
2015 EEO Academy
December 4, 2015, Columbus, Ohio

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Corporate Affairs
Honda of America Mfg., Inc.
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
Assess Current Workforce Composition
(With Support from Legal Group)

• Generational / Age
• Cultural
• Religious
• Ethnic
• Gender
• Other
  – Sexual Orientation
  – Disability
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<tbody>
<tr>
<td><strong>Work Ethic &amp; Values</strong></td>
<td>• Hard work</td>
<td>• Workaholics</td>
<td>• Eliminate the task</td>
<td>• What’s next?</td>
</tr>
<tr>
<td></td>
<td>• Sacrifice</td>
<td>• Efficient</td>
<td>• Self-reliance</td>
<td>• Multitasking</td>
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<td></td>
<td>• Adhere to rules</td>
<td>• Personal fulfillment</td>
<td>• Want structure &amp; direction</td>
<td>• Tenacity</td>
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<td></td>
<td>• Respect authority</td>
<td>• Desire quality</td>
<td>• Desire quality</td>
<td>• Entrepreneurial</td>
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<tr>
<td></td>
<td>• Duty before fun</td>
<td>• Question authority</td>
<td>• Duty before fun</td>
<td>• Tolerant</td>
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<td></td>
<td></td>
<td></td>
<td>• Duty before fun</td>
<td>• Goal-oriented</td>
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<td><strong>Work is…</strong></td>
<td>An obligation</td>
<td>An exciting adventure</td>
<td>A difficult challenge</td>
<td>A means to an end</td>
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<tr>
<td><strong>Work &amp; family life</strong></td>
<td>Ne’er the twain shall meet</td>
<td>• No balance</td>
<td>• Equal balance of family/work</td>
<td>• Family/friends priority</td>
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<td><strong>Interactive Style</strong></td>
<td>Individual</td>
<td>• Team player</td>
<td>Entrepreneur</td>
<td>Participative</td>
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<tr>
<td></td>
<td>• Formal</td>
<td>• Loves meetings</td>
<td></td>
<td>• Email</td>
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<td></td>
<td>• Memo</td>
<td></td>
<td></td>
<td>• Voicemail</td>
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<tr>
<td><strong>Communications</strong></td>
<td></td>
<td>In person</td>
<td>• Direct</td>
<td>• Whenever I want it, at the push of a button</td>
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<td></td>
<td></td>
<td></td>
<td>• Immediate</td>
<td>• Meaningful work</td>
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<tr>
<td><strong>Feedback &amp; Rewards</strong></td>
<td>• No news is good news</td>
<td>• Don’t appreciate it</td>
<td>• Sorry to interrupt, but how am I doing?</td>
<td>• Freedom is best reward</td>
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<tr>
<td></td>
<td>• Satisfaction in a job well done</td>
<td>• Money</td>
<td>• Freedom is best reward</td>
<td>• Freedom is best reward</td>
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<td></td>
<td></td>
<td>• Title recognition</td>
<td>• Time</td>
<td>• Means to an end</td>
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<tr>
<td><strong>Messages that motivate</strong></td>
<td>Your experience is respected</td>
<td>• You are valued</td>
<td>• Do it your way</td>
<td>• You will work with other bright, creative people</td>
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<td></td>
<td></td>
<td>• You are needed</td>
<td>• Forget the rules</td>
<td></td>
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<tr>
<td><strong>Leadership Style</strong></td>
<td>• Directive</td>
<td>• Consensual</td>
<td>• Everyone is the same</td>
<td>TBD</td>
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<tr>
<td></td>
<td>• Command-&amp;-control</td>
<td>• Collegial</td>
<td>• Challenge others</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Ask why</td>
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The Importance of ‘Generational Diversity’

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
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

People age 60 and over worldwide:

- 12% in 2013
- 21% in 2050

Of all the women in the world age 65 and older, expected in 2050:

1/3 will live in India or China
Key Ethnic Trends – U.S.

Share of Growth 2015 - 2050
(113.5 Million growth)

- Hispanic: 66%
- African American: 11%
- Asian: 15%
- Other: 0%
- White (non Hispanic): 0%

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Women outdegree 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.

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

Percentage of a county's population identifying as both black or African American and non-Hispanic:
- 0.0%-6.3%
- 6.3%-16.1%
- 16.1%-30.4%
- 30.4%-48.8%
- 48.8%-66.0%

Percentage of residents in a county identifying as Hispanic:
- 0.0%-6.0%
- 6.0%-17.4%
- 17.4%-34.7%
- 34.7%-61.1%
- 61.1%-100.0%

Percentage of a county's residents identifying as both Asian and non-Hispanic:
- 0.0%-1.8%
- 1.8%-7.2%
- 7.2%-17.5%
- 17.5%-30.7%
- 30.7%-45.3%
U.S. POPULATION

Recruitment Based on Geographic Location of Diversity

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

Your Recruitment Area?

