



DIVERSITY | LEADERSHIP | INNOVATION

Engaging Top Diverse Talent: An Integrated Approach

Aligning Diversity Recruitment, General Management and Employee Resource Groups (ERGs) Across the Employee Life-Cycle

June, 2010

Study Purpose

To develop a cutting-edge approach for Recruitment teams engaging both management and Employee Resource Groups (ERGs) in diversity recruitment across the employee talent life-cycle

An effective diversity recruitment strategy engages employees across the entire employment “life-cycle.” Diversity and HR managers create programs for employees from before they are hired through their professional development and, for some, after they leave the company. Yet how can managers and groups from across the company more effectively and seamlessly engage in recruiting, retaining and advancing top diverse talent?

This JBC white paper discusses innovative ways Recruitment, Management, and ERGs can engage across this life cycle.

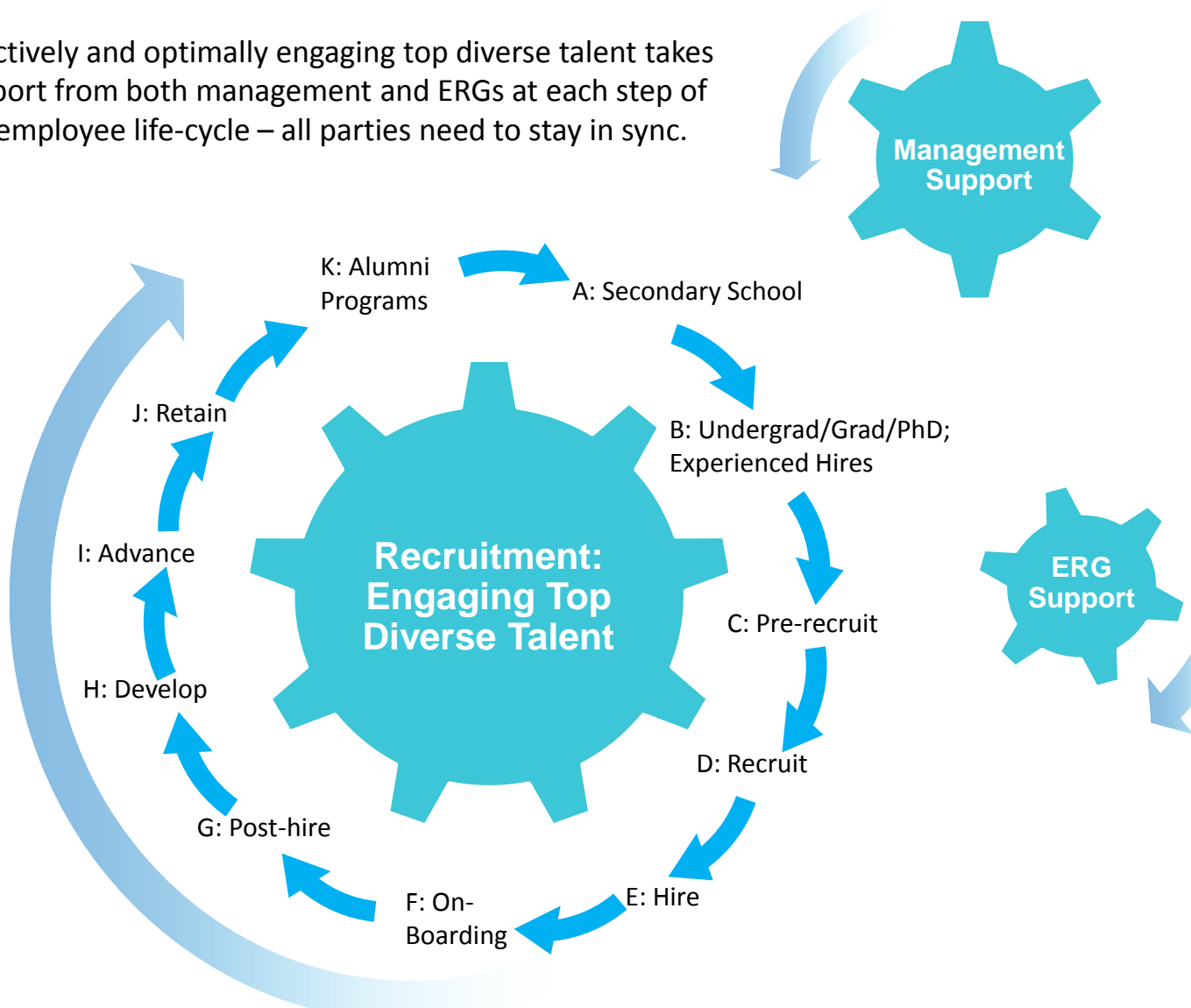
What is JBC?

JBC is in the business of **transforming human potential**, and aligning individual performance with organizational results. We work to accomplish this by **linking diversity, leadership, and innovation across the business ecosystem**. Our vision is that businesses across the world would actively and appropriately utilize the talents of their workforce -- they **get the absolute best out of each of their employees –and in turn, help employrrd realize their true potential at work**. We seek to become the go-to resource to inspire the continuing evolution of human potential at work. **Our Best Practices in Diversity/Inclusion, Leadership, and Innovation** are culled and tested from our broad client base, and by keeping our finger **on the pulse of business practices, research, and trends**.

For further information, contact JBC at: info@jenniferbrownconsulting.com or call +1.917.769.1599

