

February Forum: DEI & Recruiting in 2024

February 1st, 2024



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SECTION No: / 01

Panel Bios

/01

Christal L Graves (she / her)



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Diversity Talent Acquisition Lead
SAS
ex UnitedHealth Group

Christal Graves (she/her) has over 20 years of experience in Human Resources, with much of her time focused on talent attraction, career development, and employment equity.

She joined SAS in 2021 and serves as the Diversity Talent Acquisition Lead and is responsible for ensuring inclusive strategies, building partnerships, and supporting programs to foster a diverse workforce where everyone has an opportunity to contribute and belong.

She is passionate about advocating for underrepresented populations and promoting inclusion within recruitment. Her mission is to engage and attract top talent from early careers to professional levels and is committed to continuously evolving the workforce to ensure that everyone is included based on the unique talents they offer and contribute.

Christal passionately believes in advancing diversity and sees it as a true strength in continuing to progress the movement of equity in the workplace.

Alicia McNease (she / her)



Alicia McNease (she/her)

**Director, Culture &
Engagement Communications**
Wellstar Health System
ex Calendly

Alicia McNease is a seasoned Communications and DEIB strategist (12+ years) with a proven track record in corporate (government, hospitality, tech, etc.).

She drives inclusive excellence, growth, and business goals through cross-functional initiatives, collaboration, and enhanced employee engagement. Previously leveraging expertise in leading DEIB initiatives at Calendly and shaping their internal communications strategy, Alicia now helps organizations craft impactful stories and strategies that ultimately improve the team member and client experience.

Alicia is currently the Director of Culture and Engagement Communications at Wellstar Health System, the largest nonprofit health network in Georgia.

Glenn E. Newman Jr. (he / him)



Glenn E. Newman Jr. (he/him/his)

Director, DEI & Employee Experience
Strava
ex UserTesting / VMware

Glenn currently leads Diversity, Equity & Inclusion and Employee Experience at Strava. In this role, he is responsible for setting the overall DEI strategy and partnering with the business to further embed Strava's commitment to antiracism and DEI in our culture, product, and community (of users).

Glenn is also responsible for thoughtfully developing the Employee Experience Strategy to support our deliberately distributed workforce. This involves curating the celebrations, events and experiences that make our Strava culture unique and rewarding, and staying connected with our global team so we can create one, unified inclusive, company culture.

Glenn has 10+ years of Diversity, Equity & Inclusion, Talent, and Communication & Change Management experience. He has held leadership roles at several tech and professional services companies including UserTesting, VMware, Boston Consulting Group, and Accenture.

Unfortunately, due to illness, Glenn could not join us on the day, but sent over his thoughts on the questions, which we have dropped into this slide deck where applicable.

SECTION No: / 02

Panel Discussion

/102

Communication to Stakeholders

The importance of getting Exec buy-in: Why is it important and how do you do this?

Christal

- Involvement – If you want someone to buy in, you need to involve them. Involve the managers from the very beginning to ensure they are bought into the DEI Strategy. What is the end goal? What is the company mission and vision? What does DEI mean to your company?
- Process - Involve them in creating the Job Description (is what they are advertising inclusive and therefore attracting the correct and diverse talent). Ask them for partnership in outreach and engagement strategy. Encourage them to remove biases in the process. Encourage them to hire for potential rather than readiness.
- Clearly communicate expectations: Look at the data – what goals are you trying to achieve and how is this going to drive the business to be more successful? Include DEI performance by looking at your current situation and comparing to industry averages when setting goals.

Alicia

- Preparation – When presenting to Execs, prepare, do research and bring data. Once you get the green light for your initiative, involve them in the process of launching, have them as e.g. Exec sponsors.
- Be honest – If there needs to be a change, voice it and bring the data. Bring solutions not problems.

Glenn

- Commitment needs to start at the top. If you don't have that commitment and you want to make a difference in people lives and livelihoods, I'd start by trying to understand what's important to Execs and assess how best to appeal to them. So, do they respond better to data, storytelling, bottom line metrics and then influence them accordingly. Communicate how you can help them achieve their goals by helping them build a more diverse team.

Communication to Stakeholders

How to communicate with your first line stakeholders?

Alicia

- Monthly Update: Call with your Stakeholders to keep them updated.
- Quarterly Updates: Sending Newsletters etc.
- Consistent Communication is key and letting people understand how they can get involved.
- For key dates, that you want people involved in, let people know / book in advance – preparation.

Christal

- Regular Check-In: You are the Talent expert – present yourself as a Partner and come to meetings as such. After you have communicated strategy, make sure the HM is comfortable coming to you with questions.

Glenn

- In the most ideal situation once you have buy-in, you'll let execs know they can help by holding their first line leaders accountable for building diverse teams and for prioritizing diverse slates, inclusive processes, clear evaluative criteria, scorecard completion, etc.
- You can also try to get them involved in top of funnel recruiting/sourcing. They understand recruiting and the funnel because it's very similar to their sales funnel. Ask them to get involved by and leverage their networks/cast a wide net to help increase top of funnel diversity.

Data & Organisational Accountability

How to use data and metrics to create DEI Strategy?

Christal

- Data is in everything we do – how can we use this data to tell a story?
- Data and metrics can be used as a reality check to ensure you are moving in the right direction.
- What are you solving for? How can this be a great business decision? What is the current composition of the team / company? Using this data, then decide, what is realistic and attainable for a goal. What is the available talent based on the role you are seeking to fill?
- Once you have built out that strategy, think about equity in the candidate journey at each stage of recruitment.
- Some metrics used by Christal: What is the source of hire? How can we remove biases in the recruitment journey and what does that look like? Analyse your recruitment funnel – how are you doing as a recruitment team at each stage? Are you attracting Diverse talent? Are the Talent team reviewing their Resumes? Are HMs being inclusive about who they are progressing? Are those people receiving offers? And is there pay equity?
- Be honest and clear with your data: Can you create a dashboard for the data? How can it be reviewed and seen by the right people?

