

HONDA

The Power of Dreams

*Best Practices for Diversity Recruitment:
‘The War For Talent’*

2015 EEO Academy
December 4, 2015, Columbus, Ohio

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AGENDA

- Workforce Diversity / Generational Diversity
- Workplace Environments & Characteristics
- War For Talent (Workforce Demographic Trends / Shifts)
- Workforce Diversity Strategies & Planning Tools
- Diversity Recruitment Best Practices & Best Sources
- Retention Strategies for Recruitment Sustainability
 - Inclusion / ERG's / Mentorship / Extended On-Boarding

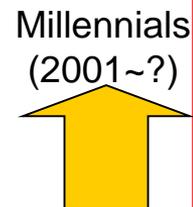
WORKFORCE DIVERSITY

*Assess Current Workforce Composition
(With Support from Legal Group)*

- Generational / Age
- Cultural
- Religious
- Ethnic
- Gender
- Other
 - Sexual Orientation
 - Disability

The Importance of 'Generational Diversity'

	Veterans (1922-1945)	Boomers (1946-1964)	Gen X (1965-1979)	Gen Y (1980-2000)	Millennials (2001~?)
Work Ethic & Values	<ul style="list-style-type: none"> •Hard work •Sacrifice •Adhere to rules •Respect authority •Duty before fun 	<ul style="list-style-type: none"> •Workaholics •Efficient •Personal fulfillment •Desire quality •Question authority 	<ul style="list-style-type: none"> •Eliminate the task •Self-reliance •Want structure & direction •Skeptical 	<ul style="list-style-type: none"> •What's next? •Multitasking •Tenacity •Entrepreneurial •Tolerant •Goal-oriented 	
Work is...	An obligation	An exciting adventure	<ul style="list-style-type: none"> •A difficult challenge •A contract 	<ul style="list-style-type: none"> •A means to an end •Fulfillment 	
Work & family life	Ne'er the twain shall meet	<ul style="list-style-type: none"> •No balance •Work to live 	<ul style="list-style-type: none"> •Equal balance of family/work 	<ul style="list-style-type: none"> •Family/friends priority 	
Interactive Style	Individual	<ul style="list-style-type: none"> •Team player •Loves meetings 	Entrepreneur	Participative	
Communications	<ul style="list-style-type: none"> •Formal •Memo 	In person	<ul style="list-style-type: none"> •Direct •Immediate 	<ul style="list-style-type: none"> •Email •Voicemail 	
Feedback & Rewards	<ul style="list-style-type: none"> •No news is good news •Satisfaction in a job well done 	<ul style="list-style-type: none"> •Don't appreciate it •Money •Title recognition 	<ul style="list-style-type: none"> •Sorry to interrupt, but how am I doing? •Freedom is best reward 	<ul style="list-style-type: none"> •Whenever I want it, at the push of a button •Meaningful work 	
Messages that motivate	Your experience is respected	<ul style="list-style-type: none"> •You are valued •You are needed 	<ul style="list-style-type: none"> •Do it your way •Forget the rules 	You will work with other bright, creative people	
Leadership Style	<ul style="list-style-type: none"> •Directive •Command-&-control 	<ul style="list-style-type: none"> •Consensual •Collegial 	<ul style="list-style-type: none"> •Everyone is the same •Challenge others •Ask why 	TBD	



Can this Generation adapt to YOUR Workplace Culture?



Workplace Environment Types

Each Environment Calls for a Unique Workforce Diversity Recruitment Strategy:

- Professional / Office
- Industrial / Manufacturing
- Academic / Research
- Government / Enforcement
- Public / Social
- Virtual / Field
- Laboratory / Controlled

'Workplace Characteristic' Variations

- Different Expectations
- Different Tolerances
- Level of Privacy
- Time-Sensitive
- Result-Driven
- Philosophy-Driven
- Rigid / Flexible Rules
- Dress Code / Uniform
- 'Sweat Shop'
- Laid Back / Casual



