

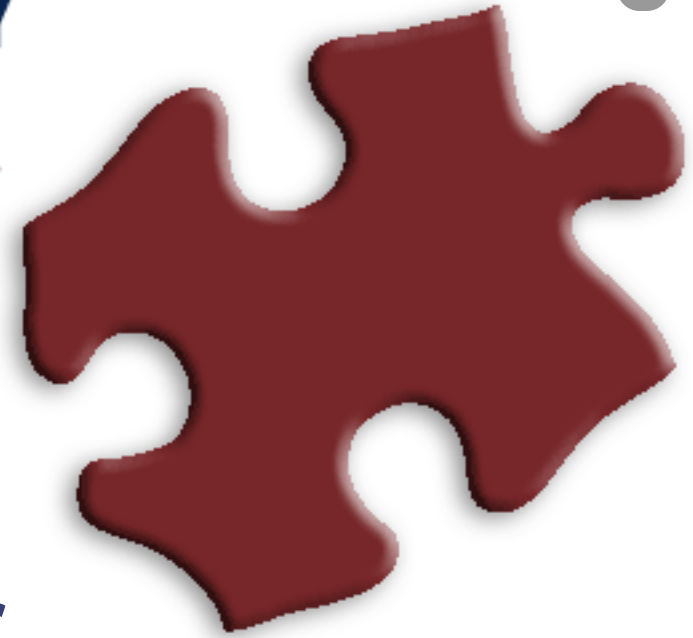


WORKPLACE DIVERSITY

CONFERENCE & EXPOSITION

New Challenges, New Opportunities

OCTOBER 16-18, 2006 // LOS ANGELES, CALIFORNIA



Demystifying Diversity: How You Can Meet Your Organization's Hiring Objectives

Valerie
Frederickson
& Company
YOUR HR BUSINESS PARTNER
www.VFandCo.com

Valerie Frederickson



HR: Leading People,
Leading Organizations



Audience Discussion

What is the biggest challenge you face in hiring diverse employees for executive positions?



D.O.R.M.

Diversity

Organic

Recruiting

Machine

Aspects

- **3 Case Studies**
- **Step-by-Step Process**
- **List of Resources**
- **Q&A**



Valerie Frederickson, CEO Valerie Frederickson & Company

WBE business since 1995

**Clients include Philips Electronics, Nokia,
AAA, and Intuit**

Licensed Career Counselor

**Strong diversity record in placing senior HR
executives.**



If I were running a company today, I would have one priority above all others: to acquire as many of the best people as I could. I'd put off everything else to fill my bus. The single biggest constraint on the success of any organization is the ability to get and hang on to the right people.

**Jim Collins, Author
Good to Great and *Built to Last***



**67% of Fortune 500
companies that invested
in supply chain processes
have not made similar
investments in recruiting
process redesign.**