Engaging Top Diverse Talent

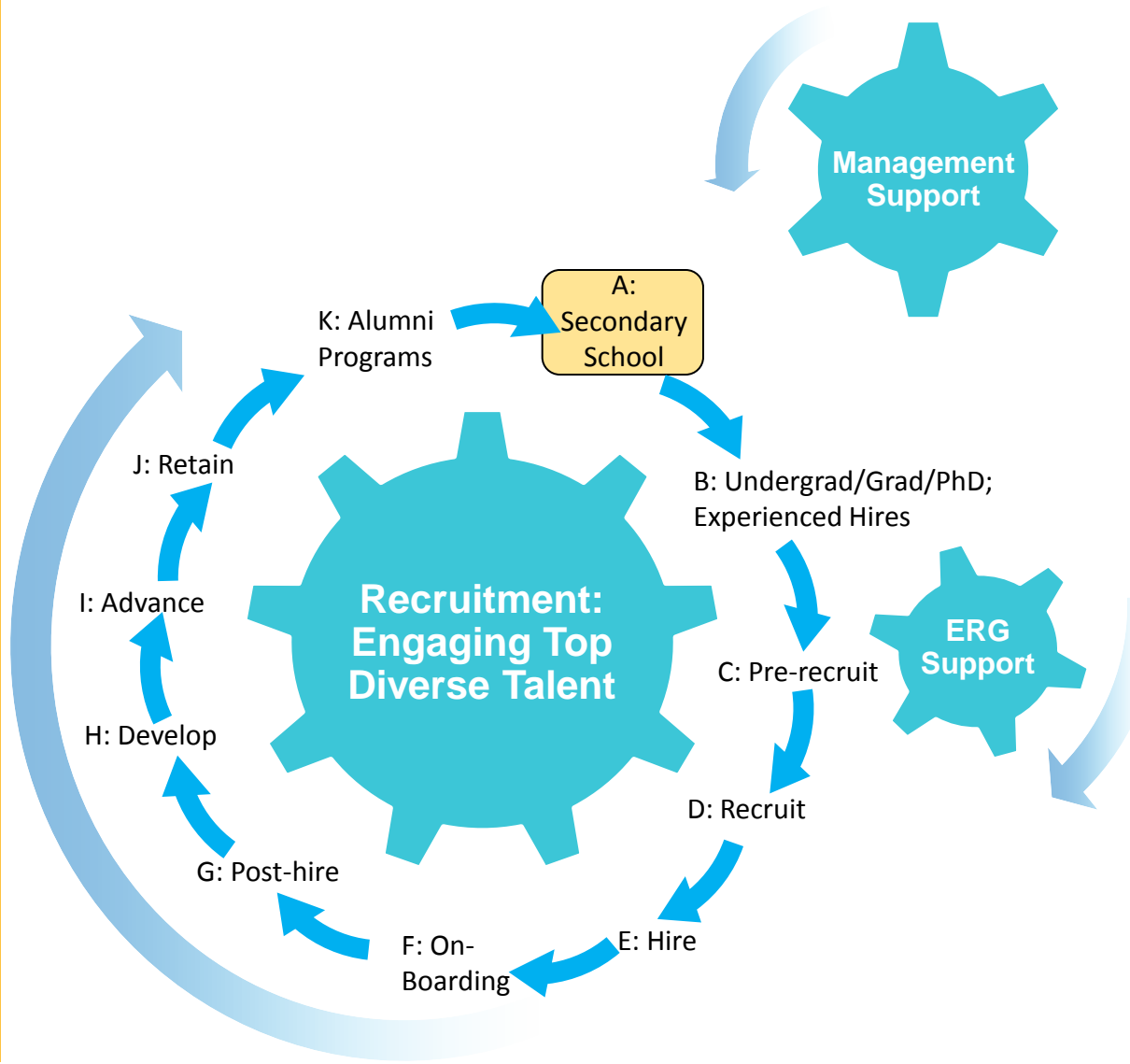
Effectively and optimally engaging top diverse talent takes support from both management and ERGs at each step of the employee life-cycle – all parties need to stay in sync.



In the following slides, we examine each state of the employee life-cycle and provide JBC Suggested Action Steps for maximum engagement.

This is a “live” document; we are always looking for continued suggestions. Please contact JBC at info@jenniferbrownconsulting.com with your practices and ideas.

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JBC Action Steps

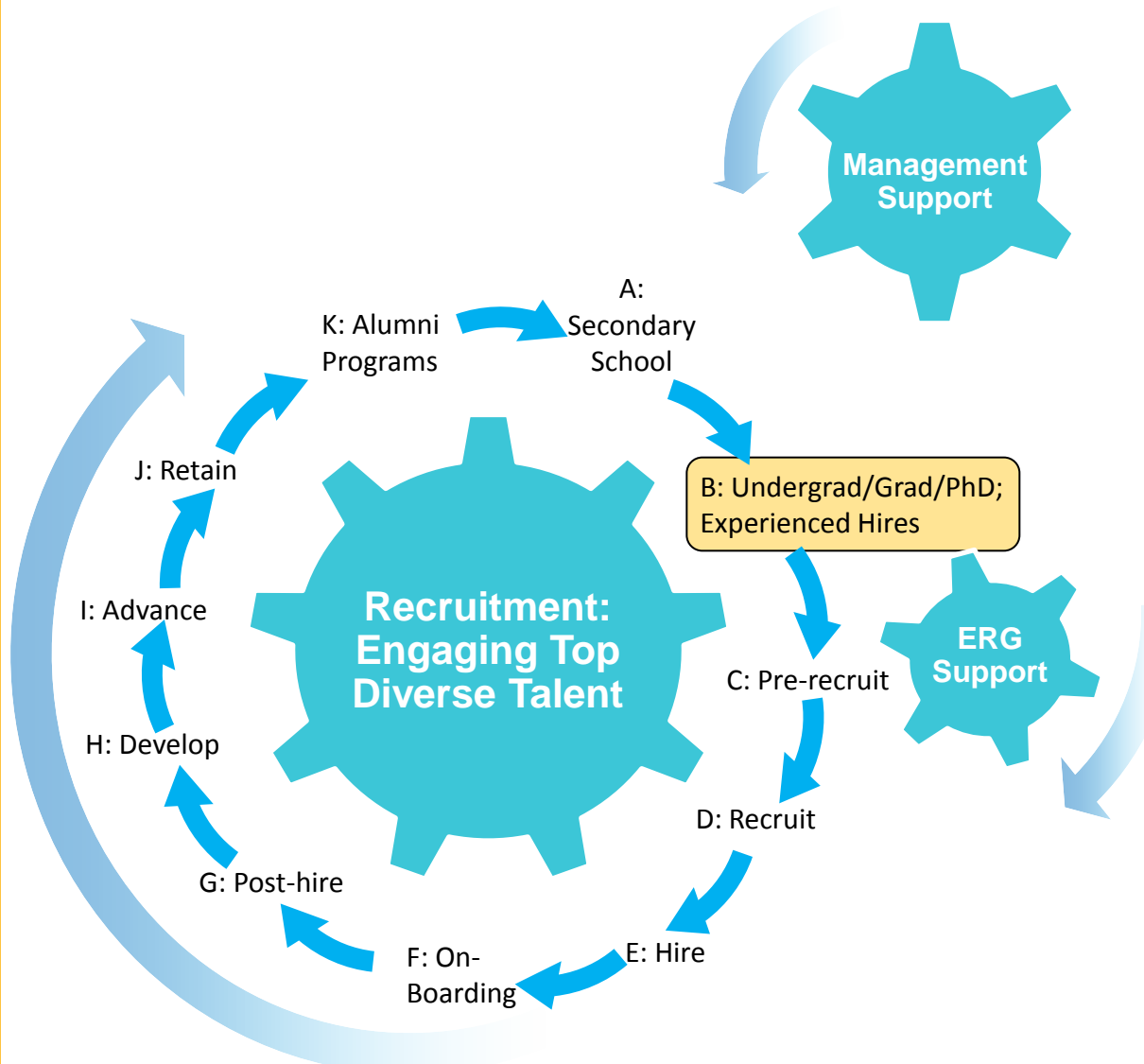
A: Secondary School/High School Students