Area / Industry Demographics

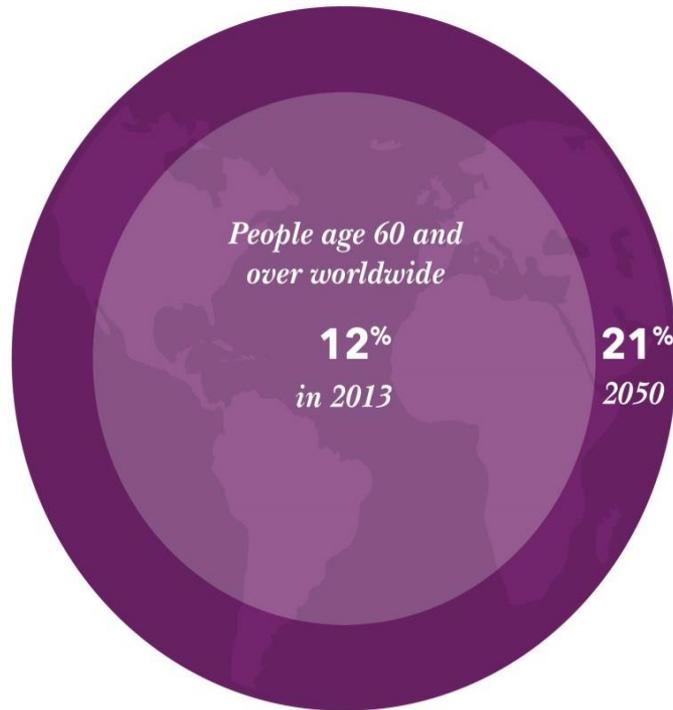
Know Your Recruitment Surroundings (Strengths / Limitations)

- General Population (2010 Census)
 - Local
 - Regional
 - National
- Industry Benchmarks / Trends
- Competitor Benchmarks / Trends
- Philosophical approaches to finding careers / talent:
 - ‘If I’m good, they’ll find me’ **(Candidate)**
 - ‘If we’re good, they’ll find us’ **(Entity)**
 - ‘I’m good, and I must find a good company’ **(Candidate)**
 - ‘We’re good, and we must find good people’ **(Entity)**