Source: StraightSource

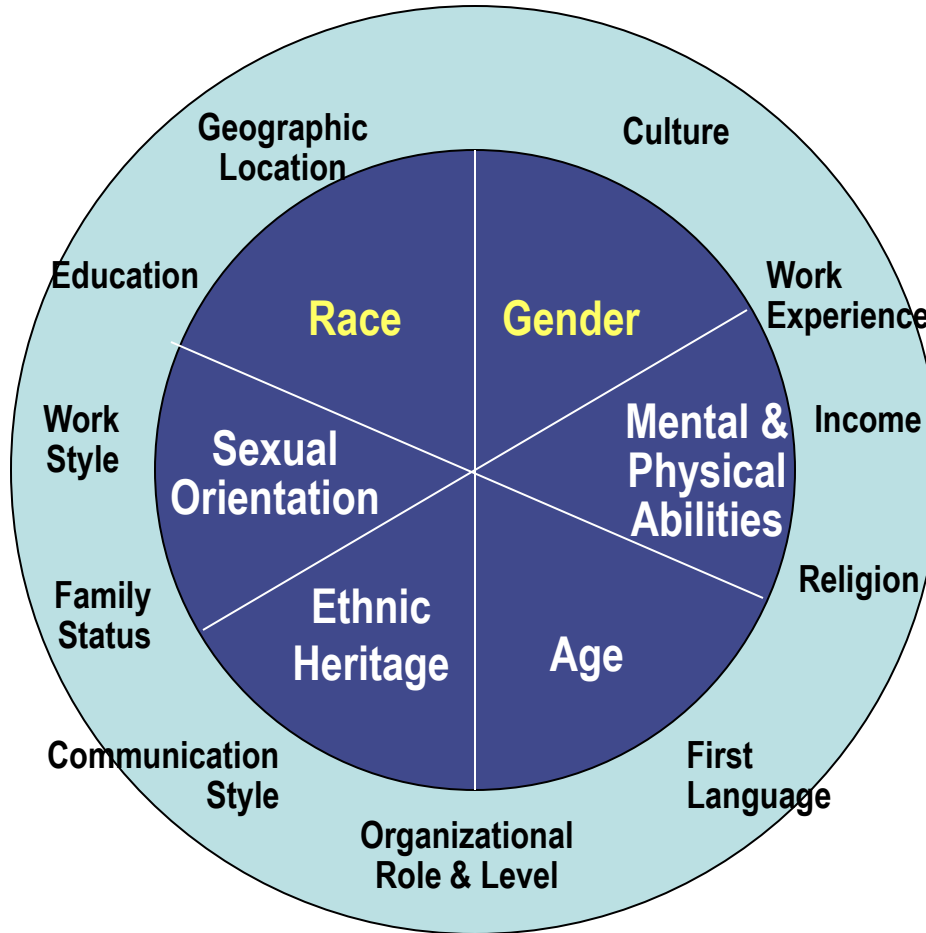


Why Companies are Challenged in Recruiting Diverse Executives

- 1. Use same “old” techniques to source candidates**
- 2. Don’t have right programs to recruit OR retain diverse employees**
- 3. Wait until it’s too late to build relationships and diversity brand**

Source: Valerie Frederickson & Company

Dimensions of Diversity



Source:
AIRS
Certified
Diversity
Recruiter 4.0



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Critical Success Strategy

**Your Personal Network
(D.O.R.M.) is Critical for
Recruiting**



Case Study One

What was the situation?

Board added Diversity as company value and gave HR the directive to increase the number of diverse executives



Case Study One

What actions? What resources?

- **Surveyed previous employees**
- **Made policy changes addressing company culture**
- **Policy: No hire could be made until 35% of interviewed candidates were gender/ethnic diverse**



Case Study One

What actions? What resources?

- **Policy: Dept. heads with executive vacancy must attend diversity training**
- **Strong employee communications campaign**
- **Hired search firm with strong commitment to diversity**



Case Study One

What was the outcome?

First two offers after new policies were both diverse candidates and are still with the company



Case Study One

Key Message

**It's Not Just About Finding
Diverse Candidates, It's About
Closing and Keeping Them**



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Audience Discussion

What strategies has your company implemented to increase company's ability to close and retain diverse employees?

Case Study Two

What was the situation?

**Company did not look hard
enough for diverse candidates**



Case Study Two

What actions? What resources?

- Diverse associations
- Posted on many job boards
- Sponsored, speak, recruited
- Looked beyond back yard
- Used outside recruiters



Case Study Two

What was the outcome?

Only 1/3 of all hires come as a result of employee referrals

Number of diverse hires has increased



Case Study Two

Key Message

Look beyond your standard sources. The wider you cast your net, the bigger the applicant pool which ultimately drives diversity hiring.



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Audience Discussion

What strategies have you used to cast your net more widely to expand your pool of diverse applicants for management positions?



Case Study Three

What was the situation?

