Member Conference

Developing a Diverse Pipeline Inside and Out
External Talent Pipeline

Strategies for Success

Carol Watson
Sr. Director, Global Advisory Services
Common Challenges

What roles are we focused on?

- How can we get the most from our existing partnerships?
- What cultural identity gaps?
- How do we keep them warm?

Who is doing this well?

- Any creative solutions to pipelining?
- How do we engage hiring managers and ERGs?
6 Elements of a Robust D&I Recruiting Strategy

- Learn/Refine
- Recognition/Communication
- Training bias/inclusive culture
- Sourcing-pipeline/outreach
- Metrics/Accountability/Reporting
- Process recalibration

Learn/Refine → Recognition/Communication → Training bias/inclusive culture → Sourcing-pipeline/outreach → Metrics/Accountability/Reporting → Process recalibration → Learn/Refine
Where are the gaps/barriers?

- Talent description/requirement adjustments
- Tracking candidate diversity in all sourcing methods
- Lead Sources
- Standardizing questions, feedback loop
- Diverse Interview Panel
Considerations:

- Determine where the gaps are in the process (sourcing, candidate slate, interviews, offers, hires)
- Which diversity dimension by role, level?
- Where are the leading indicators of success?
- Where are you finding successful diverse team hiring? Where is the gap, by dimension, by role, by level?
- How is the information reported to hiring managers and SLT’s
Finding Top Talent 🎉 Keeping them Warm

- External Partnerships
- ERG involvement
- Hiring Manager/Leadership role
- External vendors/sourcing

- Communications Outreach
- Hiring Manager/Leadership outreach
- Network/Events
- Employer branding
Associations/Partnerships: A Holistic Approach to Building a Community

- Creative Engagement
- Building metrics and accountability
- Pre-post event engagement and recalibrating the process
- Speakers/panels
- Newsletter/communications plan to build relationships
- ERG Engagement

Source: DBP Research Report, Associations/Partnerships, 2017, Talent Management, JLL
ERG’s Role in Talent Recruiting

– Social Media Outreach to their network- events, conferences, awards, initiatives
– ERG’s- create time-bound social media driven campaigns
– Interviewing Process – Culture alignment
– Targeted roles, employee referral process
– Alumni engagement – school clubs, guest speakers, fundraising,
– Review of recruitment collateral material, social media, event/conference recommendations
Considerations:

• How are leaders recognized for sourcing, participation and diversity hiring?
• How are you engaging corporate communication in sharing the diverse outreach initiatives, success metrics, employee participation in initiatives?
• What can you create to stay connected with diverse pipeline as an active lead source?
• Are ERG’s recognized publicly by leaders for their participation in recruitment efforts?
### Case Study: First Tennessee Bank
#### Strategic Hiring, Creating Opportunities

<table>
<thead>
<tr>
<th>Source Transferable Skillsets</th>
<th>Tailor Training, Coaching, and Sponsorship</th>
<th>Within 10 Months:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Former Role</strong></td>
<td><strong>New Role</strong></td>
<td></td>
</tr>
<tr>
<td>Wealth Advisor</td>
<td>Business Banker</td>
<td></td>
</tr>
<tr>
<td>Financial Analyst</td>
<td>Affinity Marketplace Manager</td>
<td>10 Positions</td>
</tr>
<tr>
<td>Financial Center Manager</td>
<td>Private Client Banker</td>
<td>Approved (salary</td>
</tr>
<tr>
<td>Business Banker</td>
<td>Sr. Business Banker</td>
<td>funded by COO)</td>
</tr>
<tr>
<td>Credit Analyst</td>
<td>Specialty Lender</td>
<td>7 Hired</td>
</tr>
<tr>
<td>Non-traditional Lending</td>
<td>Financial Center Manager</td>
<td>1 Terminated</td>
</tr>
<tr>
<td>Manufacturing Sales Rep</td>
<td>Specialty Lender</td>
<td>2 In Process</td>
</tr>
<tr>
<td>TBD</td>
<td>Credit Analyst to Banker</td>
<td>Several in</td>
</tr>
<tr>
<td>TBD</td>
<td>Credit Analyst to Banker</td>
<td>Pipeline</td>
</tr>
</tbody>
</table>

- 10 Positions Approved (salary funded by COO)
- 7 Hired
- 1 Terminated
- 2 In Process
- Several in Pipeline
Diversity Best Practices

Follow @DBP_News at the #DBPMember + join the game - changing diversity and inclusion conversation!