“War For Talent” is escalating



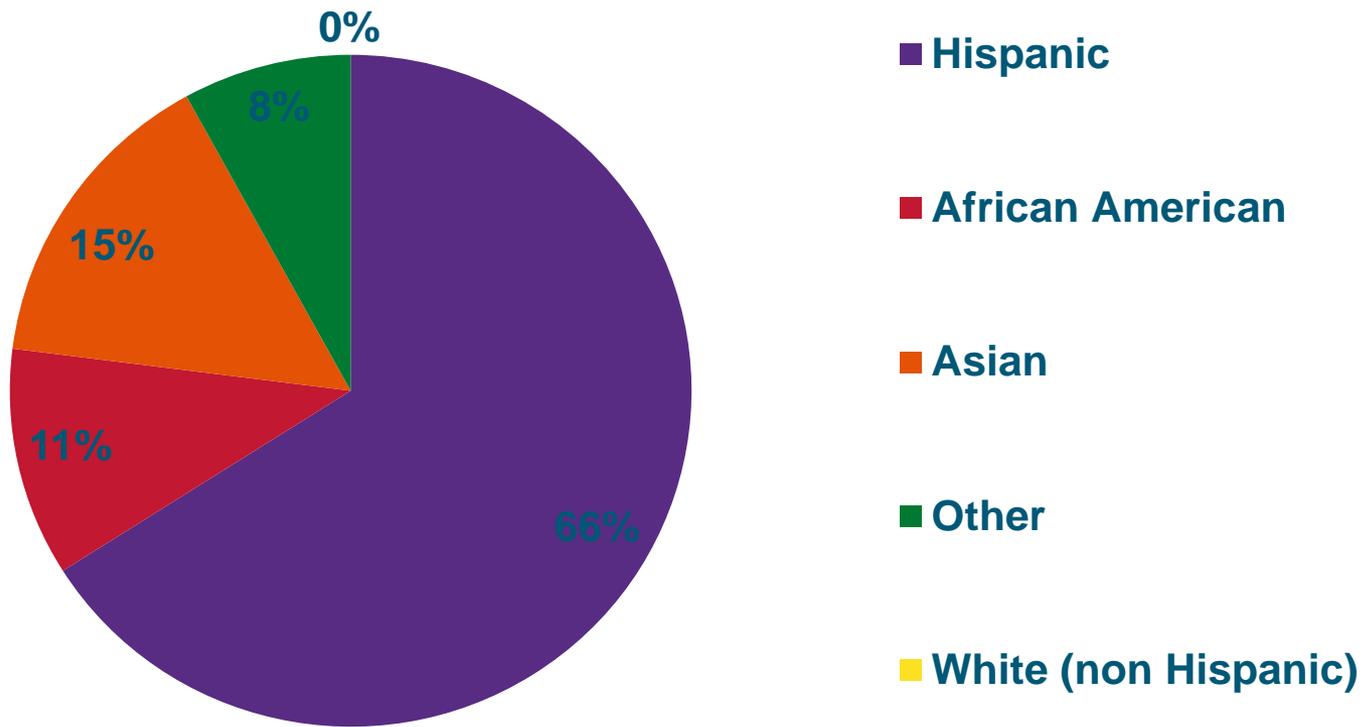
The Growing Talent Shortage



Key Ethnic Trends – U.S.



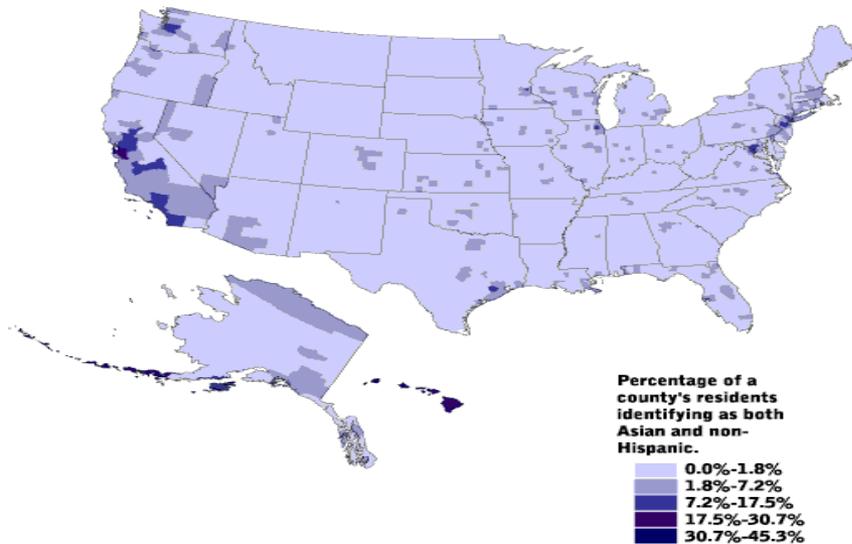
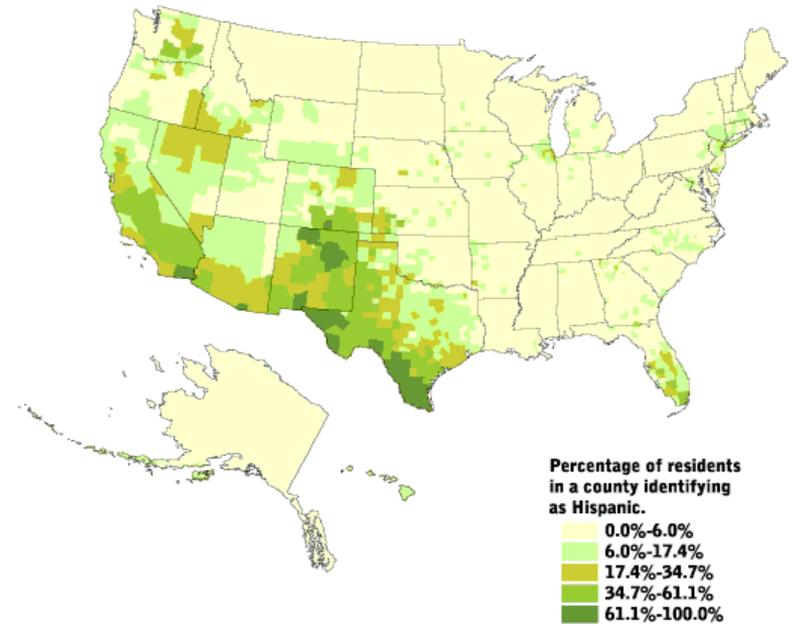
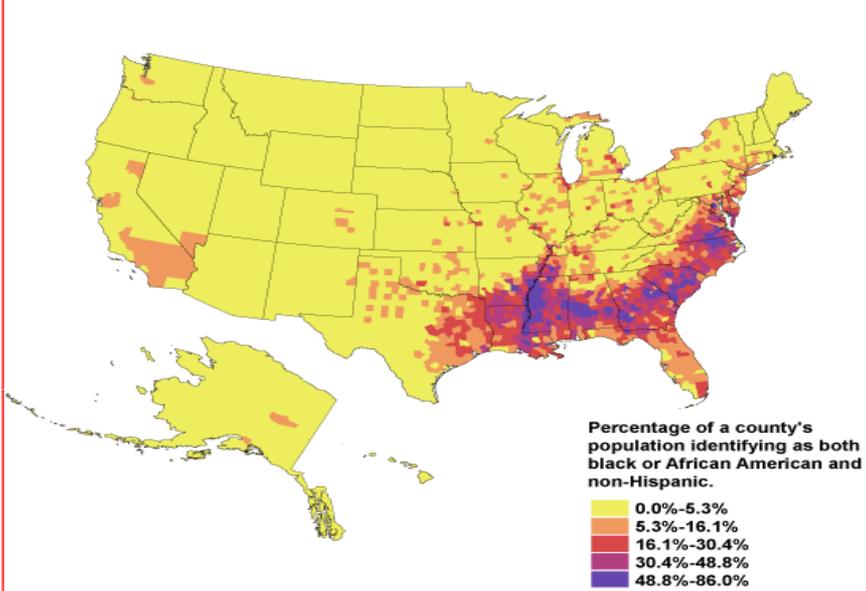
Share of Growth 2015 - 2050 (113.5 Million growth)



