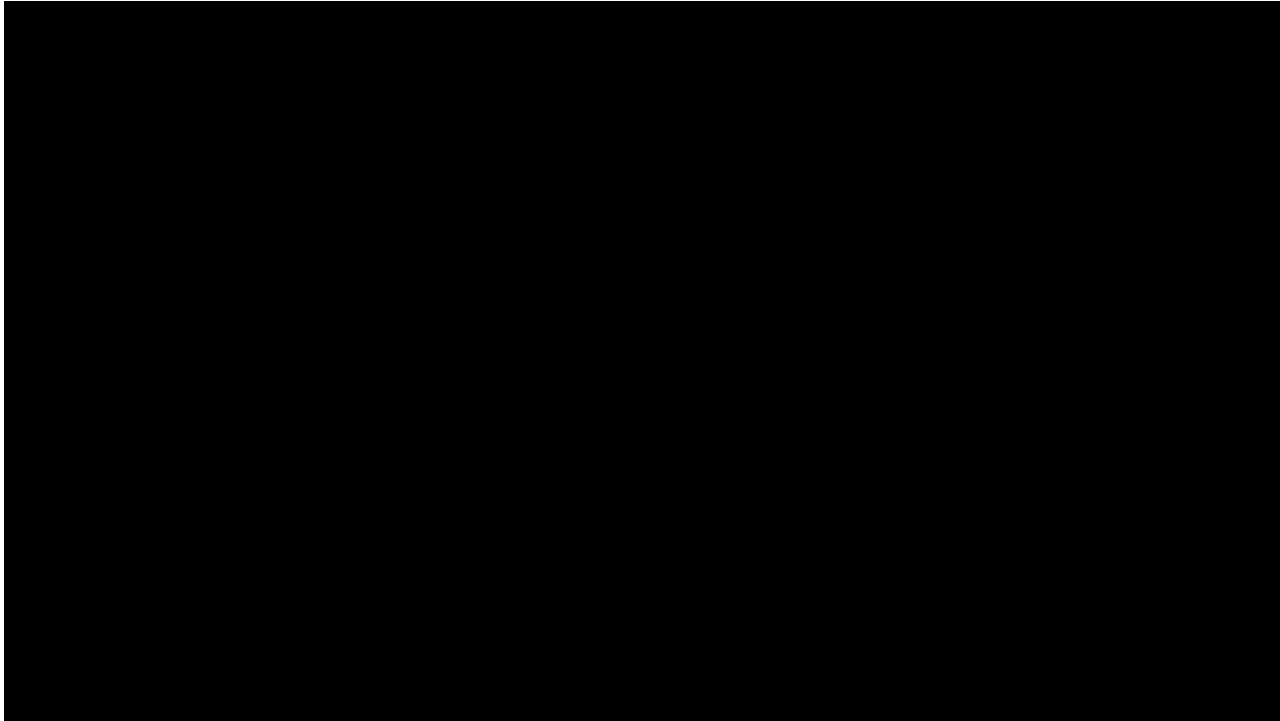
# TYPES OF DIVERSITY IN THE WORKPLACE YOU NEED TO KNOW

1. Cognitive disability aka Intellectual Functioning
2. Physical abilities and disabilities
3. Mental health
4. Neurodiversity (i.e. Attention Deficit Hyperactivity Disorder)
5. Behavior and ethodiversity
6. Personality and thought-style
7. Cultural background
8. Geographical location
9. Language, linguistical and accents
10. Ethnicity
11. Race
12. Citizenship
13. Age
14. Family and upbringing
15. Ideologies
16. Morals
17. Social role (i.e. gender roles)
18. Gender identity
19. Gender expression (external appearance of an individual's gender identity)
20. Sex
21. Sexual orientation
22. Education
23. Income
24. Social economic background
25. Life experiences
26. Privilege or social power
27. Marital status
28. Parental status
29. Veterans or Military experience
30. Criminal background
31. Political beliefs
32. Religious & spiritual beliefs
33. Work experiences
34. Skills

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# **Sourcing Talent in Philanthropy with an Equity Lens**

# Video: Hiring Bias



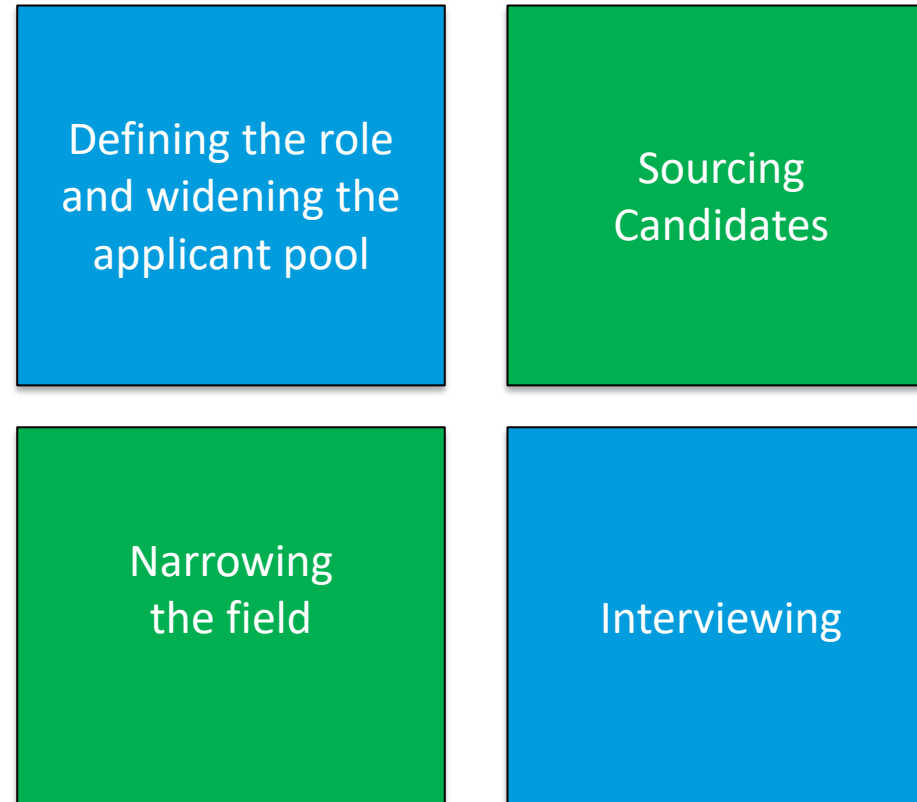
Link: <https://youtu.be/MRASZPQDPv0>

# Video Debrief

- What stands out to you about the candidate debrief process?
- How has your company's process address the issues in the video?
- After viewing the video, what would you enhance about this or your candidate post-interview debrief process?



