



Frederickson Partners  
HR Executive Search & Consulting

# 9 Keys To Building a Winning ED&I Program

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# Companies Embracing Diversity and Inclusion...

- Are 45% more likely to enjoy increased market share
- Have brighter, more innovative and creative teams
- Make better decisions 60%-87% of the time
- Financially outperform homogenous companies
- Have happier CEOs whose values align with their company's\* values
- Have stronger employee engagement numbers



Diversity leaders bring fresh perspectives on how to build an effective strategy by drawing on the stories of leading global companies.



Candidate Sourcing

Employment Branding

Employee Referral Programs

Candidate Slate

Interview Approach

Interview Team

Talent Management

Unconscious Bias Training

D&I Job Requirements

# Best Practices

- Capabilities over specific degrees, expertise over experience
- Hunt beyond the core schools
- Think outside your industry
- Flex on location and commute
- Recruiting Up and Down
- Easier now than later

# Candidate Sourcing

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# Employment Branding

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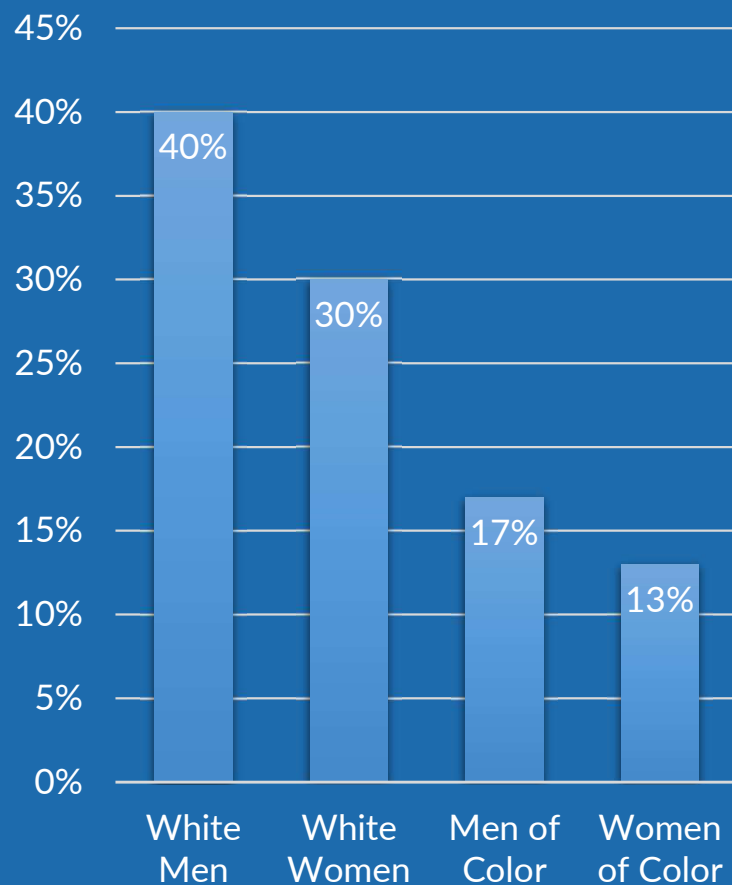
- Job Descriptions
- Benefits
- Commitment to Diversity
- Social Media
- No pre-rejection

- Faster hiring cycles – but at what cost?
- Inherent bias against diversity
- Reinforce the status quo
- Build in diversity incentives

## Employee Referral Programs

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## Which Candidates Benefit From Employee Referral Programs?



## Employee Referrals Effect on Salaries by Gender

	Men	Women
Family Member or Close Friend	(\$1,600)	(\$1,600)
Business Contact	\$8,200	\$3,700
Extended Personal Network	\$3,200	\$3,200
Targeting Current Employee	\$0	\$0



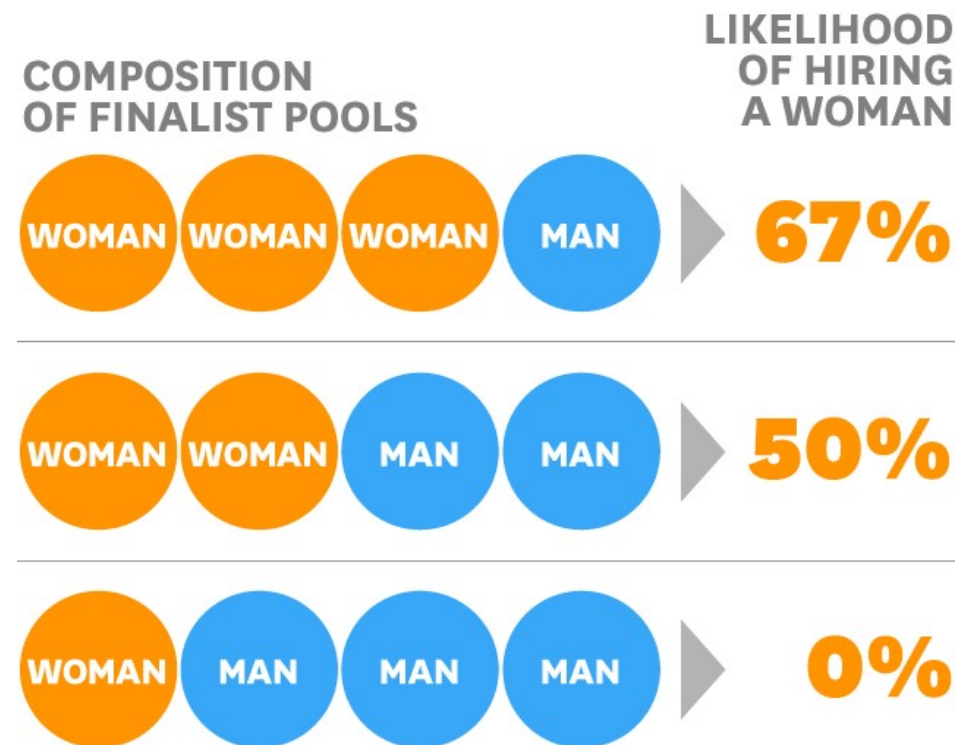
# Candidate Slate

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- Pipeline
- Diversity in the Slate
- Minorities as the majority
- ~~Slate Sitters~~

## The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.



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- Culture Fit Versus Shared Values
- Experience Versus Potential
- Candidate Appreciation
- Personality assessments OK
- Let Employees Work
- Unconscious bias training and processes to reduce it

# Interview Approach

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# Interview Team

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- Culture
- Makeup
- Customized Questions
- Influence

- Data-Driven Performance Reviews
- Unconscious Bias
- Sponsors, not Mentors
- Conscious Exposure
- Executive Buy-In & Employee Perception

# Talent Management

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# Unconscious Bias Assessments & Training

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- Regular trainings make a difference
- Start by acknowledging your bias

# ED&I Job Description and Advice

- Articulate and cascade CEO commitment to galvanize the organization.
- Define inclusion and diversity priorities that are based on the drivers of the business-growth strategy.
- Craft a targeted portfolio of inclusion and diversity initiatives to transform the organization.
- Tailor the strategy to maximize local impact.
- Do not get bogged down in self-promotion and speaking appearances.
- Manage Employee Work Groups without becoming consumed by them and missing your stated goals.
- Partner with recruiting by attending executive search meetings and asking questions. Demand results from your search partners and internal teams.
- Focus on producing results rather than being a public face of the company.
- Always lead with data and analytics.



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