US Workforce Demographics Facts

- ❑ Women out degree men:
 - 51% of professional degrees
 - 51% of doctorate degrees
 - 60% of master's degrees
 - 58% of bachelor's degrees
- ❑ In the future over 65% of new entrants will be women and people of color.
- ❑ And by 2050, people of color will become almost half of the U.S. labor force.
- ❑ Asians have outpaced Latinos in immigration to US.
- ❑ Majority of US Births are minorities.

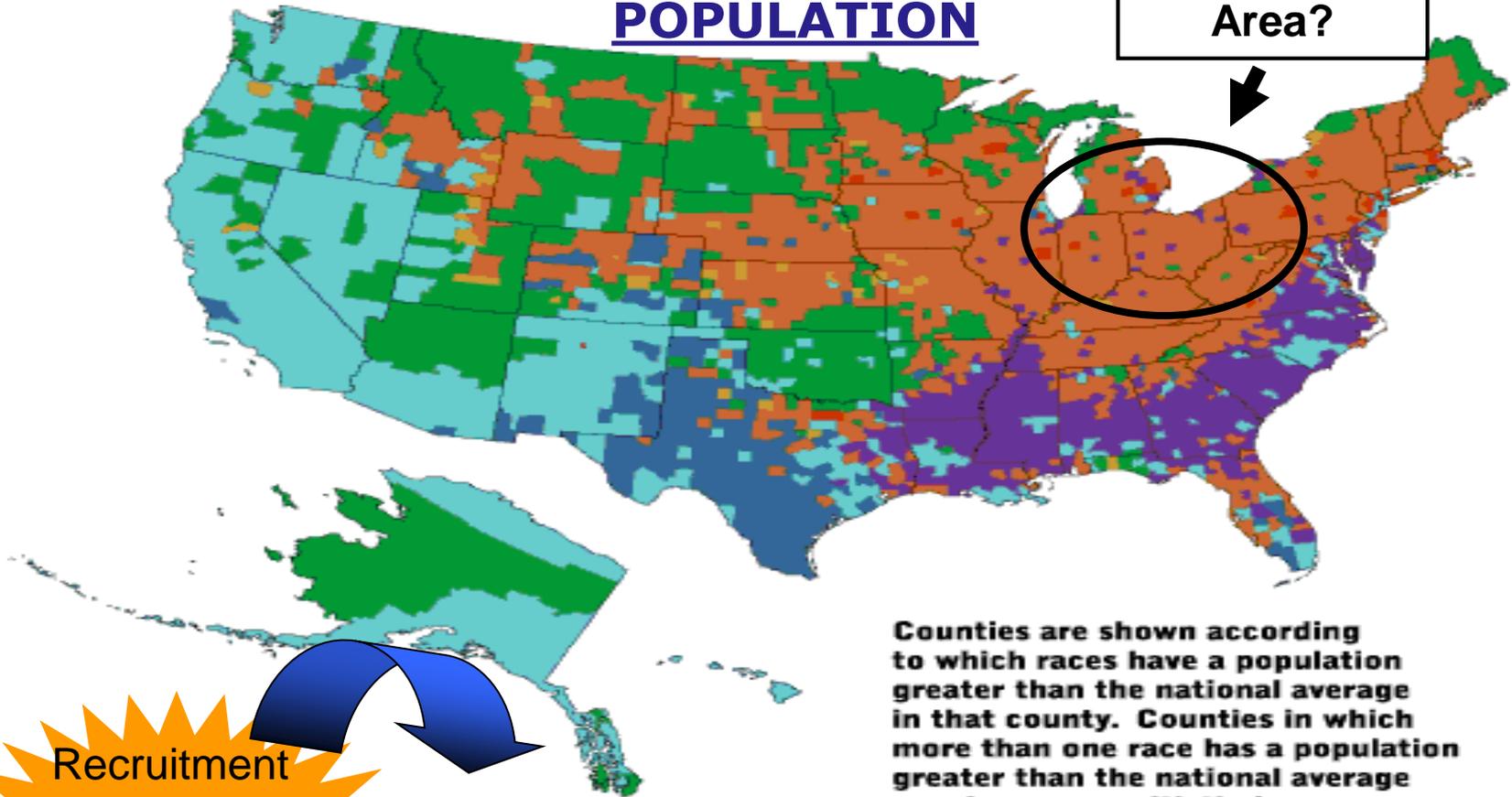
Geographic Concentration of Ethnic Populations