Recruitment: Build recruitment pipeline by encouraging interest in math and sciences; engage girls in sciences and engineering

Management: Volunteer for initiatives; prepare students for professional world; give direct reports time to participate in programs

ERG: Affiliate with, and participate in, secondary school outreach programs; mentor secondary school students

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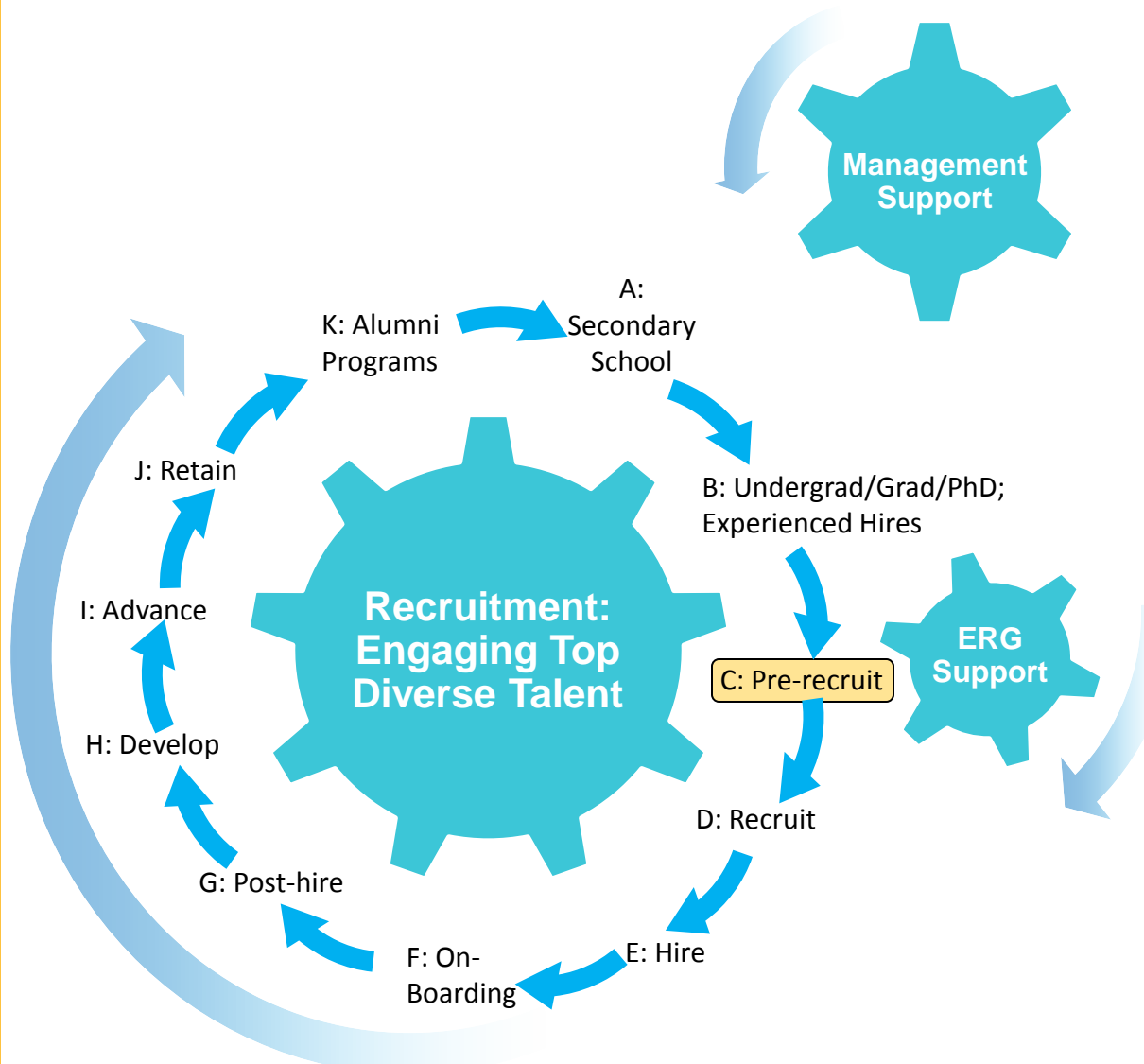
JBC Action Steps B: Undergrad/ Grad/PhD; Experienced Hires

Recruitment: Create strong partnerships with universities globally; supply curriculum content for academic programs

Management: Tap almas maters for top talent; engage in company on-campus interviews and provide diverse employees with time to attend on-campus recruiting events; engage with professors and students; provide data for academic research

ERG: Team with recruitment efforts for on-campus strategy; tap networks where ERG members have connections