# Philanthropic recruiting and selection with an equity Lens



# Defining the role and narrowing the applicant pool

## Focus on the gaps

- Ask hiring managers to consider the perspectives and experiences that would add value to their team.
- Add balance, perspective, life experience and diversity to our talented candidate pool.
- Keeps us focused on where we might find prospective and diverse candidates.

## Specify skills in job postings

- Avoid using inflexible credentials and minimum qualifications – like educational degrees or certifications as blunt stand-ins for more specific skills.
  - Credential proxies may not provide value in and of themselves but are assumed to reflect a set of skills and experience.
  - Be specific about what skills are required.

The role  
and applicant  
pool

- Requiring people to come with experience in philanthropy perpetuates the lack of diversity.
- Identify experience that uses similar skills need.
- Open the applicant pool to people with relevant experience in private and public sectors

## Manage experience expectations

- Signal a commitment to DEI work gives applicants a glimpse into the culture, goals, and expectations of their potential employer.

## Intercultural competence, needed



# Sourcing Candidates

## Long-term Strategies

- Your equity brand matters.
- Does your company's "equity credibility" attract a deep and diverse pool of candidates?
- Build relationships before vacancies open
- Reach out to affinity groups, community organizations for warm contacts.
- Build trust that future candidates will be in good hands if they work with you.

## Short-term Strategies

- Demystify and make it easy for people to figure out what the job – and the organization – is all about.
- Host webinars after the posting. Share who's may flourish in the role and who would not.
- Go beyond the usual job boards
- Use data from organizations whose people and work are consistently admired to identify candidates.

# Narrowing the field

Use a diverse  
group of reviewers

- Guard against the natural tendency to select candidates like you and like those already employed at the organization.
- Include a diverse group of employees in the application review stage.

Know your  
candidate pool

- Manage whether the pool has sufficient geographic, racial, cultural, gender and sector diversity to promote opportunity to hire top candidates.
- Stress test whether perspective gaps identified up front as particularly valuable are met.
- If the candidate pool is homogenous go back to look at candidates who have shared aspects of their identity that would cause them to be screened out.

# Interviewing

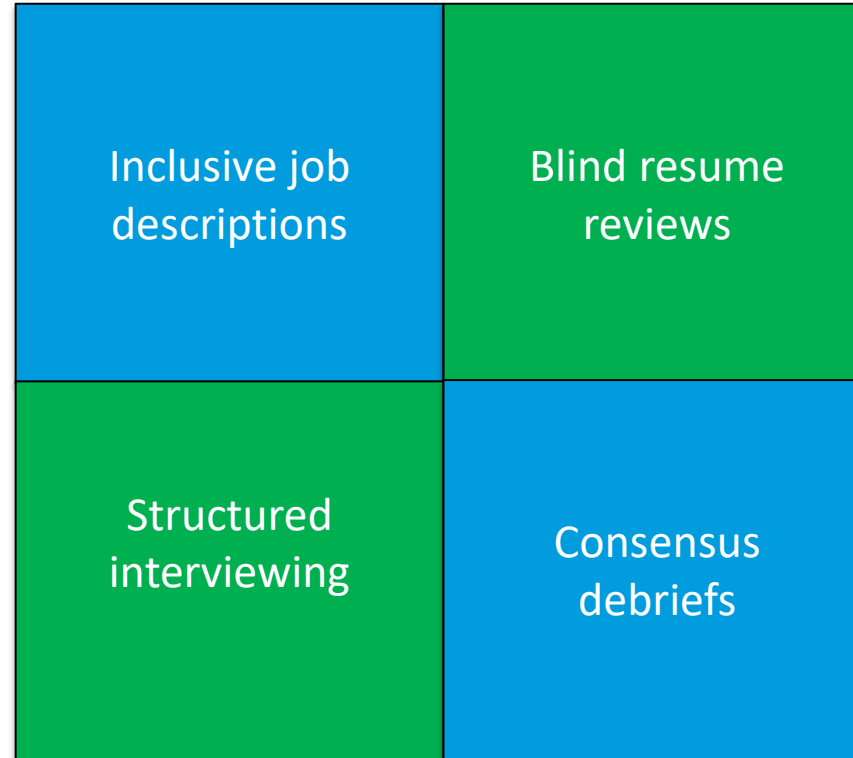
Use structured questions

Choose neutral topics for small talk

Be accommodating

Default to in-person interviews

# Ideas to remove bias in the interviewing process



# Reframing Culture Fit

“A great way to consider inclusion is for a company to reframe their thinking around **“culture fit”** and focus instead on creating **“culture add.”** This means that everyone is invited to have a seat at the table — and not only just a seat but an impactful presence.”

~Courtney Moran

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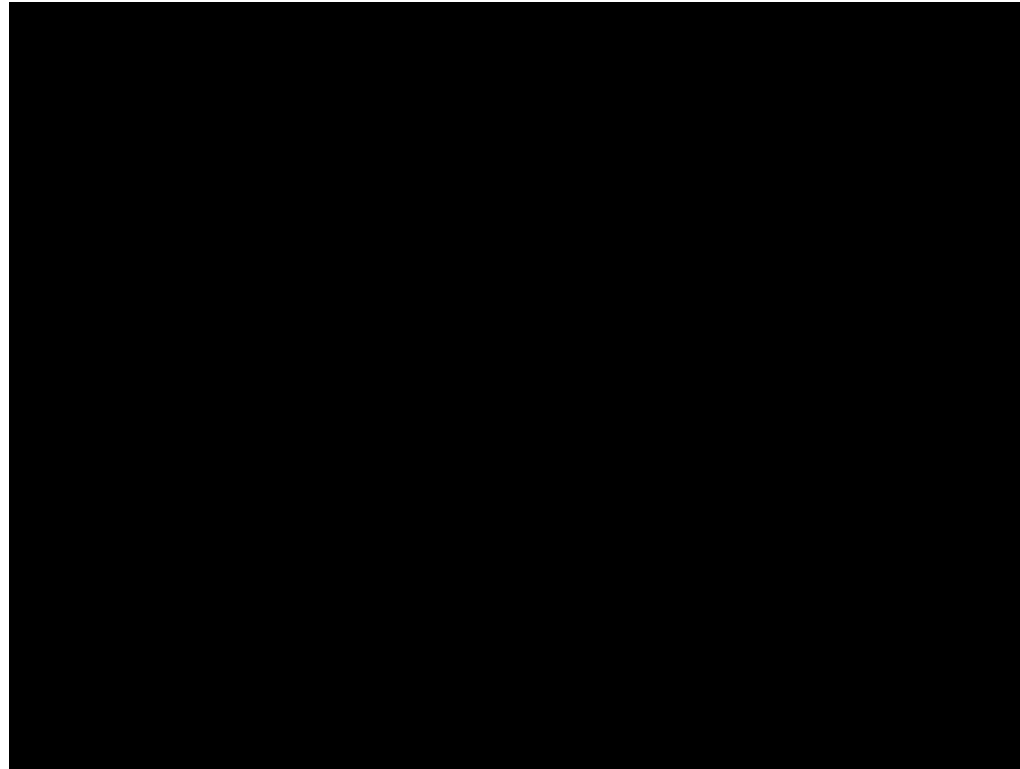
# **Advancement and promotion with an Equity Lens**