Geographic Concentration of Ethnic Populations

U.S. POPULATION

Your
Recruitment
Area?



Counties are shown according to which races have a population greater than the national average in that county. Counties in which more than one race has a population greater than the national average are shown as multiethnic.

- Asian (non-Hispanic)
- Black (non-Hispanic)
- Hispanic
- Native American (non-Hispanic)
- Pacific Islander (non-Hispanic)
- White (non-Hispanic)
- Multiethnic

Recruitment
Based on
Geographic
Location of
Diversity

Challenging - but not
insurmountable: War
For Talent is not Easy

Workforce Diversity Focus Areas

- Recruitment '5W-2H'
 - Who / What / When / Where / Why / How / How Much
- Retention
 - Mentorship / Inclusion
- Development
 - Growth Opportunities / Succession Planning
- Awareness / Training for all Recruiters
 - Cultural Competence / Sensitivity & Implicit Bias

HR Diversity PDCA Report (SAMPLE)

Current Fiscal Year / 1st. Qtr.

Objective: Increase representation of women and minorities in management and other positions based upon diversity plan / strategy for continuous improvement

Statement of total performance: Recruitment

HR and Diversity Management collaboration related to business planning and action items for positive results in recruitment of women and minorities

Evaluation and advice

Annual Diversity Report
Board of Directors Diversity Report
CEO & Gen. Mgr. Reports/Updates

Plan			Do		Check	Act
Objectives & Measures	Control item	Achievement level	Actual	Evaluation	Gap Analysis	Countermeasures
Recruitment of minority and female accountants, technicians & professionals	-					
<p>1. Increase number of entry Level M and F tech assocs. in targeted job groups with strategic involvement in career fairs</p> <p>2. Build relationships with diverse student orgs at key regional schools to develop pipeline of diverse candidates for consideration and improve retention capabilities</p>	<p>1. Acct. Tech.</p> <p>2. Black MBA, CSU</p>	<p>1. One M in Q2 & two F in Q4 during FY</p> <p>2. Two Events per Qtr</p>	<p>1.</p> <p>2.</p>	<p>1 ▲</p> <p>2 ▲</p>	<p>1.</p> <p>2.</p>	<p>1.</p> <p>2.</p>
<p>EVAL KEY</p> <p>□ : 120%+ (far ahead)</p> <p>⊙ 105%+ (ahead)</p> <p>○ 95%+ (on target)</p> <p>▲ 80%+ (in process)</p> <p>■ <80% (off target)</p>						