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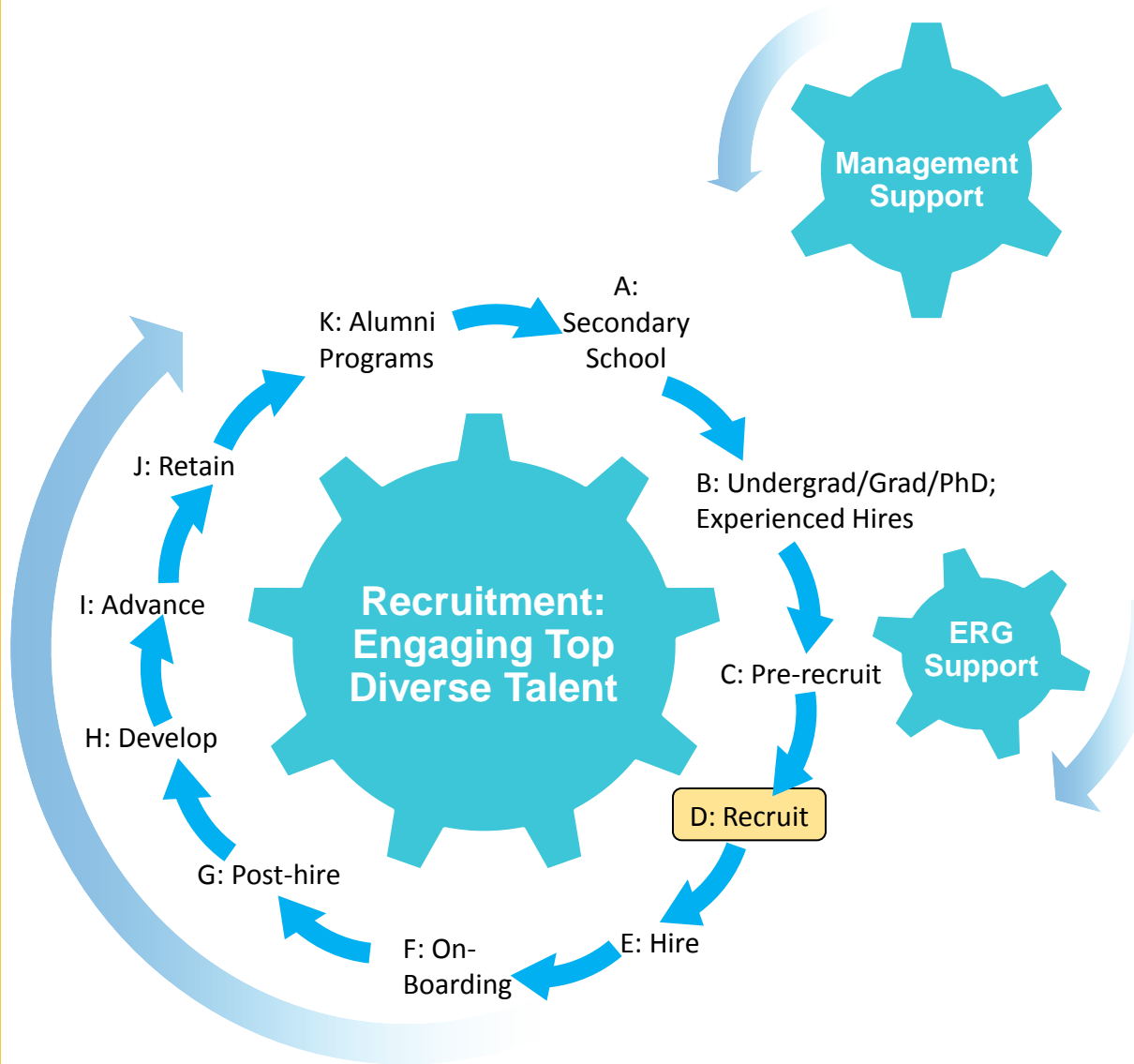
C: Pre-Recruit

Recruitment: Build relationships between corporate recruitment and head of diversity in academic institutions

Management: Clearly articulate team and staffing needs to recruitment team; think outside the box on flexible and relevant skill sets

ERG: Partner with university ERGs; use social media to connect with current undergraduate and graduate students and increase brand awareness

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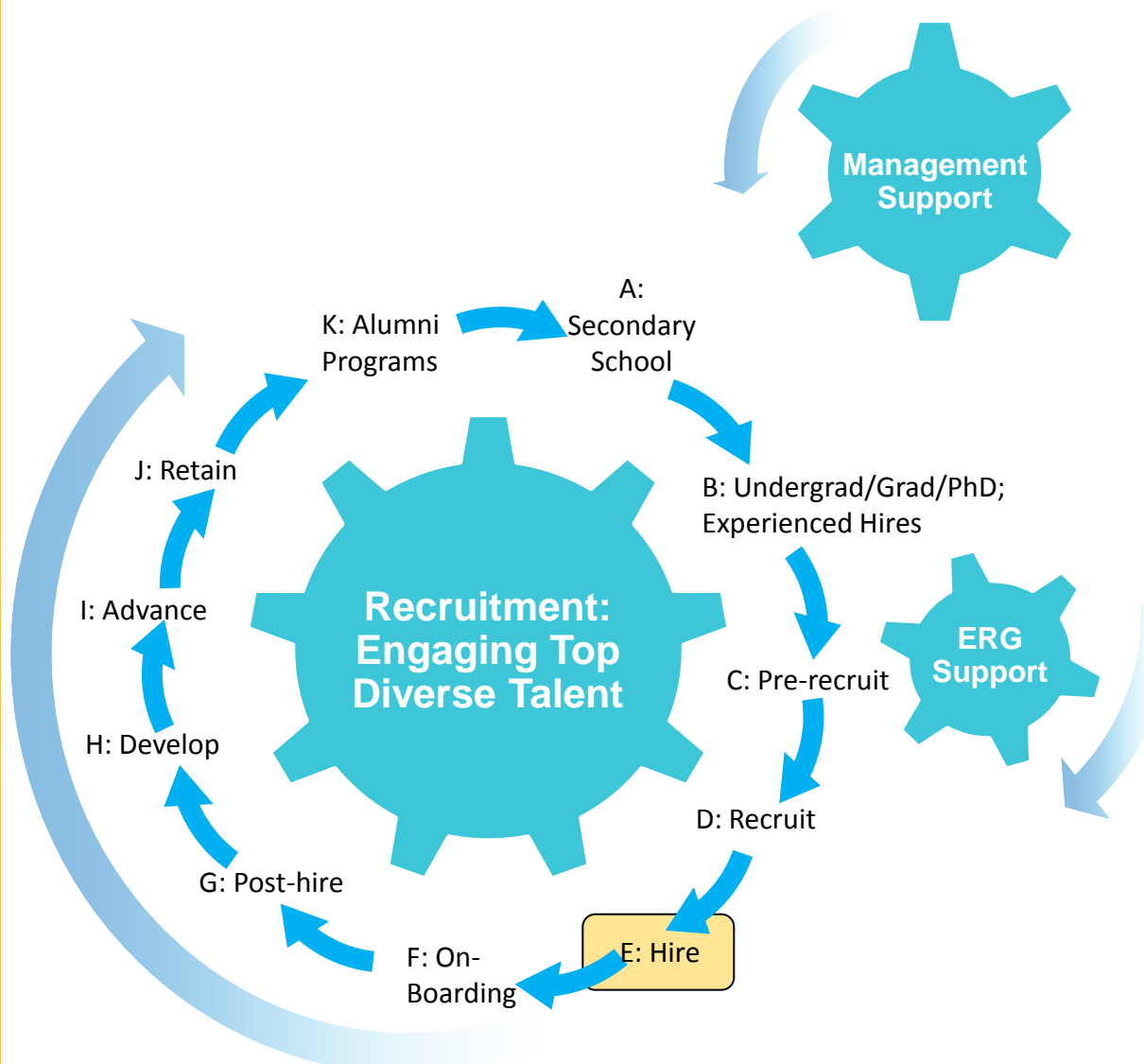
D: Recruit