# Diversity in leadership

“A lack of diversity in the leadership promotes group think, hampers innovation, prohibits members of minority groups from being recognized for their contributions, and fails to meet client expectations.”



# Video: Selecting leaders



Link: <https://youtu.be/X6eQCRXz2vA>

# Video Debrief

- Which action(s) concerns you?
- If this occurred at your company, how would you address it?
- How can your company avoid affinity bias in the promotion and project opportunity selection process?





INTERNATIONAL ORGANIZATION ON  
**DISABILITY**

# **Recruiting, Retaining and Advancing Talent with Disabilities**

Diversity, Equity, & Inclusion Accelerate Community Meeting 3

March 19, 2020



# PRESENTER



**Felicia M. Nurmsen**

Managing Director, Employer Services

NATIONAL ORGANIZATION ON DISABILITY

Employment expert ensuring delivery of best-in-class disability employment products and services with high impact and exceptional quality to NOD's corporate clients.



## THE NOD ADVANTAGE



**Passionate Expertise**

CONSULTANTS WHO CARE

**37 Years**

**Data Driven**

INNOVATING DISABILITY SOLUTIONS

DISABILITY EMPLOYMENT BEST PRACTICES

**National Visibility**

YOUR SUCCESS IS OUR SUCCESS





# PATHWAYS TO ADVANCE DISABILITY INCLUSION

## PROFESSIONAL SERVICES

- Hiring engagements, training, self-ID, plan development + more

## DISABILITY EMPLOYMENT TRACKER

- Benchmarking + trends

## CORPORATE LEADERSHIP COUNCIL

- 50+ members
- Networking + learning events; digital resources

## LOOK CLOSER CAMPAIGN

- National awareness campaign powered by hiring companies

## INNOVATIONS

- Campus to Careers + Wounded Warrior Careers



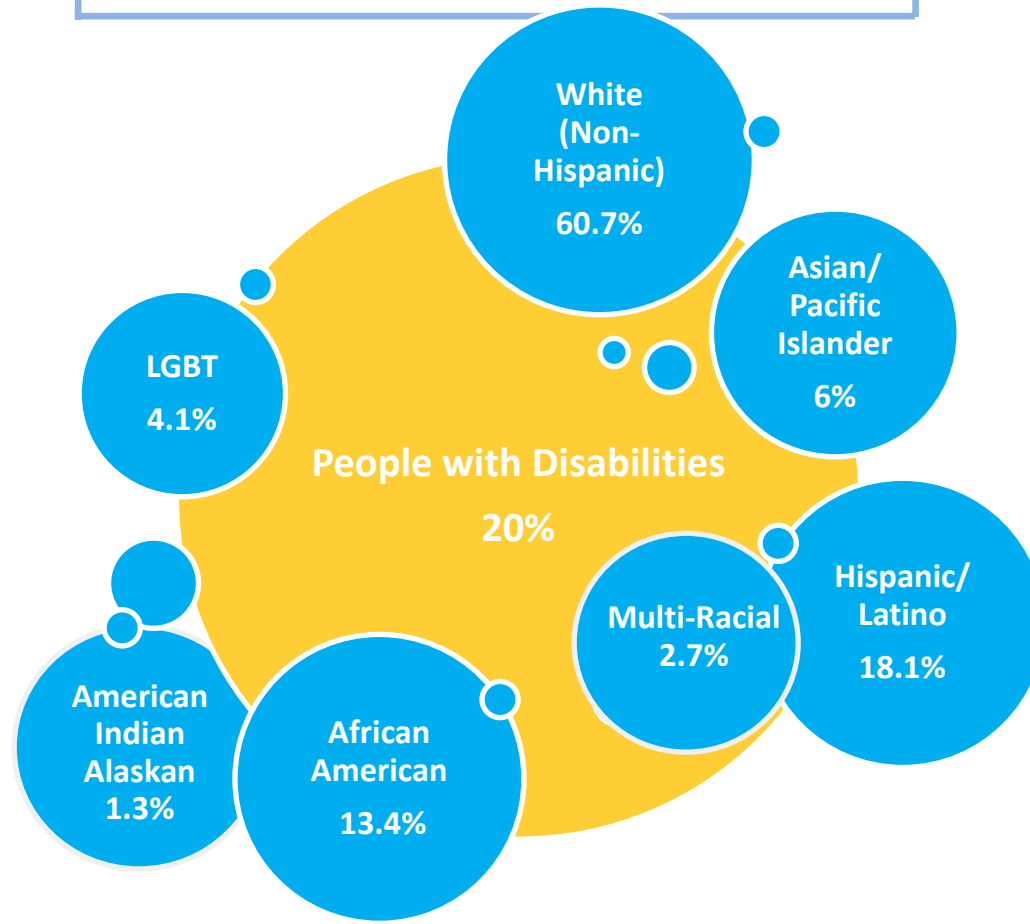


## THE DISABILITY ADVANTAGE



# DISABILITY IS DIVERSITY

## TOUCHES ALL MINORITIES ▼



2017 Census Bureau

## DISABILITY POPULATION ▼

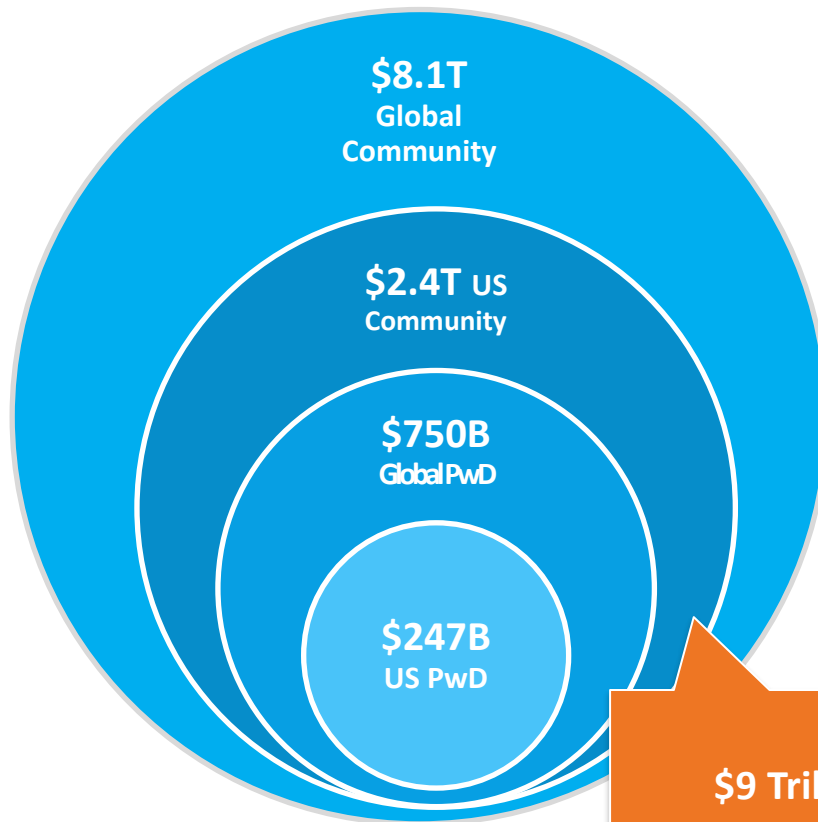
- **1 in 5 Americans** | Largest minority
- **57 Million** | American population
- **33 Million** | Working-aged adults
- **5 Million** | PwD have college degree
- **83%** | Acquire disability later in life

**74%**

**OF DISABILITIES  
ARE INVISIBLE**

# EMERGING GLOBAL MARKET

## DISPOSABLE INCOME ▼



**\$9 Trillion**  
Global disposable income  
of disability community

**3 Billion People**  
Global disability  
community

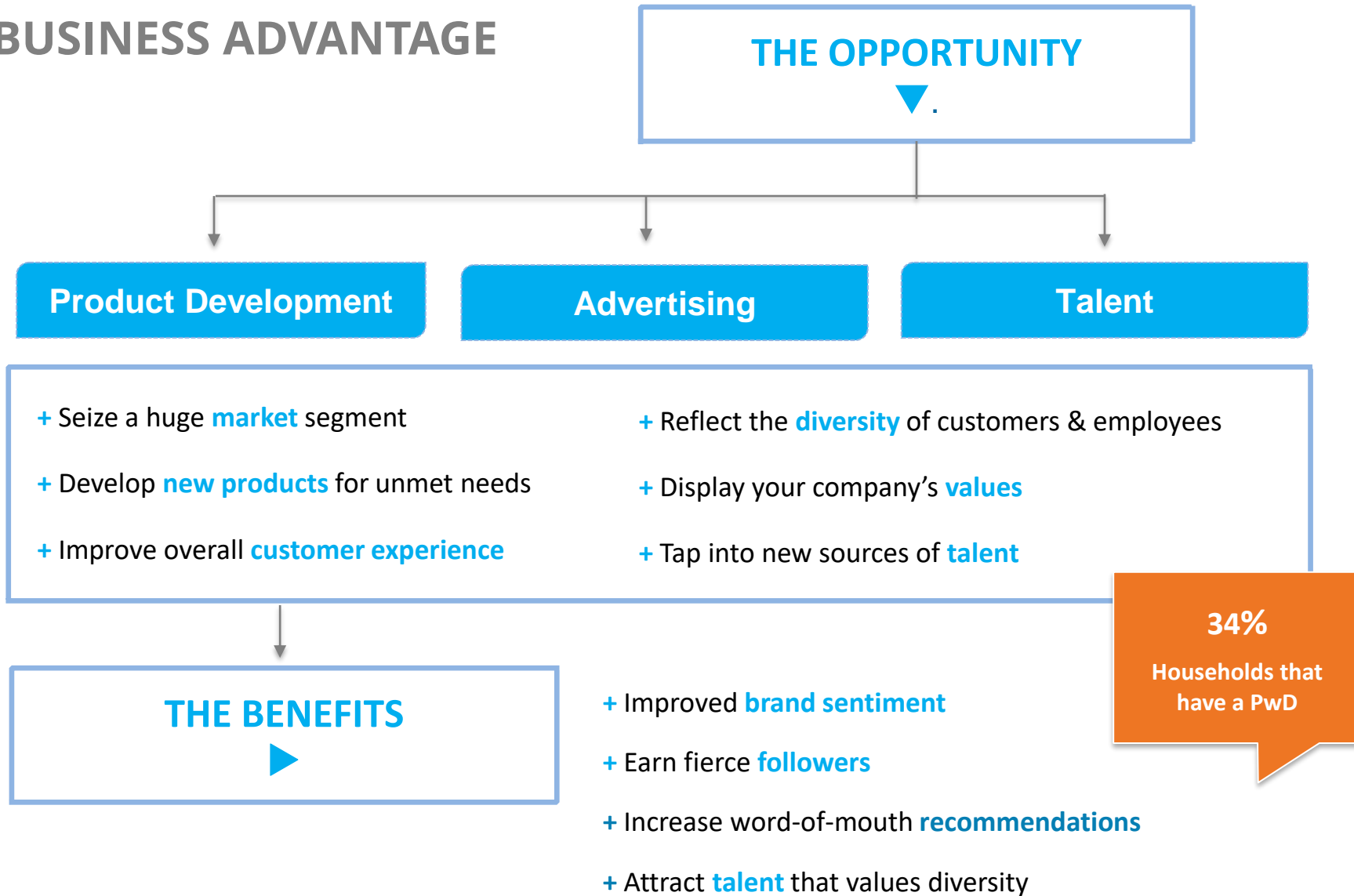
## GLOBAL POPULATION ▼

- **1.9 Billion** | Friends + Family of PwD
- **1.1 Billion** | People with Disabilities

## US POPULATION ▼

- **84 Million** | Friends + Family of PwD
- **57 Million** | People with Disabilities