Recruitment Best Practices Tips

- **Develop Relationships with Career & Placement Centers / Counselors**
 - They will hand-pick the ‘Hi-Po’ Students for you and sell your entity
- **Conduct ‘Info Sessions’ for Hi-Po Students (Day *BEFORE* Career Fair)**
 - Small & Informal Happy Hour / Pizza Party / Continental Breakfast
 - Recruitment of diverse students must be approached differently (based on relationship and trust)
- **Have ‘Culturally Competent’ Recruiters**
 - Be sure to have a diverse mix of recruiters on staff that look like those you wish to attract / retain
- **Beware of the ‘Fit’ Word**
 - ‘Fit’ can be code for ‘We want someone that will conform to our way of thinking / acting / working / etc...’
 - Instead of looking for a candidate to conform, focus on being flexible as an organization to meet candidates diverse career expectations
- **‘Use Them and Loose Them’ Mindset for Recruitment**
 - Most Millennials only expect to be in a position / organization for 3 to 5 years (*max!*)
 - You may as well get as much out of a candidate while you have them because they plan to get the most out of you before they move on

Diverse Recruitment Sources



• BALANCING WORKPLACE COMPLIANCE WITH BUSINESS DYNAMICS •

DIVERSITY RECRUITING SOURCES

- ◆ African American Organizations
 - 1) Association of Black Psychologists – www.abpsi.org
 - 2) Black Data Processing Associates – www.bdpa.org
 - 3) Black Career Women – www.bcw.org
 - 4) Blacks in Government – www.bignet.org
 - 5) National Association for the Advancement of Colored People – www.naACP.org
 - 6) National Association of Black Accountants – www.nabainc.org
 - 7) National Association of Black Journalist – www.nabj.org
 - 8) National Association of Black Telecommunication Professionals – www.nabtp.org
 - 9) National Forum for Black Administrators – www.nfbpa.org
 - 10) National Organization for the Professional Advancement of Black Chemists & Chemical Engineers – www.nobccche.org
 - 11) National Society of Black Engineer – www.nsbe.org
 - 12) National Society of Black MBA's – www.nbmbaa.org
 - 13) National Urban League – www.nul.org
 - 14) National Black Nurses Association – www.nbna.org
 - 15) Black Enterprise – www.blackenterprise.com
 - 16) Black Voices – www.blackvoices.com
 - 17) Black Collegian online (www.black-collegian.com) – career site for students of color.
 - 18) Equal Opportunity Publications, Inc. (www.eop.com/aacw)
 - 19) EOE Journal (www.eoejournal.com)

- ◆ Asian-American Organizations
 - 1) Asian American Economic Development Enterprises, Inc. – www.aede.org
 - 2) Asian American Journalist Association – www.aaja.org
 - 3) Asian Avenue – www.asianavenue.com
 - 4) Asian/Pacific American Librarians Association – www.apalaweb.org
 - 5) Asian Women in Business – www.awib.org
 - 6) Chinese American Librarians Association – www.cala-web.org
 - 7) Filipino Association for Health Careers – <http://welcome.to/fahc>
 - 8) Japanese American Citizens League – www.jaci.org
 - 9) Korea-America Finance Association – www.nfbpa.org
 - 10) Korean-American Scientists & Engineers – www.ksea.org
 - 11) Korean Women's Association – <http://kwaoutreach.org>
 - 12) National Asian Pacific American Bar Association – www.napaba.org
 - 13) National Association of Asian Professionals – www.naaap.org
 - 14) US Pan Asian American Chamber of Commerce – www.uspaacc.com
 - 15) Asian Career Web – www.intercareer.com

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- 16) www.asian-jobs.com – jobs for bilinguals who speak English & Asian languages
- 17) HBCU-Careers.net – online career resource center for historically Black College and Universities - www.hbcu-careers.net