Geographic Concentration of Ethnic Populations

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
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

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<tr>
<th>Plan</th>
<th>Do</th>
<th>Check</th>
<th>Act</th>
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<tbody>
<tr>
<td><strong>Objectives &amp; Measures</strong></td>
<td><strong>Achievement level</strong></td>
<td><strong>Actual</strong></td>
<td><strong>Evaluation</strong></td>
</tr>
<tr>
<td>Recruitment of minority and female accountants, technicians &amp; professionals</td>
<td>Acct. Tech.</td>
<td>1. One M in Q2 &amp; two F in Q4 during FY</td>
<td>EVAL KEY</td>
</tr>
<tr>
<td>1. Increase number of entry Level M and F tech assocs. in targeted job groups with strategic involvement in career fairs</td>
<td>2. Black MBA, CSU</td>
<td>2. Two Events per Qtr</td>
<td></td>
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<tr>
<td>2. Build relationships with diverse student orgs at key regional schools to develop pipeline of diverse candidates for consideration and improve retention capabilities</td>
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</table>

**EVAL KEY**
- ▲: 120%+ (far ahead)
- ○: 105%+ (ahead)
- ●: 95%+ (on target)
- ▲: 80%+ (in process)
- ■: <80% (off target)
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 RECRUITING SOURCES

- **Diverse Recruitment Sources**
  - **African American Organizations**
    5. National Association for the Advancement of Colored People – [www.naacp.org](http://www.naacp.org)
    17. Black Collegian online (www.black-collegian.com) – career site for students of color.
    19. EOE Journal (www.eojournal.com)

- **Asian-American Organizations**
  3. Asian Avenue – [www.asianavenue.com](http://www.asianavenue.com)
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](http://www.aspira.org)
2) **Association of Hispanic Advertising Agencies** – [www.aaa.org](http://www.aaa.org)
3) **Association of Latino Professionals in Finance & Accounting** – [www.alpfa.org](http://www.alpfa.org)
4) **Hispanic Public Relations Association** – [www.hprala.org](http://www.hprala.org)
5) **Latin American Management Association** – [www.lamausa.com](http://www.lamausa.com)
6) **Latin Business Association** – [www.lbausa.com](http://www.lbausa.com)
7) **League of United Latin American Citizens** – [www.lulac.org](http://www.lulac.org)
8) **Mexican American Unity Council** – [www.mauc.org](http://www.mauc.org)
9) **National Association of Hispanic Federal Executives** – [www.nahfe.org](http://www.nahfe.org)
10) **National Association of Hispanic Journalists** – [www.nahj.org](http://www.nahj.org)
11) **National Association of Hispanic Public Administrators** – [www.nahpa.org](http://www.nahpa.org)
12) **National Association of Latin Elected & Appointed Officials** – [www.naleo.org](http://www.naleo.org)
13) **National Association of Puerto Rican/Hispanic Social Workers Inc** – [www.naphsw.org](http://www.naphsw.org)
14) **National Coalition of Hispanic Health & Human Services Organizations** – [www.cosshho.org](http://www.cosshho.org)
15) **National Council La Raza** – [www.nclr.org](http://www.nclr.org)
16) **Hispanic Employment Program Managers** – [www.hepm.org](http://www.hepm.org)
17) **National Hispanic Corporate Council** – [www.nhcc-hq.org](http://www.nhcc-hq.org)
18) **National Hispanic Medical Association** – [www.nhmam.org](http://www.nhmam.org)
19) **National Society of Hispanic Professionals** – [www.hshp.org](http://www.hshp.org)
20) **National Society of the Hispanic MBA’s** – [www.nshmba.org](http://www.nshmba.org)
21) **Professional Hispanics in Energy** – [www.phie.org](http://www.phie.org)
22) **Society for Advancement of Chicanos & Native Americans in Science** – [www.saonas.org](http://www.saonas.org)
23) **Society of Hispanic Professional Engineers** – [www.shpe](http://www.shpe)
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** – [www.hispanstar.com](http://www.hispanstar.com)
26) **Hispanic Online** – [www.hispaniconline.com](http://www.hispaniconline.com)
27) **LatPro.com** – job board for Hispanic & bilingual professionals – [www.latpro.com](http://www.latpro.com)
28) **Saludos.com** – joining Hispanic bilingual professionals with companies.
29) **www.hispanic-jobs.com** – bilingual job opportunities for English-Spanish-speaking professionals
Native-American Organizations
2) Native American Journalists Association – www.naja.com
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
8) Association for Women in Computing – www.awcnc.org
9) Women’s Information Network – www.wlonline.org
11) Association of Women in International Trade – www.owit.org

Gay & Lesbian Organizations
2) LGBT Business School Community – www.networkg.org

General online networks:
1) www.minorities.com
2) www.diversityjobsite.com
3) www.americananddiversity.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
3) Vision Aid – www.visionaid.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.clearguidejobs.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://CEOsUpdate.com
3) http://www.idealist.org (especially for job-seekers early in their career)
4) http://www.PhanthropyCareers.com
5) http://www.assaenet.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.naspa.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)
25) http://www.nonprofitadvancement.org (for jobs in Washington, DC)
26) http://www.mdnonprofit.org (for jobs in Maryland)
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.developmenttex.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
40) http://www.WorkForNonprofits.org
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