# BUSINESS ADVANTAGE



# BUSINESS ADVANTAGE

## THE OPPORTUNITY



Talent

### Market Demand

- 77.7% | Labor Force Participation
- 6.4 Million | Current job openings
- 670K | Job vacancies

### Disability Supply

- 33.8% | Labor Force Participation
- 24 Million | Working-age PwD not employed
- 5 Million | PwD w/ college degree, only 25% employed

## THE BENEFITS



- 48% | Lower turnover
- 73% | Lower time-off expenses
- 92% | Favorable **Opinion** of Disability Employers
- 87% | Prefer to **Patronize** Disability Employers

# NOD'S DISABILITY EMPLOYMENT MATURITY CURVE

## WHERE DOES YOUR ORGANIZATION STAND?



# WORKFORCE INCLUSION

Five interdependent requirements for successful disability inclusion





# DISABILITY EMPLOYMENT TRACKER™

## WWW.NOD.ORG/TRACKER

- Free + confidential assessment to analyze your current state
- Benchmarking against 200+ peers
- Be considered for the **NOD Leading Disability Employer™ Seal & DiversityInc Top 50**

### Sample Tracker Scorecard

Inclusion Area	Leading Practices		Benchmarks
<b>Disability Employment: Strategy &amp; Metrics</b> <i>Goals, metrics and targets; measurement and reporting of progress against goals</i>	<ul style="list-style-type: none"><li>• Define, assess and refine a 12-18 month strategy for recruitment and employment of individuals with disabilities with measurable goals</li><li>• Track disability status in HRIS, including applicant disability status and disability status by job function</li></ul>		<b>Your performance: 48</b> <b>Group benchmark: 49</b>
<b>Disability Employment: Climate &amp; Culture</b> <i>Policies and practices that foster a culture that is inclusive of people with disabilities, focus on the employee, not the disability, and encourage self-identification</i>	<ul style="list-style-type: none"><li>• Develop well articulated and widely shared policies that specifically reference disability as a diversity segment</li><li>• Appoint a senior leader(s) who drives and is accountable for disability inclusion initiatives, including recruitment and retention</li></ul>		<b>Your performance: 63</b> <b>Group benchmark: 60</b>





# FINDINGS + TRENDS FROM THE 2019 DISABILITY EMPLOYMENT TRACKER



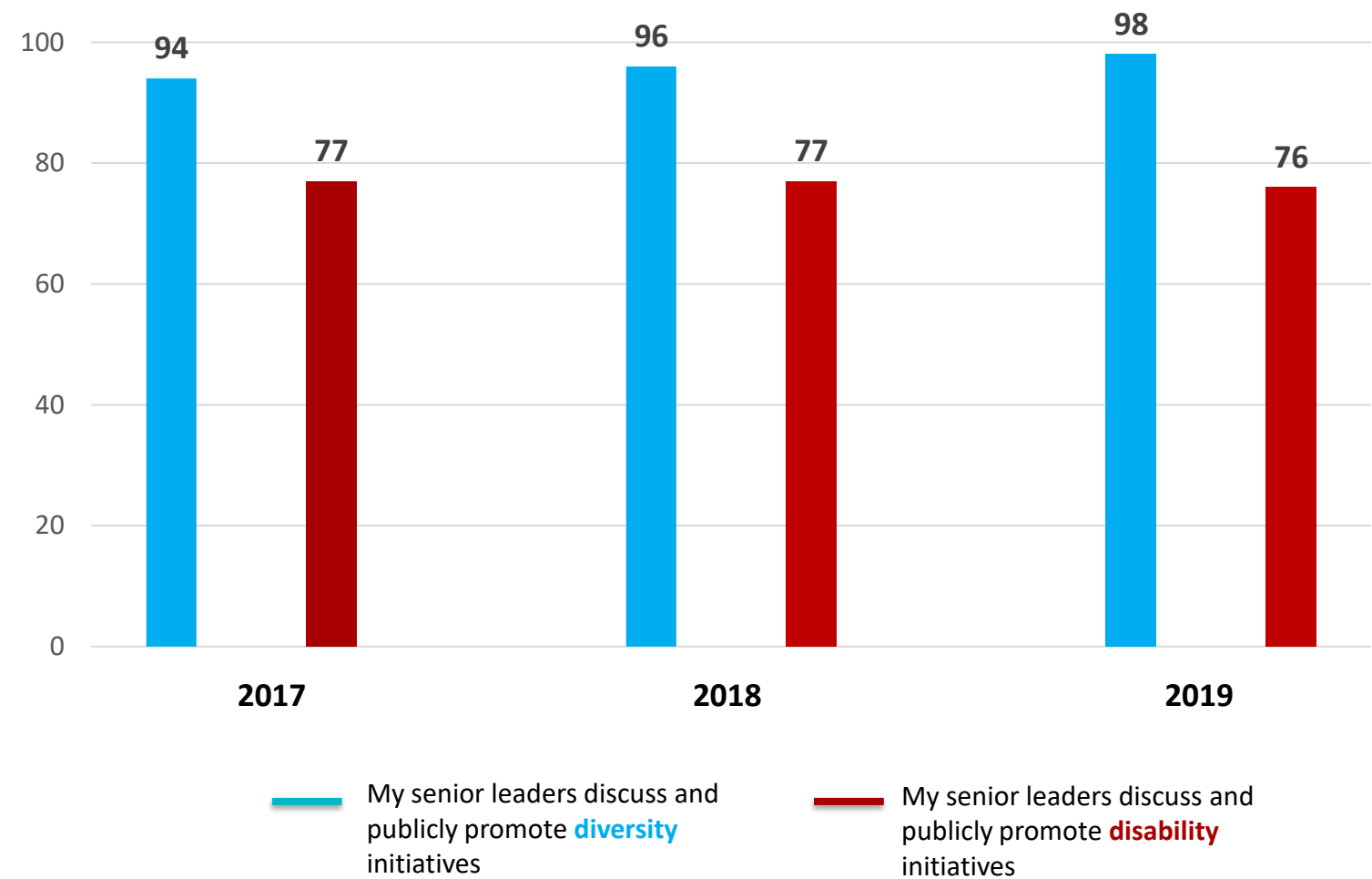
# DISABILITY TALENT OUTCOMES

The most important disability inclusion driver is getting and keeping **TALENT**

	Current Workforce	Candidates & New Hires
Results	<p><b>3.9%</b> ID with disability (<b>3.2%</b> in 2017)</p> <p>→ <b>Only 12%</b> have reached the target (<b>7%</b>) set by DOL (<b>7%</b> in 2017)</p>	<p><b>3.6%</b> ID with disability in 2018. (<b>3.1%</b> in 2017)</p>
Metrics & Tracking	<ul style="list-style-type: none"><li>▪ <b>90%</b> invite employees to self-ID (<b>86%</b> in 2017)</li><li>▪ <b>66%</b> track employees with disabilities by job group (<b>63%</b> in 2017)</li><li>▪ <b>32%</b> have engagement surveys that include disability questions analyzed for action (<b>40%</b> in 2017)</li></ul>	<ul style="list-style-type: none"><li>▪ <b>69%</b> track applicants with disabilities to all applicants (<b>67%</b> in 2017)</li><li>▪ <b>78%</b> track hires with disabilities to all hires (<b>70%</b> in 2017)</li></ul>

