



The future of hiring.

Using Performance-based Hiringsm to Develop a Proactive Diversity Pipeline

Based on Lou Adler's
Hire With Your Head
John Wiley & Sons, 2002

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Agenda

- Understanding Top Diverse Talent Search Criteria
- Performance is the Answer
- Developing a Proactive Diversity Pipeline
- Know the Rules!
 - It's Not a Choice
 - Process, Not a Project
 - Committed Team
 - Demonstrated Performance
 - Rooted in Culture
 - Not a Zero-sum Game
- The Importance of a Diverse Workforce

Performance-based Hiring

Make Hiring
Top Talent
Diverse
Talent a
Systematic
Business
Process

Hire Employees, Not Candidates

<p>Best Employees</p> <p>PERFORMANCE Initiative Competent Hard Working Teamwork (EQ)</p> <p>LOOK/DECIDE Less Active/Passive More Selective Long Term Major Step Job Match</p>	<p>Selection Criteria</p> <ol style="list-style-type: none"> 1. Job match 2. Hiring manager 3. Team 4. Company 5. Compensation
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This is true for all top people, including diverse candidates!

Make Job Spec = Real Job

What are you looking for? What does the person need to do?

Job Description

Skills
Experience
Academics
Industry
Responsibilities
Competencies

Performance Profile



Build the team
Grow sales
Conduct analysis
Launch product
Coordinate w/marketing
Reduce costs

Who would you rather hire Someone with the skills, or person who can deliver results?





Performance is the Answer

- Many diverse candidates will not have traditional experiences or education because they haven't been given equal access to the "network" in the past
- Performance must be the standard by which all candidates and employees will be evaluated
- This is where the Performance Profile becomes critical

Developing a Proactive Diversity Pipeline

- Filling the pipeline requires a broad reach
- Need executions that are proactive and continuous
- Build commitment across the organization
- Key is to build an expanding pool of talent to draw upon before openings occur
- Diversity is not about promoting one specific group at the expense of another



The Key: Talent Centric Sourcing

- Talent centric sourcing leads to the proactive discovery of all top talent, capitalizing on windfall opportunities while minimizing missed opportunities.
- It is always vigilant and acknowledges the needs of the business as a whole must take priority.
- You must understand that the timing of an opening may not always be in sync with the availability of top talent, especially top diverse talent.






Understand Where You Are

Successful diversity initiatives start by asking questions:

- How do you measure success?
 - Hiring and turnover breakdown
 - Retention and promotion
- What is your diversity makeup today?
- Look to your past to make a new future:
 - How attractive is your organization?
 - Where do your hires come from?
 - What is your applicant pool?
 - What is your offer/acceptance ratio?
 - Are you reactive or proactive?
- Where is the diversity push coming from in your organization?






Define Your Employee Value Proposition

- Top diverse talent must know:
 - Why is this job better than competing jobs?
 - What will I learn, do, and become?
 - What impact can I make?
 - If I perform, will I be recognized?
- Emphasize opportunities, minimize requirements
- Do your analysis - look at current representation numbers
- Analyze past hiring sources
- **Success Breeds Success**




Strategic vs. Tactical




- Diversity is a vital strategic resource for competitive advantage
- Diversity has a direct impact on profit
- A diverse workforce will allow you to attract and retain top talent
- Reality is that you will have diversity as a major characteristic of your workforce
- Talent Centric Sourcing enables the business by fulfilling the need to find, attract, and hire top talent




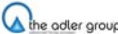


Hit Your Target




- Identify target groups within the existing talent pool – **be specific**
- Understand targeted candidate availability in marketplace
- Identify expected hiring needs and turnover – **be proactive**
- Set a goal that everyone can buy into
- Direct involvement of decision makers is key
- Successful diversity recruiting involves spending time with candidates, not just selling








It Takes More than Talk



- Must be actively involved with diverse professional networks and alumni associations
- Clear diversity goals must be established and communicated
- Distribute company diversity progress reports regularly
- Find a champion – someone must be accountable and own diversity
- Upper management should be as diversified as stakeholders










Critical Success Factors


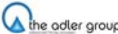
- Executive Commitment
 - Process for incorporating diversity into a company can begin at any level, but must have C-Level commitment to survive
 - Must pay more than lip service
- Diversity involves more than just showing up for a recruiting event once a year
- Diversity recruiting doesn't start and end with recruiters
- Need to demonstrate your cultural commitment to diversity
- Need line manager involvement







If What You Are Doing Today isn't Working...



- Talk to your candidates that have said no, find out why
- Referrals, referrals, referrals
- Network with diversity colleges and organizations (NSHMBA, NMBAA, NSBE, SWE, Careerwomen)
- Identify talent early and bring in as interns
- Target key companies, cold calling, direct sourcing, search firms, career fairs







To Build a Diverse Workforce, Know the Rules!

1. It's not a choice!
2. Diversifying a workforce is a process, not a project
3. It takes a fully committed team
4. The key is demonstrated performance
5. Respect for diversity must be rooted in your culture
6. Diversity is not a zero-sum game



The Importance of Diversity


What You Can Do Now

- Make a strong business case for diversity and get the message out
- Utilize referral system with rewards
- Hold everyone accountable
- Promote advances made using Web site and other marketing tools
- May need to find a trailblazer if you are not in a multicultural area

Key Benefits

- Consistent flow of more top diverse talent
- A stronger, more competitive and more vibrant company
- New perspectives and insights
- Improved bottom line





Your Turn

1. Can anything be done without senior management's commitment?
2. How do I find applicants that fit our hiring requirements without compromising on candidate quality?
3. How can I make a diversity initiative a priority within my company?
4. How is this different from affirmative action or quotas?
5. What are the most important reasons for implementing a diversity sourcing and recruiting initiative?

