Diversify in a Tight Tech Market

LED BY:

RECRUITING INNOVATION ONLINE TRAINING
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A visualization...
Let’s get personal
Lizard brain mind meld
Economic Forecaster Study:

➔ Top Forecaster: 5% > Average

➔ Top 6 Forecasters: 15% > Top Forecaster

➔ Top 6 Forecasters: 20% > Average
“Homogeneous thinking can be dangerous in complex environments.”
Diversity delivers the goods

Companies in top quartile for racial and ethnic diversity: 35% above industry median

Companies in top quartile for gender diversity: 15% above industry median
Conscious bias toward Culture Fit
Culture Add > Culture Fit
Reality Check:

➔ Hiring rates of black Americans have not improved in 25 years

➔ Only 1 woman or minority in initial candidate pool = 0% chance they will be hired

➔ Promotion to management: 62% men, 38% women

➔ Unemployment rate for technology workers: 1.3% (May 2019)
Representation:

- Age
- Gender
- Race
- Ethnicity
- Ability
- Neurodiversity

- Education
- Sexual orientation
- Socio-economic background
- Veteran status
- Religious beliefs
“How an organization treats their candidates is how they treat their employees.”
Organization Reflection:

What are you communicating across candidate touch points?

How can you accelerate Foreign → Familiar?
New Role Onboarding/Intake:

• Focus on skills & ability - Not years experience
• What makes a ‘Yes’ - Avoid moving goal posts
• Current team composition - What is lacking?
Job Descriptions:

• What does the candidate need to know?
  • Enough Javascript to write client-side validations
  • Implemented a CMS system using one of the following: Refinery CMS, Browser CMS

• Be aware of gendered terms:
  • “Manage” / “Lead” “Coach”
  • “Work hard/Play hard” “Ninja” “Rockstar”
Sourcing:
Embrace the pause
Schools:

- Historically Black Colleges & Universities (HBCUs)
- Hispanic Serving Institutions (HSIs)
- Asian American & Native American Pacific Islander-Serving Institutions (AANAPISI)
- Tribal colleges
- Women’s colleges
- Campus Ethnic Diversity Rankings
Degrees:
think beyond traditional

- General Assembly
- Boot camps
- Grace Hopper Program
- CodePath.org
Professional Groups:

- National Society of Black Engineers
- Society of Women Engineers
- Society of Hispanic Professional Engineers
- Association of Latino Professionals for America (ALPFA)
- Asian Women in Business (AWIB)
- Code2040
- Lesbians who Tech
- Out in Tech
- TransTech Social
Interview Best Practice:

- Two in the pool
- Decision rubric defined
- Pair programming > Whiteboarding
- 1:1 OR 2:1
- Prep the candidate
- Be the friendly guide
Cognizant Accelerator:

● Posted jobs with broad swath of communities
● Code assignment:
  - any language, connect to Weather Channel API
  - user input zip code, UI changes color
● Evaluation rubric defined:
  - Did the code work? Were there tests?
  - Was there documentation?
  - Were variables named semantically?
Cognizant Accelerator

- Onsite: 2 hours
  - 30 minutes with mid-level tech manager
  - 90 minutes reviewing code assignment w/ 1 Jr & 1 Sr Dev

- Evaluation rubric:
  - Did they communicate clearly?
  - Did behavior differ between Jr & Sr Dev?

Results:

Hired 20 Fullstack developers in 2 months.
40% women, 20% people of color
Offers:

● Use salary bandings
● Pay what’s fair
● Equal equity distribution
\[
\frac{\text{WORK}}{\text{TIME}} = \text{POWER}
\]
“Recruiters are in an incredible position to create the cultures that accelerate change.”

- Arianna Huffington
Q&A

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