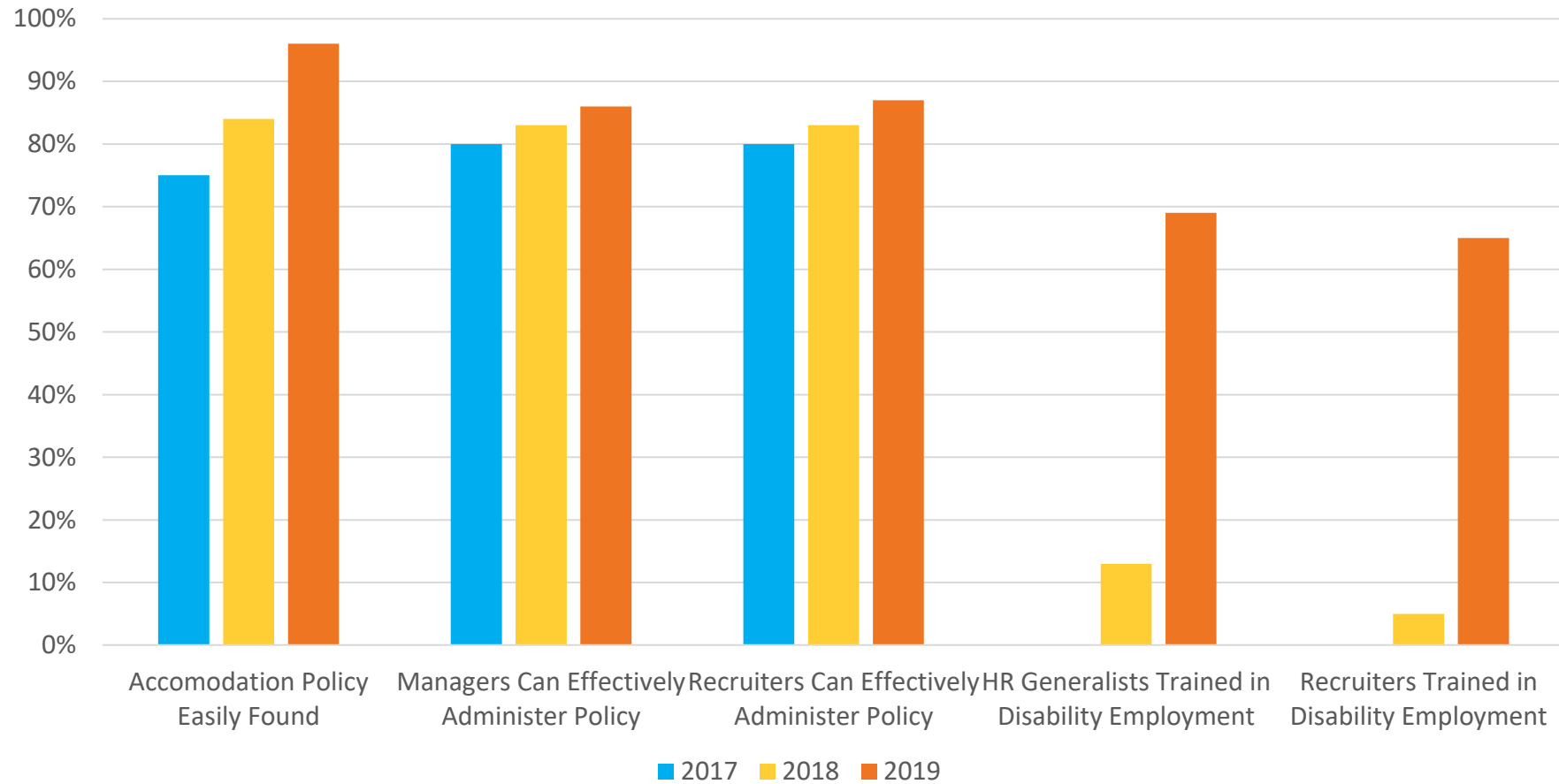
# CREATING AN INCLUSIVE CULTURE

## DISABILITY LAGS BEHIND GENERAL DIVERSITY EFFORTS



# AWARENESS OF DISABILITY INCLUSION

## INCREASED ACCESS TO ACCOMMODATIONS + TRAINING



# RECRUITING TRENDS FROM THE TRACKER

A variety of channels are used to source talent

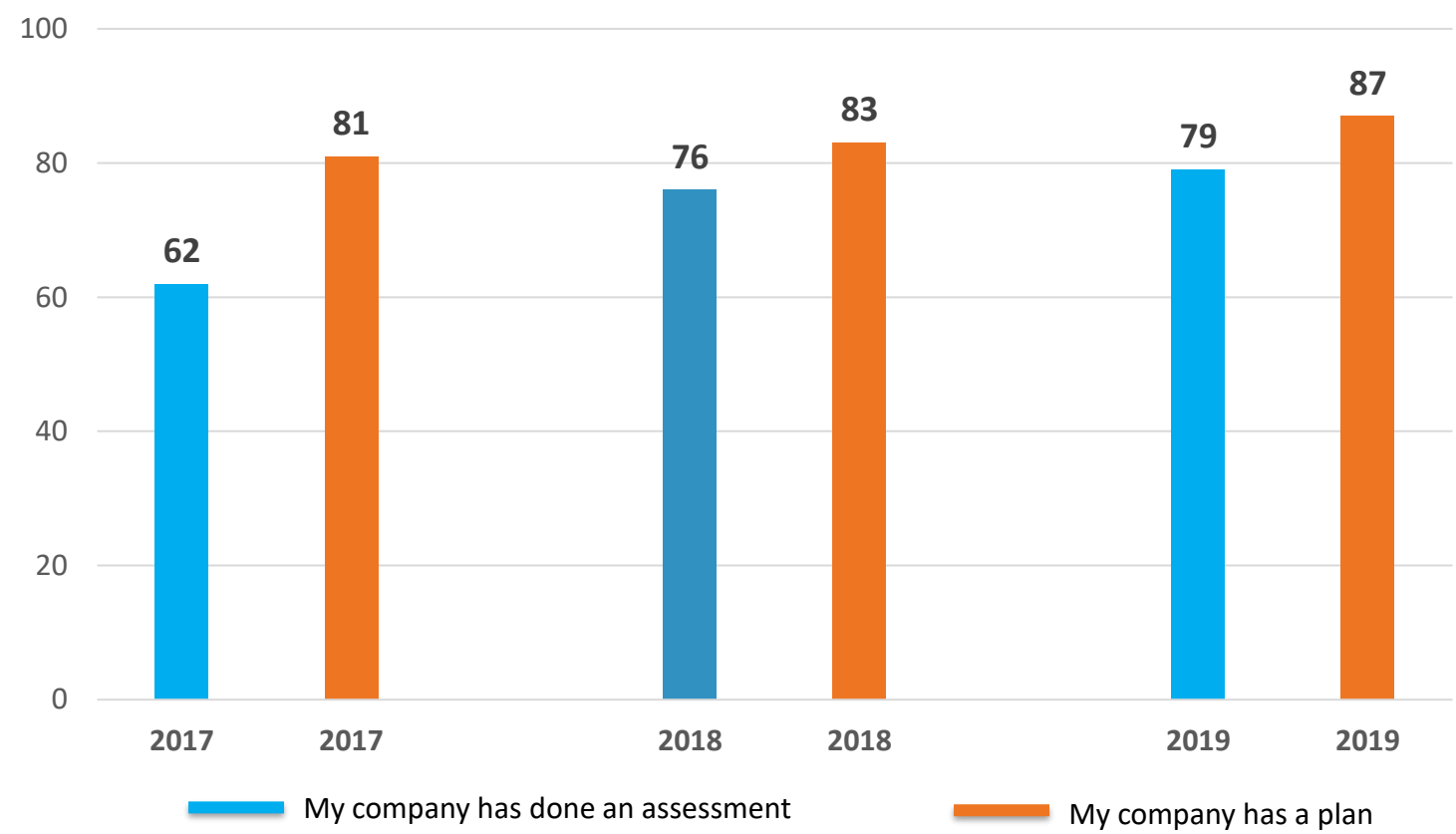
CHANNELS	USE/HIRE RATE	2018	2019
Disability-specific Job Boards	Rate Using	72%	77%
	Hire Rate Of Those Who Use	49%	48%
Community Partners	Rate Using	74%	73%
	Hire Rate Of Those Who Use	68%	71%
On-campus Disability-focused Recruiting	Rate Using	50%	54%
	Hire Rate Of Those Who Use	62%	57%
Existing (Non-disability Specific) Channels	Rate Using	48%	47%
	Hire Rate Of Those Who Use	58%	68%

81%

Annually Assess Effectiveness of Outreach +  
Recruiting for Candidates with Disabilities

# PLANNING FOR DISABILITY INCLUSION

## FEWER HAVE CONDUCTED AN ASSESSMENT OF CURRENT EFFORTS



Understanding your starting point will ensure the **most effective future plan**





# DISABILITY BEST PRACTICES ACROSS THE EMPLOYEE LIFECYCLE



# RECRUITING CANDIDATES WITH DISABILITIES

# Tenacious self-starters dedicated to upending preconceptions

**LOOKING FOR:**

**BOOKKEEPING SERVICES**  
Accounts Payable, Accounts Receivable, Bank/Credit Card reconciliations. Flexible rates starting at \$10 per hour.

**RECEPTIONIST WANTED**  
Our Clinic is looking for a Receptionist. A bookish girl with an ear for detail. Position is open for a three, passionate and self-motivated person.

**\* CALL NOW \***

**Sales Assistant**

**STUDENT LOANS**  
Do you need a Student Loan? We provide all kinds of options to assist you financially. CALL US TODAY.

**HOUSE FOR SALE**  
2 bed, bath open floor concept condo comes with a lovely kitchen, dining room, living room, and master bedroom. Now only \$289,000.