To build search practice, need to build long-term relationships with a great number of diverse individuals.



Case Study Three

What actions? What resources?

- Ask friends to facilitate intros
- Talk to panelists at industry events
- Participate in diverse organizations
- Develop relationships with diverse vendors



Case Study Three

What actions? What resources?

- Track diverse HR execs
- Develop careers of young HR execs of color
- Recruit from companies with strong pools of exec. diversity
- Track sales people at national consulting firms



Case Study Three

What actions? What resources?

- **Build panels reflecting diversity**
- **Develop relationships in the community through neighbors, church, and gym**
- **Track diverse executives who receive awards, quoted in paper**



Critical Success Strategy

Building Trust is Key to Building Relationships

Self Disclosure

Be Transparent

Walk the Talk



Case Study Three

What was the outcome?

**22 of the 27 VF&Co candidates
hired by our clients were diverse
candidates.**

Case Study Three

Key Message

Proactively build your diversity candidate network before you need it.



Case Study Three

The Corollary for Companies

**It's too late to build your
company's diversity brand when
you need to hire.**



Case Study Three

What actions? What resources?

- **Sponsor organizations and community events with a diversity focus**
- **Build diversity in supplier network**
- **Encourage CEO and senior execs to build relationships with diverse execs**



Case Study Three

What actions? What resources?

- **Communicate company's commitment to diversity on website, in sales messaging and collateral, advertisements**
- **Develop corporate diversity advisory board**



Case Study Three

What actions? What resources?

- **Announce diversity hires in the press**
- **Reward and promote diverse thinking**
- **Include in performance metrics: reward for building diverse teams and departments**



Audience Discussion

**What strategies have you used to
build your:**

- Network**
- Diversity brand**



Step-by-Step Process

STEP 1: Business Objectives

STEP 2: Competencies

STEP 3: Job Description as Ad

STEP 4: Brainstorm Sources

STEP 5: Develop Candidates

STEP 6: Begin Interview Process



Resource List

- **Industry Organizations**
- **Social Organizations**
- **Community Business Orgs.**
- **Publications**
- **Best Company & Exec Lists**
- **Your Vendors**



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Audience Discussion

What have been the most important resources that you have found in recruiting and hiring women and people of color?



Key Messages

- **Look beyond your standard sources**
- **It's about closing and keeping candidates**
- **Build your network daily**
- **Build your brand before you need it**



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Make Commitment to ACT!

**Find one action that will
help you be more effective**

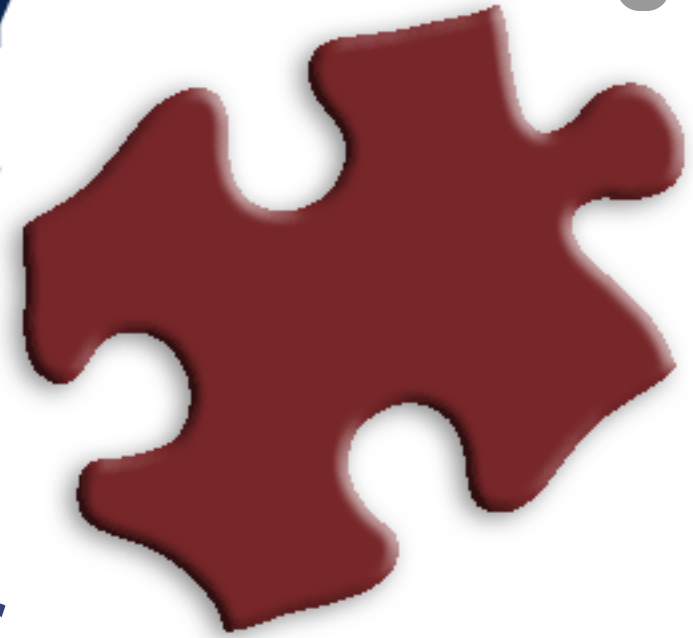


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