Recruitment: Recruit both at traditional job fairs and also non-traditional settings, such as business and technical conferences. Ask business leaders what conferences they attend

Management: Supply diverse interview slate, taking care not to over-extend diverse management; do not hire for safety, hire for long-term growth

ERG: Devote time to developing relationships with candidates; educate and build awareness of ERGs

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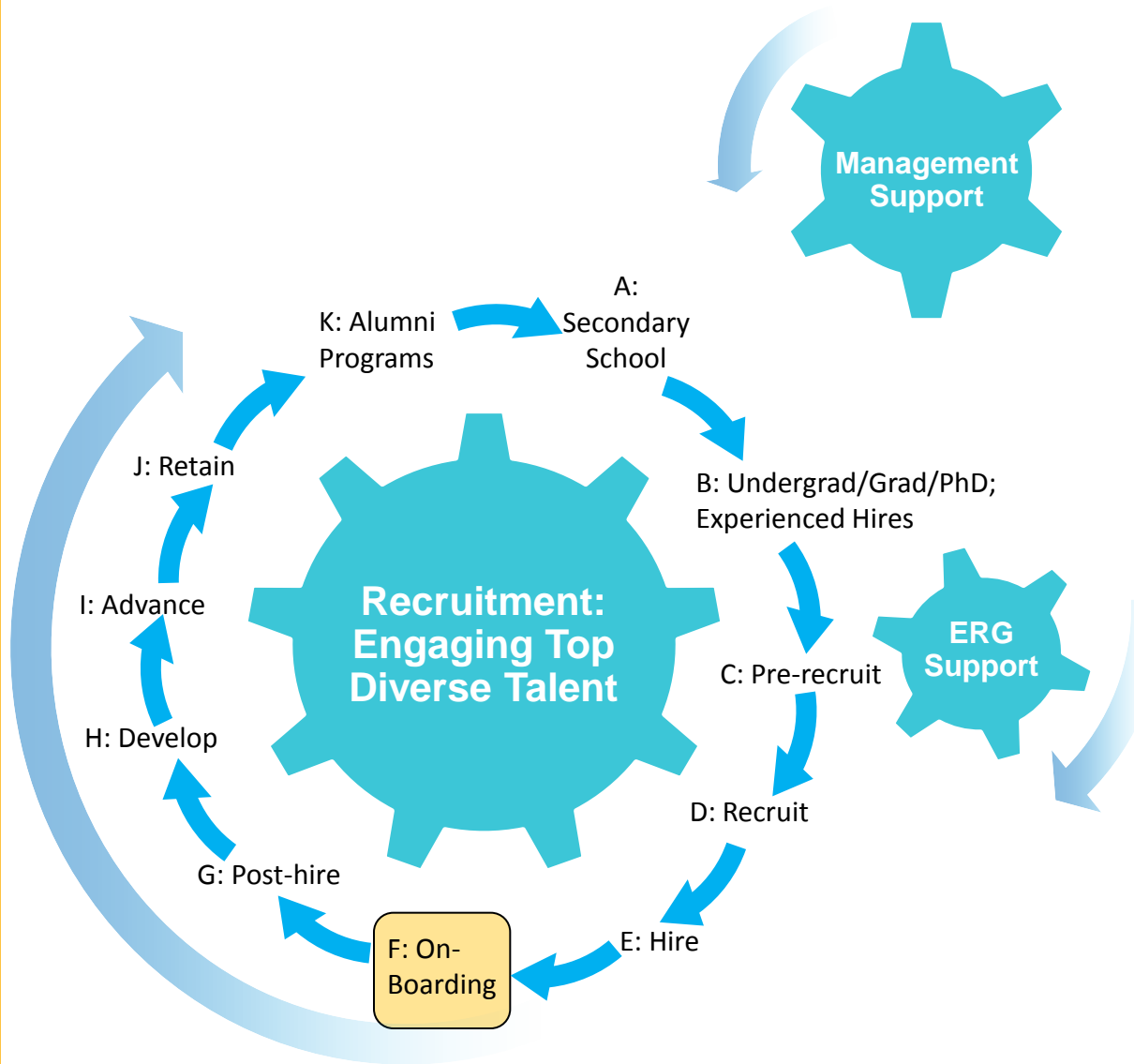
E: Hire

Recruitment: Close the loop on tracking mechanisms – establish acceptance ROI for targeted outreach

Management: Stay open and available for questions from potential recruits; continue engagement and increase brand awareness through social media

ERG: Coordinate with recruitment team to reach out during “cool down” period – time when management makes hiring decisions. Engage, mentor and build brand awareness