**RENOVATED 1 BEDROOM**  
The great corner unit has just been having renovated including new paint, flooring and appliances. \* \* \* \* \*

**GARDEN MAINTENANCE**  
Experienced in maintenance work such as lawn mowing, weeding, trimming, garden, pruning of plants, hedges, shrubs, and other maintenance and installation. Location: West River Rd.

**MORTGAGE SOLUTIONS!**  
We provide complete Property Management, Leasing and Real Estate Services for Residential and Commercial Properties.

**HOUSE FOR SALE**  
2 bed, bath open floor concept condo comes with a lovely kitchen, dining room, living room, and master bedroom. Now only \$289,000.








**RENOVATED 1 BEDROOM**  
The great corner unit has just been having renovated including new paint, flooring and appliances. \* \* \* \* \*


**GARDEN MAINTENANCE**  
Experienced in maintenance work such as lawn mowing, weeding, trimming, garden, pruning of plants, hedges, shrubs, and other maintenance and installation.

**IF THIS DOESN'T SOUND LIKE SOMEONE WITH A DISABILITY, IT'S TIME TO LOOK CLOSER.**

Visit [NOD.org/lookcloser](http://NOD.org/lookcloser)

Campaign Powered by:





National Organization on Disability

# INTERVIEWING CANDIDATES WITH DISABILITIES

**“I’M PROUD THAT I AM ABLE TO DO  
SMART, DILIGENT WORK, THAT HAS  
AN EDGE, FURTHERS SOCIETAL  
DIALOGUE, AND MAINTAINS MY  
SENSE OF HUMOR.”**



**NOD**

National  
Organization  
on Disability

**FRANK KINEAVY, DIVERSITYING**



# ONBOARDING NEW EMPLOYEES WITH DISABILITIES

“  
I’D NEVER REALLY THOUGHT ABOUT WHAT I  
WANT MY LEGACY TO BE. BUT THE MAJOR  
POINT THAT I COME BACK TO IN THINKING  
ABOUT IT NOW IS **PURPOSE.**”

BRANDON LYONS, EY



IT’S TIME TO **#LOOKCLOSER** AT HOW YOU HIRE.

