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From Concept to Action: How to Embed and Operationalize DEI in Your Talent Strategy

Thought Leadership

5,000
Federal Contractors
Work with Us

HRCI & SHRM accredited Webinars

The OFCCP Digest and DEI Matters Newsletter publications

Ask the Experts forum with industry leaders

Proud member of
- Industry Liaison Groups (ILG)
- American Association of Access, Equity and Diversity (AAAED)

Sponsor and speak at OFCCP & Diversity related conferences nationally

Compliance and diversity Circa Blog

SONY

shutterstock

American Red Cross

Goodwill

GENERAL DYNAMICS

BNSF RAILWAY

leidos

Nature's Way

Elmhurst College

RBC

ABB

UNION PACIFIC

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Speakers

ROSELLE ROGERS
VP Diversity, Equity, Inclusion
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- **The Challenge to Transform**
- **Evaluating Your Talent Strategy**
  - Biases and Blind Spots
  - The Corrective Lens
  - Strategies and Practical Actions
- **Conclusion**

The Challenge to Transform

46.7%

of HR professionals see their organization's DEI initiatives as ineffective

The State of Diversity, Equity & Inclusion 2022

Barriers to increasing the effectiveness of DEI initiatives in organizations:

1. Insufficient prioritization at top leadership levels

2. Lack of metrics to identify sufficient DEI

3. Inadequate training

4. Lack of understanding the potential benefits of DEI

5. Lack of budget

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76%

of job seekers say a company's commitment to diversity & inclusion is important when evaluating a potential employer

Glassdoor, 2021

Top Predictors of Attrition
During the Great Resignation

Importance relative to Compensation

- Toxic corporate culture (10.4)
- Job insecurity and reorganization (3.5)
- High levels of innovation (3.2)
- Failure to recognize employee performance (2.9)
- Poor response to COVID-19 (1.8)

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Talent Acquisition

Hiring Process

Qualifications and Selection Criteria

Career Site and Job Postings

Selection Panel

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Biases & Blind Spots

- Stereotyping
- Affinity Bias
- Candidate Attributes
  - Names
  - Address & Location
  - Photos
- Minimum qualifications
  - Degree
  - Length of experience
- Language in job postings
- Assessment testing
- Accessibility of application process

The Corrective Lens

Hiring Process

- **Do you have a standard hiring process and is it documented?**
- **Breakdown the stages in your hiring process. Compare the rate of progression of underrepresented groups in the funnel with that of your majority groups.**
  - Are there certain stages where underrepresented groups are falling off in disproportionate numbers compared to majority groups?
  - Is the difference greater than 20%?
  - What are the selection criteria being applied at these stages? Who is making the selection decision?

Qualification & Selection Criteria

- **Review the minimum & preferred qualifications for eligibility**
  - Are these job-related and accurate predictors of successful performance?
- **Review the process for evaluating qualifications**
  - Are they being measured and compared in an objective and quantifiable manner?
  - Do you have a standardized process (behavioral questions, etc.) for assessing candidates?
  - Is the criteria and measurement consistently being applied?
  - If you use any form of testing, has the test been validated?

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The Corrective Lens

Career Site & Job Postings

- **Review the language used in your job postings**
  - Are there gender-coded pronouns or words?
  - Are the job tasks and required skills clearly communicated?

- **Career Site**
  - Is the imagery being used diverse and inclusive?
  - Is the site accessible and ADA compliant?
  - Is the messaging welcoming and inclusive?
  - Are the benefits and perks communicated inclusive?

- **ATS**
  - Do your dropdown menus provide for other response options so as not to exclude other candidates?
  - Are there knockout questions that disproportionately exclude or impact underrepresented groups?
  - Is there a higher rate of abandoned applications among underrepresented groups?
  - Is your accommodations policy visible to job seekers who may need to request it?

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The Corrective Lens

Selection Panel

- **Are you presenting a diverse slate of candidates?**

- **Do you have diverse hiring teams & diverse interview panels?**

- **Are the people involved in sourcing selection and hiring trained?**

  - Are they familiar with your company's diversity goals, EEO policy, and if you have one - affirmative action program?

  - Did they receive DEIB and Inclusive Hiring training? (Unconscious Bias, Myths about Fit and Merit, etc.)

Strategies & Practical Action

Diversify Your Recruitment Sources

Job descriptions

Recruitment sources

Recruitment marketing

Internship program

Leverage AI and tech

ADA compliant process

Make Your Selection Process More Inclusive

Skills-based hiring

Step analysis

Strategic disposition codes

Diverse interview panel

Objective evaluation

"Culture add" not "culture fit"

Improve Onboarding to Retain Employees
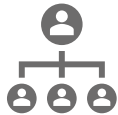
1 Hired = Day 1

Pronouns & preferences

Accessibility

Connect with ERGs

Mentorship

Career sponsors

Feedback & questions

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Conclusion

- We all have biases.

- Biases and barriers can be individual and/or systemic.

- Use the corrective lens to evaluate your talent acquisition practices for systemic issues.

  - DEI Audit Checklists in Circa's new ABI product
    - Talent Acquisition
    - Performance Management
    - Learning and Development
    - Compensation

- Systemic issues require systemic solutions in order to institutionalize DEIA

Diversity & Compliance Solutions

OFCCP Compliance & Diversity Outreach

- Concurrent ESDS/state job bank postings
- Community & diversity outreach program
- Outreach Management System (OMS)
- Monthly ESDS notifications
- VetConnect™
- Compliance Audit Support Team (CAST)
- Instantly receive up to 300 candidates who are ranked and scored based on experience with Diversity Sourcing

Diversity Recruiting

- Utilize 15,500+ diversity & community sites
- Automatically send jobs to diverse talent pools
- Proactively build relationships in OMS
- Source tracking & reporting
- Instantly receive up to 300 candidates who are ranked and scored based on experience with Diversity Sourcing
- Diversity Employer Badge to use in your advertising & job promotions

DEI Strategy, Analytics, & Engagement

- Complete DEI assessment with a 12-month DEI plan
- Cost-effective way to align & engage leadership & employees
- Analytics & reporting utilizing up to 50 key performance indicators
- Engagement platform & communication toolkit

AAP Powered by Affirmity

- Simplifies AAP development by automating the process & minimizing the risk
- Intuitive interface and best practice guidance for AAP
- Improves reporting with easy-to-use formats and graphs
- Allows multiple users to work simultaneously
- Includes 2010 EEO Tabulation Census and industry data

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Questions?

We're here for you…

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