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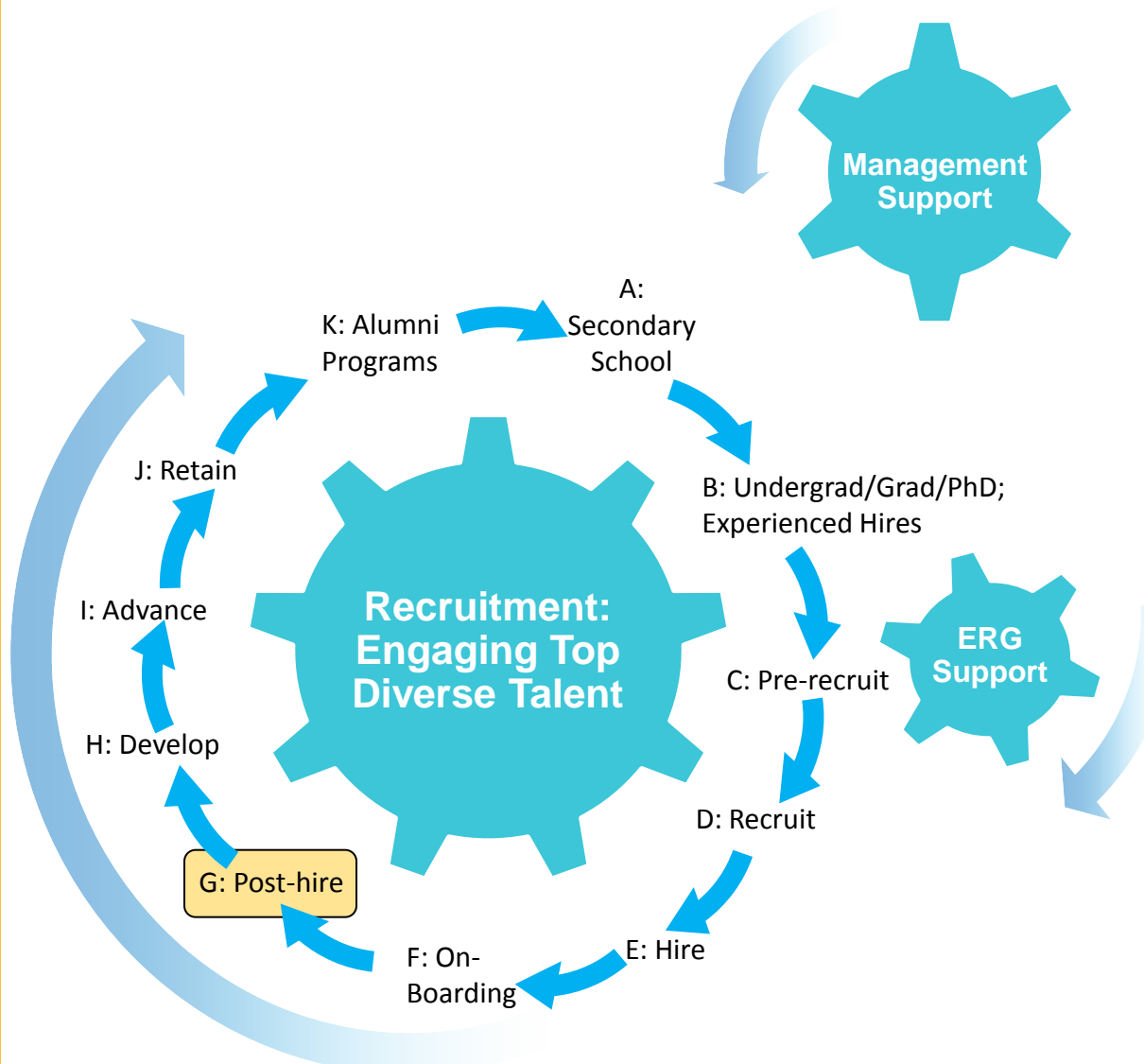
F: On-Boarding

Recruitment: Ensure that diverse talent is supported and is aware of support resources that exist (ie: ERGs)

Management: Ensure that job descriptions are flexible, so candidates can grow in their positions – this will help increase Gen Y retention

ERG: Help new hires network across company for continued professional development

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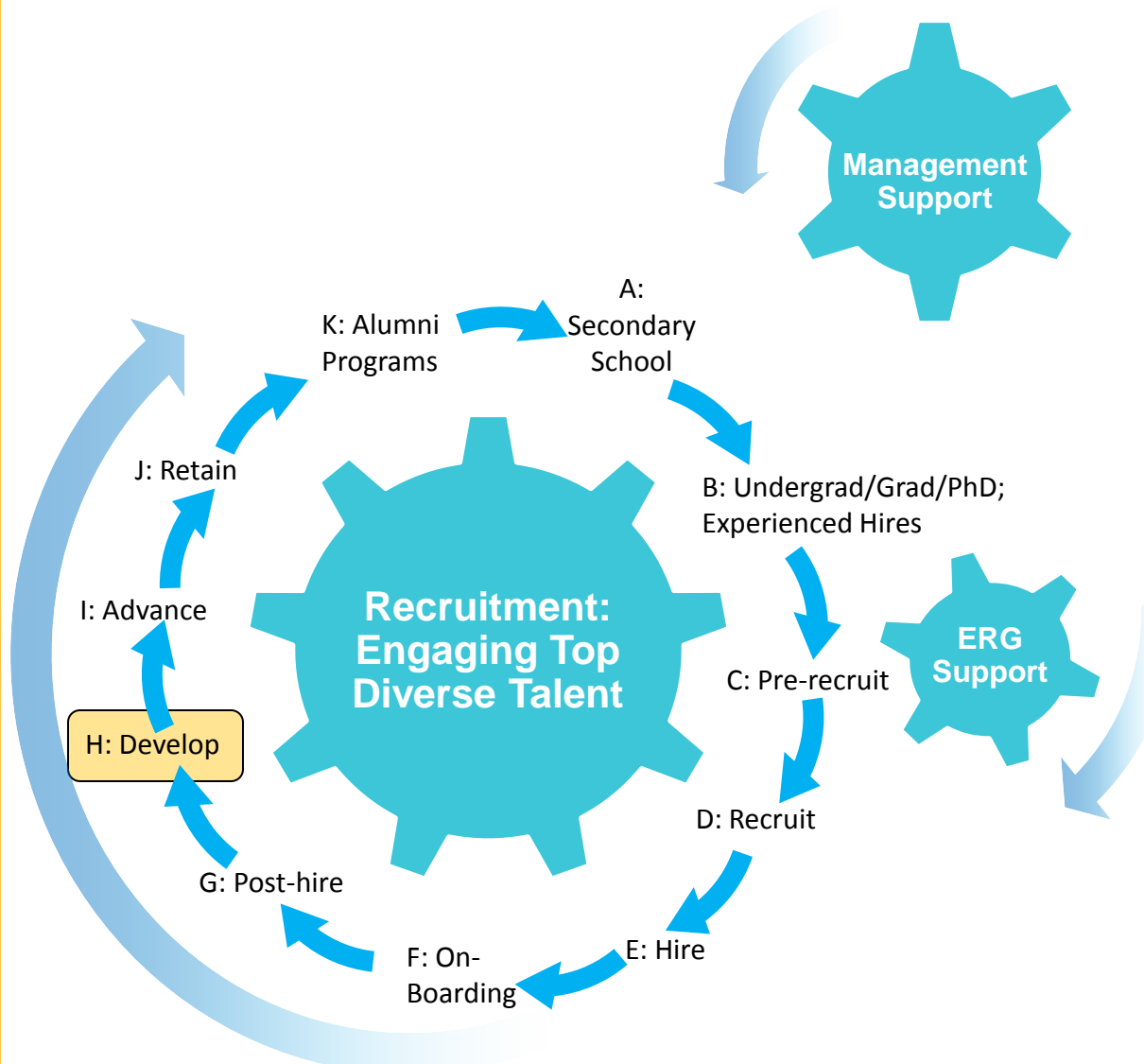
G: Post-Hire

Recruitment: Work with Management and ERGs to create targeted learning opportunities and events that explore the intersection of diversity and business – this will help increase retention

Management: Stay in closer contact with diverse talent – create multiple reasons to support and ensure success in the “first 90 days”

