Diversity Best Practices
Talent Reimagined - Strategies for the Future
Aug. 6, 2020

>> JENNIFER LONDON: Welcome everyone, this is Jennifer London from Diversity Best Practices. It’s great to see so many of you joining us today. Before we get started we would love to see who is in the room with us. If you don’t mind letting us know who is hereby introducing yourself via the chat, where you work and where you are connecting from today.

As we get started and we let folks in the room I see many people still joining. We will wait a couple minutes to get started. Thank you all for introducing yourselves. If you are just joining us we are asking folks to introduce themselves to say where they work and where they are connecting today. The chat will be if you are having any technical difficulties, enter those into the chat. We have someone behind the scenes who will answer those questions privately. So if you see questions that look like they are going unanswered, someone is behind the scenes answering those questions.

I am seeing many people still joining so I am just going to wait a couple of minutes to get started. In the meantime, keep introducing yourselves and saying hello. Thank you so much for joining us today and we will get started in just one minute.

Welcome everyone, this is Jennifer London from Diversity Best Practices. For those of us joining us, introduce us in the chat let us know where you work and where you are connecting from today. We have folks from all over the US and even some from outside the US. Thank you for joining us. I see many members from the Diversity Best Practices team joining us as well.

A couple of notes as well, for those of you just joining us, if you have any technical difficulties please enter those into the same chat function and we have someone working behind the scenes to answer those questions privately through the chapter as well.

We have over 200 people already signed in and more joining. That is so great. I am going to go ahead and get started. And welcome Subha Barry, president of Working Mother Media.

>> SUBHA BARRY: Welcome Everyone good morning everyone. Good evening or good afternoon depending where you are calling from. I hope you are all safe and well during these turbulent chaotic times. That you for joining our Diversity Best Practices, Talent Reimagined: Strategies for the Future. COVID-19 has disrupted businesses everywhere and disproportionately impacted our marginalized groups. Additionally, in response to the black lives matter movement organizations are boldly making new commitments to address racism in the workplace.
The community joins them in supporting this work. Knowing that finally this is not something where you checking your values, beliefs and opinions about these things at the door when you enter work but rather this is welcomed into your workplaces because it reflects the opportunity to be able to bring the whole you to work. Organizations are making new commitments and diversifying their workforces.

We believe that companies are uniquely positioned to very creatively and innovatively address the transition back to work strategy, to reimagine the overall talent strategies to take on some of the most pressing challenges that we face at this time. In fact, the time is now. We need to be bold. Company leadership is focused with great intentionality on making that difference. They are making not just statements but they are making financial commitments.

I believe the best and boldest of those companies are now saying we will make internal changes as well. They are looking at their HR and talent processes and systems because they know that changing those is what drives systemic and fundamental change. Yukon here is some data and numbers for you. 42% of our DBP index companies now tie performance on D&I to compensation. In 2018, that number was 29%. Yukon 65% of our DBP index companies now set percentage D&I goal. 60% set numeric goals. 59% require gender or ethnically diverse succession plans. 56% are offering diverse sponsorship programs.

To understand the changing the diverse changes in town. We have assembled the NII practitioners and champions and subject matter experts to explore how we leverage the lessons learned to plan for the future. And to be better prepared for the next disruption because it is not a matter of if, it is when.

You know the world of work is changing. Virtual technology is now being leveraged in so many creative ways, you could not have imagined even three or four years ago. Of day to day meetings and leveraging artificial processes in processes. They are utilizing new innovative ways to maintain business continuity. Think about restaurants with their plexiglass, pizza boards, outdoor dining etc.

The other thing we’ve noticed is that women leaders all around the world at all different levels are excelling in this COVID environment because they are bringing together their own unique and different strengths. Innovative ideas combined with strong collaboration really has brought them to the head of many decision-making tables. We have noticed that as that cascades through the organization, even junior employees have stepped up with amazing ideas and they are being heard and noticed.

We at Working Mother and Diversity Best Practices we pivoted quickly and marched to virtual conferences because we immediately needed to rethink how we would offer learning and development like we are today. But also think about the substitution or in person award
ceremonies. Nobody was going to come to receive an award anymore. So we really needed to not just think about retooling our conference to be virtual, but we also had to provide just in time resources as the COVID crisis and the following racial issues surrounding the deaths of Brianna Taylor and George Floyd's murder and the resurgence of the black lives matter movement. We haven't even begun to think about the longer-term implications of what will happen.

Can you imagine how performance management will happen in a virtual world? Can you think about how work and objectives are going to be vastly different than when they were being done in person on teams within an organization? If I had been furloughed, or let's say my clients had been shut down, and I cannot do any business with them, how will that impact my performance? How will I be measured?

For women and people of color they have been disparately impacted by the furloughs, the salary reductions, by the layoffs. How are we going to ensure that we do not exacerbate the socioeconomic disparities that already exist and impact them?

As we open up, as we return to work, are we ensuring that our talent reintegration strategy takes into account the socioeconomic and representation equity issues. Are we ensuring that women and people of color are represented equitably in the workforce as we reintegrate?

Or that women and people of color have the right kinds of support that they need in order to enable them to come back to work. Consider the following as examples. Childcare, healthcare, safety measures, transportation, will returning employees need additional new skill sets to help them succeed in this new environment?

Are we focusing on upscaling our workforce? For those with employees in a downtime stage, is this an opportunity to encourage them to focus on skills development? When it is available online and they may have the time?