◆ Hispanic-American Organizations

- 1) ASPIRA Association – www.aspira.org
- 2) Association of Hispanic Advertising Agencies – www.aaa.org
- 3) Association of Latino Professionals in Finance & Accounting – www.alpfa.org
- 4) Hispanic Public Relations Association – www.hprala.org
- 5) Latin American Management Association – www.lamausa.com
- 6) Latin Business Association – www.lbausa.com
- 7) League of United Latin American Citizens – www.lulac.org
- 8) Mexican American Unity Council – www.mauc.org
- 9) National Association of Hispanic Federal Executives – www.nahfe.org
- 10) National Association of Hispanic Journalists – www.hahj.org
- 11) National Association of Hispanic Public Administrators – www.nahpa.org
- 12) National Association of Latin Elected & Appointed Officials – www.maleo.org
- 13) National Association of Puerto Rican/Hispanic Social Workers Inc – www.naprhsw.org
- 14) National Coalition of Hispanic Health & Human Services Organization – www.cossmho.org
- 15) National Council La Raza – www.nclr.org
- 16) Hispanic Employment Program Managers – www.hepm.org
- 17) National Hispanic Corporate Council – www.nhcc-hq.org
- 18) National Hispanic Medical Association – www.nhmamd.org
- 19) National Society of Hispanic Professionals – www.hshp.org
- 20) National Society of the Hispanic MBA's – www.nshmba.org
- 21) Professional Hispanics in Energy – www.phie.org
- 22) Society for Advancement of Chicanos & Native Americans in Science – www.sacnas.org
- 23) Society of Hispanic Professional Engineers – www.shpe.org
- 24) Hispanic Association of colleges and Universities [employers partner with the Association to sponsor seminars and conferences designed to help companies network and recruit Hispanics and other minorities] (512) 692-3805
- 25) Hispanic Business.com - www.hispanstar.com
- 26) Hispanic Online – www.hispaniconline.com
- 27) LatPro.com – job board for Hispanic & bilingual professionals – www.latpro.com
- 28) www.saludos.com – joining Hispanic bilingual professionals with companies.
- 29) www.hispanic-jobs.com – bilingual job opportunities for English-Spanish-speaking professionals

3679 Ashley Way, Owings Mills, MD 21117

(o) 410-581-4970 (f) 410-581-4971 www.workplace-dynamics.com

- ◆ Native-American Organizations
 - 1) American Indian Science & Engineering Society – www.aises.org
 - 2) Native American Journalists Association – www.naja.ocom
 - 3) Native American Public Telecommunications – www.nativetelecom.org
 - 4) Indian County Today (www.indiancountry.com)

- ◆ Women's Organizations
 - 1) American Business Women's Association – www.abwa.org
 - 2) American Society for Women Accountants – www.aswa.org
 - 3) Association for Women in Science – www.awis.org
 - 4) Financial Women's Association – www.fwa.org
 - 5) National Women's Studies Association – www.nwsa.org
 - 6) Society of Women Engineers – www.swe.org (800) 299-7494
 - 7) Advocates for Women in Science, Engineering & Mathematics – www.awsem.com
 - 8) Association for Women in Computing – www.awcncc.org
 - 9) Women's Information Network – www.winonline.org
 - 10) Women in Technology – www.womenintechnology.org
 - 11) Association of Women in International Trade – www.owit.org
 - 12) Women in Advertising and Marketing – www.wamdc.org
 - 13) Career Women – www.careerwomen.com

- ◆ Gay & Lesbian Organizations
 - 1) International Gay & Lesbian Association – www.ilga.org
 - 2) LGBT Business School Community – www.networkg.org

- ◆ General online networks:
 - 1) www.iminorities.com
 - 2) www.diversityjobsite.com
 - 3) www.americandiversity.net
 - 4) www.diversityemployment.com
 - 5) www.diversilink.com
 - 6) www.techwriterjobs.com
 - 7) www.diversecandidates.com
 - 8) www.minoritycareer.com
 - 9) www.engineer500.com
 - 10) www.minorities-jb.com
 - 11) www.recruitersnetwork.com
 - 12) www.asne.org/kiosk/diversity/mintips - American Society of Newspaper Editors – tips on minority hiring
 - 13) www.worktree.com – job search portal
 - 14) www.inroads.org – develop and place talented minority youth

- ◆ **Disability Organizations:**
 - 1) Diversity Service – placement agency for individuals with disabilities – www.diversity-services.com
 - 2) Disability Related Government Resources – www.disabilityinfo.gov
 - 3) Vision Aid – www.visionaid.org
 - 4) National Council for Support of Disability Issues – www.ncsd.org
 - 5) National Federation of the Blind - www.nfb.org

- ◆ **Military/Veterans/Security Sites:**
 - 1) www.militaryhire.com
 - 2) www.vetjobs.com
 - 3) 1-877-vet-jobs
 - 4) www.clearancejobs.com
 - 5) www.defensecareers.com
 - 6) www.intelligencecareers.com
 - 7) www.defenseengineers.com
 - 8) www.veteransenterprise.com