ERG: Use technology to virtually engage with employees across locations

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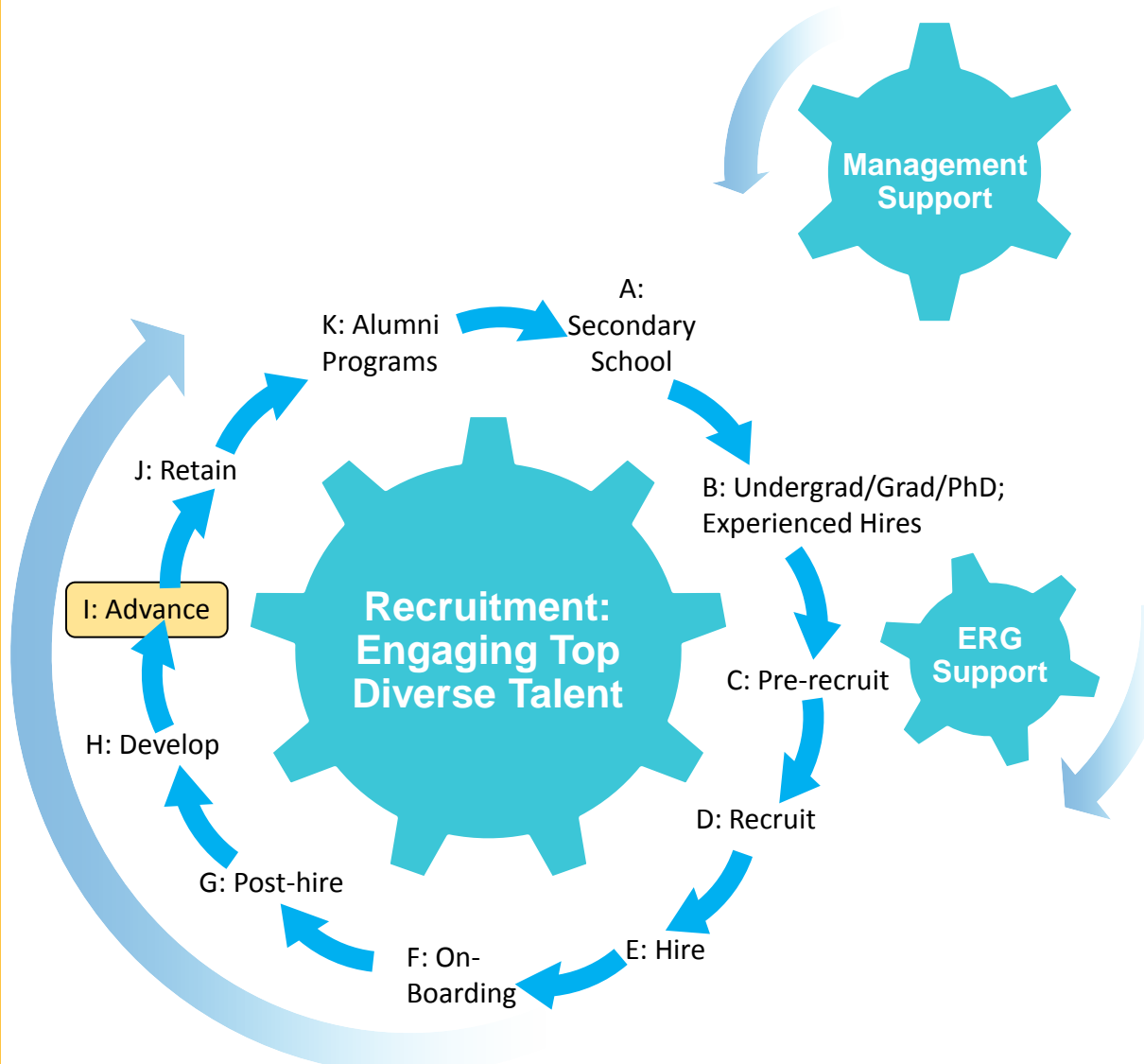
H: Develop

Recruitment: Provide opportunities for new recruits to talk about their experiences and connect with others across the business

Management: Encourage team members to be involved beyond scope of project team and day-to-day role

ERGs: Help develop employees through ERG leadership positions. Provide a forum for development and visibility of diverse talent

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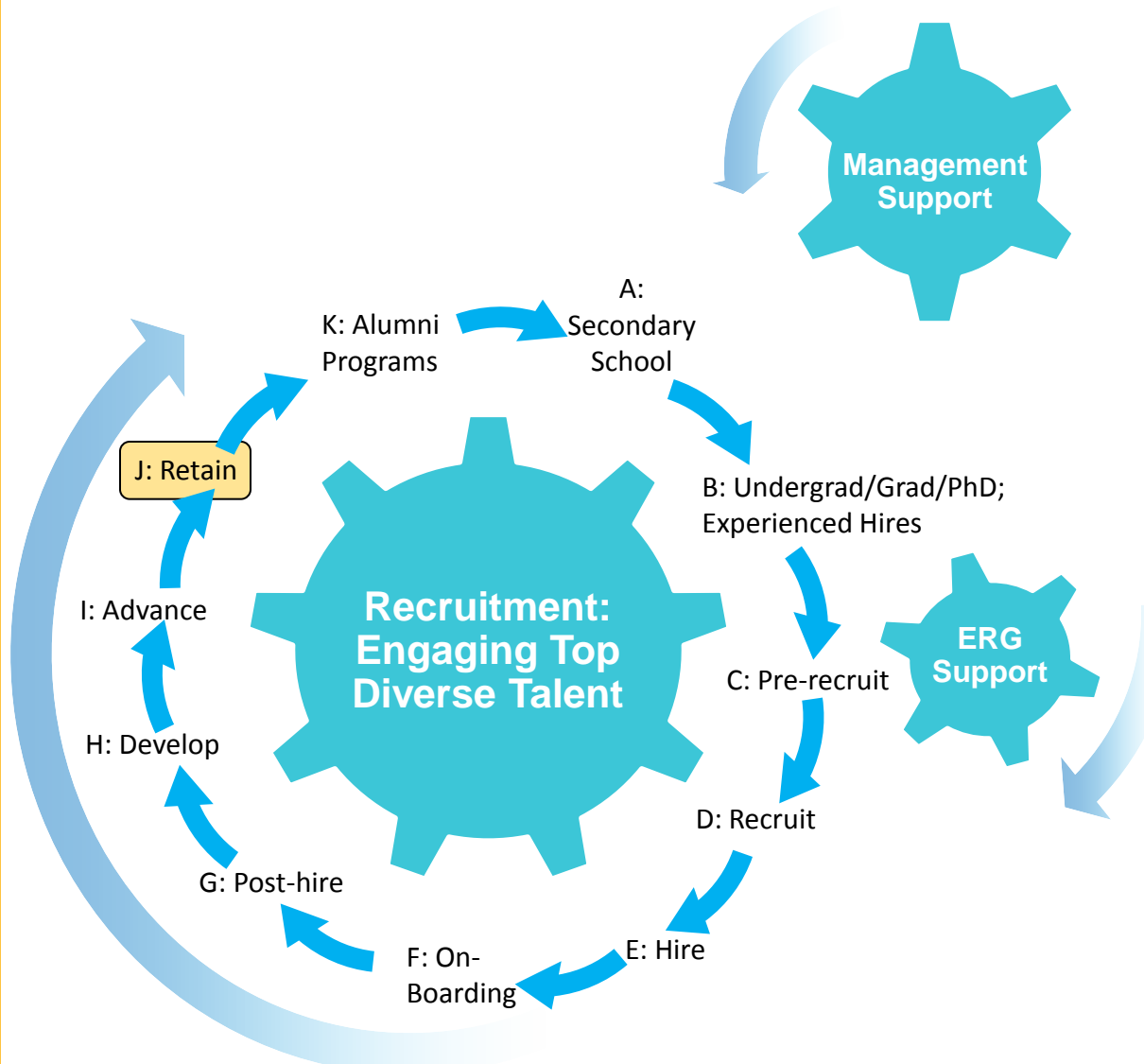
I: Advance