## RETAINING + ADVANCING EMPLOYEES WITH DISABILITIES

**“Being the mother of a son with disabilities carries a unique set of challenges, but raising my son has also helped prepare me to be an impactful leader.”**

**-LISA HESKETT,  pwc**



National  
Organization  
on Disability  
[NOD.org/lookcloser](https://NOD.org/lookcloser)



**IT'S TIME TO #LOOKCLOSER AT HOW YOU HIRE.**

## RETAINING + ADVANCING EMPLOYEES WITH DISABILITIES

**“Creating lasting change,  
especially around the inclusion  
of people with disabilities...is  
not about easy victories or  
short timelines.”**

**—PATRICK COKLEY, ANTHEM**



National  
Organization  
on Disability

[NOD.org/lookcloser](https://NOD.org/lookcloser)



**IT'S TIME TO #LOOKCLOSER AT HOW YOU HIRE.**









# NATIONAL ORGANIZATION ON **DISABILITY**

## QUESTIONS + RESOURCES

**Felicia M. Nurmsen**

Managing Director, Employer Service  
[nurmsenf@nod.org](mailto:nurmsenf@nod.org)

**Disability Employment Tracker**

[www.NOD.org/tracker](http://www.NOD.org/tracker)

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# **Advancement and promotion with an Equity Lens**

# LEADERSHIP OPPORTUNITIES: EQUAL OPPORTUNITY ON FAIRNESS

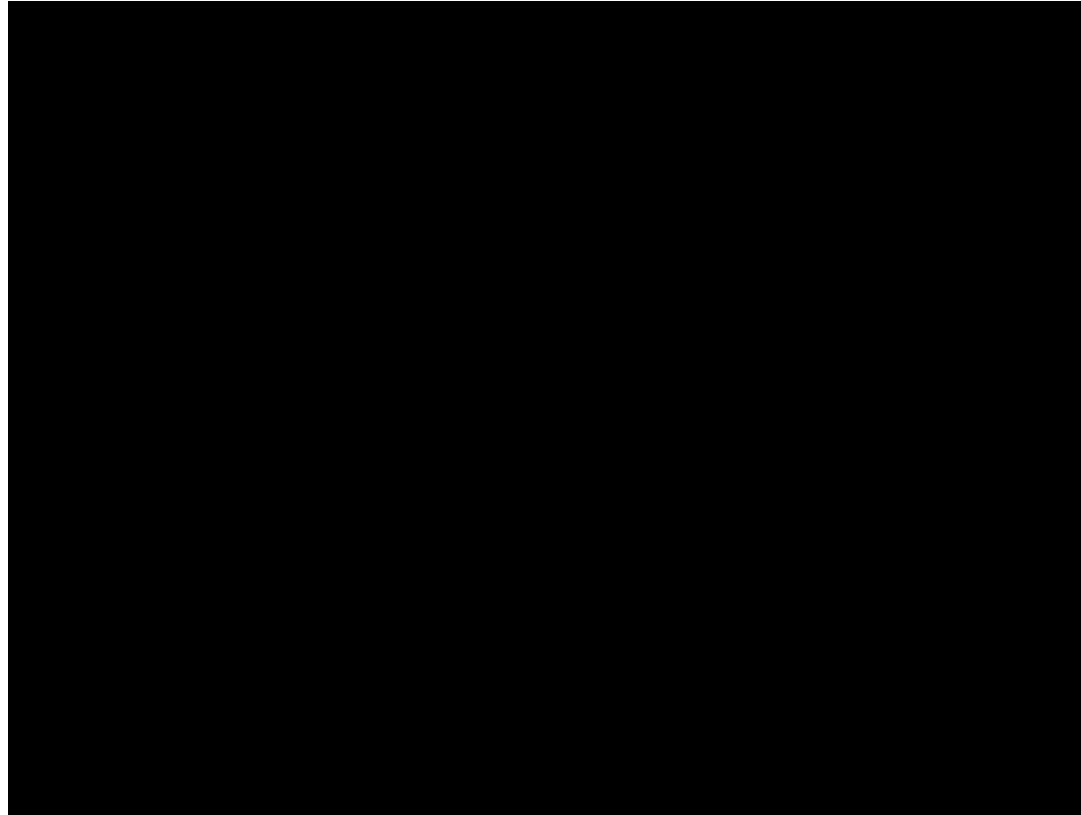
	ALL MEN	ALL WOMEN	LESBIAN WOMEN	BISEXUAL WOMEN	WOMEN WITH DISABILITIES	WHITE WOMEN	ASIAN WOMEN	LATINAS	BLACK WOMEN
EQUAL OPPORTUNITY ON FAIRNESS									
I have equal opportunity for growth and development	69%	66%	70%	66%	54%	69%	63%	62%	56%
I have equal opportunity for advancement	59%	55%	57%	54%	41%	57%	54%	54%	42%
I have equal access to sponsorship	34%	30%	33%	26%	21%	32%	28%	30%	26%
Promotions are fair and objective	51%	46%	48%	44%	36%	48%	42%	44%	35%
The best opportunities go to the most deserving employees	48%	40%	40%	38%	31%	42%	41%	39%	28%
Only the most qualified candidates are promoted <sup>18</sup>	23%	17%	16%	15%	13%	18%	17%	15%	11%

# LEADERSHIP OPPORTUNITIES: MANAGERS SUPPORT AND SPONSORSHIP

	ALL MEN	ALL WOMEN	LESBIAN WOMEN	BISEXUAL WOMEN	WOMEN WITH DISABILITIES	WHITE WOMEN	ASIAN WOMEN	LATINAS	BLACK WOMEN
MANAGER SUPPORT AND SPONSORSHIP <sup>19</sup>									
My manager helps me navigate organizational politics	29%	28%	31%	26%	22%	30%	24%	28%	24%
My manager advocates for new opportunities for me	34%	36%	35%	37%	28%	37%	35%	35%	29%
My manager gives me opportunities to manage people and projects	45%	41%	45%	38%	32%	43%	40%	39%	36%
My manager provides opportunities for me to showcase my work	42%	39%	40%	38%	31%	41%	39%	38%	36%
My manager helps me manage my career path	24%	25%	26%	26%	19%	26%	24%	26%	22%
I have the sponsorship needed to advance my career <sup>20</sup>	33%	30%	29%	30%	20%	31%	27%	31%	24%



# Video: Behavior analysis bias



Link: <https://youtu.be/0Hwkv7HWML0>

# Programs

- Candidate Identification
- Mentoring and sponsorship
- Talent and Leadership development programs
- Employee Resource Groups
- Goals
  - Bonus/compensation incentive reinforcement (most effective)

# Wrap up

- Closing remarks
- Next meeting