Alicia

- Internal Movement: Look at data and under-represented groups to see how people are progressing once hired. Are they being brought to senior leadership / decision making roles? How long is it taking certain demographics to achieve promotion? What are retention rates like?

Data & Organisational Accountability

How to use data and metrics to create DEI Strategy?

Glenn

- There should be someone on the TA team who has access to candidate pipeline data by demographics. This may be a TA Ops person or the leader of the team. It varies but you can look at the pipeline, can look at passthrough rates from stage to stage for example and assess where candidates are falling out of the process.
- You can also work with a People Ops, Data, HRIS teammate to look at the demographics based on hires so you can see where you're building diverse teams by org, level, role etc after the fact.
- You can think about the sources of candidates - are they all coming from the applications. And if so, what is the demographic mix of applicants and to my point above hires.
- You can also assess where your candidates are being sourced from and look at various reports like "Candidate Quality by Source" in greenhouse that helps you understand the sources that are doing the best/making it the farthest through the interview process to the offer stage.
- The above data can give you a sense of the current state and also help you understand where you have opportunities for improvement.

ERG Groups

What are they and how can you partner with them to build a better environment?

Alicia

- Employee Resource Groups (also known as Belonging Groups and Employee Business Groups) – there to build community for under-represented groups within an organisation. E.g. a different groups for Accessibility, Veterans, Working parents etc. Groups should be across the spectrum, based on your organisation.
- You can actually get ERGs involved before someone even joins your organisation – have them help throughout the interview process.
- Once someone has joined, they should support retention.

How can Talent Acquisition support the ERGs?

- Getting the managers to continue to support the ERGs.
- When they are organising events, attend!
- Ask for time in their monthly meetings to talk about recruitment and your company referral policy. Let them know you are available to talk about the hiring process – keep an open-door policy.
- Be an advocate and an ally to the group. Use the data you have gathered to support their cause, e.g. if you know it takes a certain group in the organisation longer to be promoted.

ERG Groups

How do you nurture and grow your ERGs?

Alicia

- Show up! Be an ally and advocate in the room / at the Town Hall / in Exec meetings.
- When someone applies for a role, once the process starts, give information about the culture including the ERGs. Let people know before they join, what is available.
- Have the marketing team highlight these groups on social media to your external followers / potential applicants. Make it clear what your DEI mission is publicly. This will help you attract diverse talent.
- Once someone joins, during orientation, ensure people are introduced to your DEI initiatives. Build and address advocacy for all. Share events, programs and processes.
- Keep communication constant and consistent.

Christal

- See it as a great opportunity to have great partners / additional members on your TA team. At SAS, they have created a Talent Acquisition DEI Champion team – one recruiter partners directly with each ERG so they can hear what's going on and also provide updates on TA approaches. They partner together at external events etc to really drive a diverse talent pool.

Examples of Success

What top initiatives have you seen or implemented?

Alicia

- Inclusivity panel initiative – created a culture interview during the interview process.
- Trained the ERG members to interview and had them sign up to support during this part of the process.
- Was a ‘low hanging fruit’ initiative that made a difference.

Christal

- Programmes for Professional and also Emerging Talent. Being intentional with their strategies, who are we trying to attract? For SAS, it was a Veterans programme.
- Be intentional with how you want to move the needle. Understand what the end goal is and create a program / strategy to achieve these.
- Take regular temperature checks on the initiative – if not working, don’t be afraid to take that pause and rethink strategy, rather than carry on and waste resource and money.

Glenn

- Recruiting from SDR / BDR Bootcamps and prep programs for example. Nontraditional students. Workforce development programs like Year Up.
- Working with your leaders to increase access and exposure to build a pipeline or tap into an existing pipeline. It takes work.
- Ensuring you have representative interview panels.

Roadblocks

What roadblocks do you anticipate in 2024? How can you overcome these?

Alicia

- Some of the same roadblocks from 2023 will carry on – budget and stakeholder engagement.
- Be Bold. Find partners and allies and work with your communications expert to get the message out.

Christal

- How are you going to stay true to what it is that you believe and what your company are asking you to do? This is how you will keep focussed on the end goal.
- Think about what will things look like and how can I come to the table and keep pushing initiatives forward.
- Stay the cause.

How can we tackle diversity at a senior level?

Without simply moving people from company to company and not positively impacting the industry as a whole?

Christal

- Leadership program – what demographic are we trying to raise up and can we create a program for them? Who are we looking to be leaders of tomorrow and how can we retain them? If looking externally, again is there a program that can support?
- Long game – ensure when have star talent, do what possible to retain them.

Jamal Elmidge (Guest contribution)

- Go out and find the talent ahead of needing it – keep that pipeline.
- Rising Star Programs.
- Be mindful of terminology and messaging when building out these programs. Do we need to rename our initiative? Are we being inclusive? Have we taken advice as to how to present the opportunity?

Final Thoughts?

Christal

- Remember that working in TA, means we are helping people find the connection to what it is that makes them happy in life. As you go through that journey, keep that top of mind.
- How are you matching that person to the right values and opportunity. If you do this, you will be a champion in DEI as you are matching someone's values and what is important to them.

Alicia

- Be bold – it will require extra effort.
- Know that your role is extremely important and how key your partnerships can be.

See you at our next Forum!

March 7th, 2024

12pm EST

If you don't have the invite in your diary, please reach out to
Eve Hudak or Helen Dwyer!