Recruitment: Profile and market stories of diverse talent career success stories as a recruitment tool

Management: Be an advocate for diverse team members for advancement opportunities beyond immediate team, utilizing personal networks. Inform of opportunities across organization; leverage networks

ERGs: Provide visibility opportunities outside the company, including: conferences, speaking engagements, etc.

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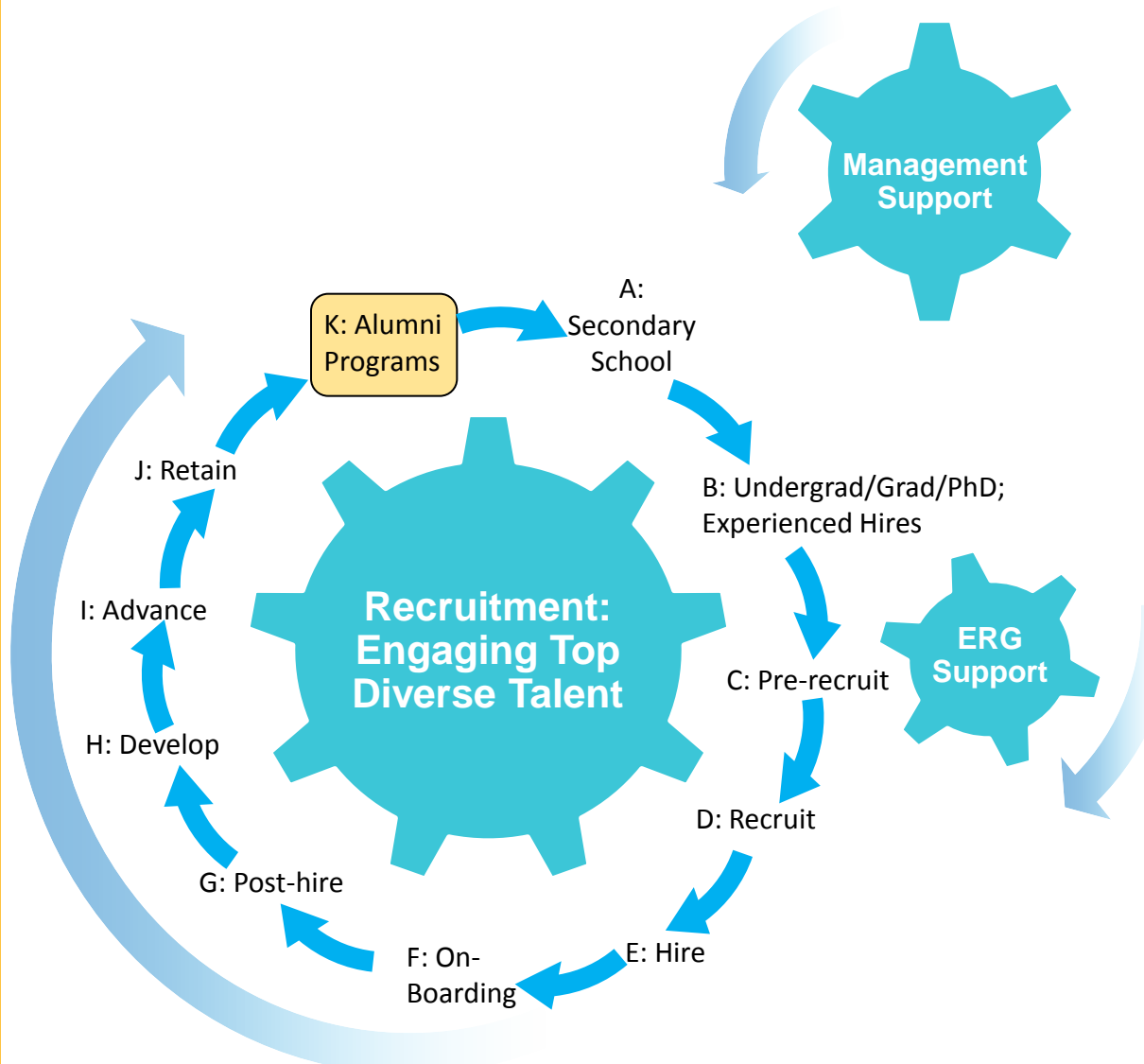
J: Retain

Recruitment: Keep diverse talent on the radar screen in a systematic way. Work with management and ERGs to ensure development and support needs are met

Management: Adopt flexible benefits packages for diverse candidates.
Develop flexible stretch assignments to engage Gen Y employees

ERGs: Serve as strategic sounding board for barriers to retention; act as feedback mechanism to management and recruitment

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JBC Action Steps

K: Alumni Programs

Recruitment: Develop employee alumni program for continued engagement

Management: Work with recruitment to develop business unit-specific strategies to target alumni. Alumni are more likely to engage with peers within function/expertise area

ERG: Use ERG as a platform to explore strategic partnerships between companies; become an advocate for supplier diversity through outreach to minority suppliers