- ◆ **Websites specializing in openings in the nonprofit environment:**
 - 1) <http://www.ExecSearches.com>
 - 2) <http://CEOupdate.com>
 - 3) <http://www.idealists.org> (especially for job-seekers early in their career)
 - 4) <http://www.PhilanthropyCareers.com>
 - 5) <http://www.asaenet.org> (see Career Headquarters)
 - 6) <http://www.associationjobs.org>
 - 7) <http://www.cof.org> (see Job Bank; for jobs at grant making foundations)
 - 8) <http://www.fdncenter.org/pnd/current/index.html> (see Job Corner)
 - 9) <http://www.developpro.com>
 - 10) <http://www.nonprofitcareer.com>
 - 11) <http://nonprofitjobs.org>
 - 12) <http://pnnonline.org>
 - 13) <http://www.DotOrgJobs.com>
 - 14) <http://www.helping.org/nonprofit> (see Nonprofit Jobs)
 - 15) <http://www.npxpress.com>
 - 16) <http://www.nassembly.org> (for jobs at health and human services organizations)
 - 17) <http://www.NonprofitOyster.com>
 - 18) <http://www.devnetjobs.org> (international)
 - 19) <http://www.NPTimes.com> (see Employment Marketplace)
 - 20) <http://OpportunityNocs.org>
 - 21) <http://www.interaction.org> (for jobs in international relief and development)
 - 22) <http://www.dev-zone.org> (international)
 - 23) <http://ReliefWeb.net> (international)
 - 24) <http://www.IntJobs.org> (international)
 - 25) <http://www.nonprofitadvancement.org> (for jobs in Washington , DC)

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- 26) <http://www.mdnonprofit.org> (for jobs in Maryland)
- 27) <http://www.DeepSweep.com>
- 28) <http://www.AllianceOnline.org>
- 29) <http://www.DevelopmentJob.com>
- 30) <http://www.internationaljobs.org/hotjobs.html>
- 31) <http://www.pnp-inc.com> (for jobs in New York City metro area)
- 32) <http://www.Craigslist.org>
- 33) <http://www.developmentex.com> (international)
- 34) <http://www.Bridgestar.org>
- 35) http://www.sustainablebusiness.com/jobs/csrwire_jobs.cfm
- 36) <http://www.nonprofitjobscoop.org>
- 37) <http://www.MyDCnet.com> (for jobs in Washington, DC, metro area)
- 38) <http://www.publicservicecareers.org>
- 39) <http://www.NonprofitJobMarket.org>
- 40) <http://www.WorkForNonprofits.org>

http://www.workplace-dynamics.com/Diversity_Recruiting_Sources.pdf

INCLUSION / RETENTION

- Objective systems for growth opportunities
- Periodic rotation of job duties (cross-train)
- Project-Based ERG's
- Mentorship / Reverse Mentorship
- 'Stay Interviews' (after 3 – 5 years)
- Extended On-Boarding Programs
 - Beyond New Hire Orientation
 - 'Organizational Training Programs' vs. 'Job Training Programs'

Objective Systems For Employee Growth

- Policy / Process / System Development
 - Compatible Job Classifications / Transfer Policies
 - ‘Free Agency’
 - ‘Burn Out’ Early Warning System (‘5 And Out’)
 - ‘Growth Track’ Career Ladder Options

Periodic Rotation (Cross-Train)

- Creates Skilled / Capable Workforce
- Creates Confident Management
- Provides Employee Development / Growth
- Offers 'Informed Job Satisfaction'
- Strengthens Organizational Competitiveness

Project-Based ERG's

- 'R' = **Resource** (value added)
- ERG not a 'social club' or 'grievance committee'
- Project-specific work on a variety of issues
- ERG Membership Level & Term Limits
- ERG reports work product to Board / CEO / Gen. Mgrs
- ERG Awards / Recognitions

Mentorship / Reverse Mentorship

- 'Here's Your Handbook, Go To Work!'
- 'Walk a Mile in My Shoes'
- Generational Learning Tool (Technology, etc...)
- 'Go To The Spot' (From C-Suite To Break Room)
- 'It Takes a Village to Retain an Employee'
- Mentorship is Good Salesmanship

Extended On-Boarding Programs

- New Hire Orientation (2 days – 1 week)
- Department/Division Orientation (1-2 months)
- Career Path / Ladder Orientation (12-18 months)
- Organizational Training Program (12-18 months)
- Job Assignment: *“I’ve seen / done so much, I can’t wait to get started”* (2 years or more after hire)

QUESTIONS / DISCUSSION