How about hiring new talent? When you think about our undergraduate and graduate students, their lives are changing so dramatically because campuses more and more are moving to either remote learning this fall or some kind of blended learning, some in person classes, some remote giving you the option to do one or the other.

Many young people are opting to do further acceptance or take a gap here. The MCAT has not been offered routinely so many premed students are opting to take a gap year instead of going right into med school.
What long-term implications will this have and how our companies dealing with this change?

Let us not forget the ever important issue of visibility and accessibility to sponsorship and diverse talent development. Women have significantly less access to sponsors. We all know the data and the numbers. People of color, especially women of color, have even less access to this. So in a virtual world, they are likely to have the same issues but they will be further magnified.

Have we implemented protocols to ensure high-performing, high-level people of color and women of color talent are being reached out proactively?

50% of the women of color in our recent survey gender gap at the top for multicultural women, 50% of the women of color said they were planning to leave their companies within the next couple of years. Remember women of color are typically far more ambitious as compared to their white counterparts.

In virtual work, with this world that we live in, is that going to have a further negative impact on their satisfaction level? How do we track them and check in on them and close that representation Especially to promotions and advancement?

And how are organizations pushing their thinking about accessibility to issues in the workplaces -- hiring practices, and others. How does this affect prospective talent with the variety of diverse ability brought to the table?

There must be many more considerations that each of you have experienced or thought about. And there have been many implications that we have missed in this litany that we have put together. Please feel free to submit them in the chat box to your right.

But here is the good news, we are here today gathered together to address and discuss some of these very issues. And we have gathered some amazing subject matter experts and peers who are tackling these challenges and looking for opportunities to move forward. Before we get started, I just want to take a couple of minutes to review some housekeeping items.

You will see a checkbox to the right side of your screen. Feel free to use it and share comments or questions. Although we have an audience Q&A at the end of every session do not wait until then. Submit your questions as they come up in your head. That is the amazing advantage of having this kind of virtual setting. Use that same checkbox to submit them.

You can also submit any technical questions or issues you might have and someone from the support team will help you in any way they can. I also want to point out that we've included two breaks in today's program. So you can take some time to stretch and maybe grab a snack,
refill your water bottle or coffee, and rest your eyes a little bit and for those of you who have kids at home, you are probably going to get badgered to answer questions because they probably have been waiting patiently for you to get that break.

I want to welcome all of our new members who have recently joined our DBP family and community. We pride ourselves on being a network of thought leaders and practitioners. And I hope that you'll be able to connect with each other throughout the day.

So welcome to our new members.

You will receive an email after the event with a link to this recording as well as all the slide decks and additional resources from the event, so be on the lookout for those materials soon.

I would like to encourage everyone to share their experience as during the day, we will be tweeting throughout the day and we will encourage you to join the conversation on Twitter.

Now let me introduce the amazing, incredible DBT team they are also online with you. They are the powerhouse and the wind beneath our wings between all the work we do to support you and your companies. Thank you.

Many of you know our relationship managers who have been working with her companies over the years. So I welcome them to this event. If you have an opportunity say hello to them.

With that, allow me to introduce Theresa Torres, the moderator of our next panel and senior director, global relationship services manager at diversity best practices. And one of our secret weapons as we continue to do this work. Theresa?

>> THERESA TORRES: You have an opportunity to ask questions of all the panelists and please use your, the chat box to put in questions and at the end of the session we will go through them and I will read them out loud to the panelists and we will answer them for you. You can submit any technical questions you might have and someone from the support team will do their very best to help you with any issues you have. Let's get started.

Joining me is Jessica Campbell, director of corporate and employer relations at the career development office at the Jones graduate school of business at Rice University. Welcome, Jessica. Next we have Fields Jackson, founder of a publisher, CEO, chief cheerleader and talent scout of racing towards diversity magazine and Executive Director of the HBCU.
The me of Holly Mendelson, happy could join us Holly. Last but not least Elton Ndoma-Ogar--cofounder of jumpstart and also a very dear friend. So welcome, Elton.

I'm looking for Elton and make sure he is on.

>> ELTON NDOMA-OGAR: I am here.

>> THERESA TORRES: Great. I have the first question for Elton. Traditionally, the campus recruiting cycle has encompassed a courting period were employers engage with candidates over numerous events, programs, visits it in this heavily weighted virtual world how should companies the rethinking establishing those deep relationships and ties with the students they are looking to recruit?

>> ELTON NDOMA-OGAR: Thank you Theresa. for answer the question or want to welcome everyone who is participating on this call and listening in. I have been a year with Diversity Best Practices for a number of years and continue to appreciate all the work that you do. So thank you for inviting me to the panel.

Requester question I think there are two essential things that companies need to think about during this time. The first one is around focusing on quality versus quantity. Of outreach. The reality is that there will be a number of opportunities for candidates to participate in virtual calls and there will be a certain amount of fatigue that sets in. So as you start to think about quality of your sessions versus the quantity, I will share with you something that was shared with me couple weeks ago which is focusing on the five Cs. the first is around content, not necessarily what you will provide but how you will provided. And understanding that less is more.

The second C surround competence, understanding the technology we are using. And as we go through this process candidates will be evaluating how well you navigate through the technology whether it is Adobe Connect or Microsoft Teams or Zoom. But that will impact the virtual way you recruit candidates. The third is around connecting. During the sessions making sure you are building in time to listen.

As all of us are aware, there are a number of us that are going through different scenarios and situations. That opportunity where you take time to listen will be key.

The fourth is around choreography. Taking time to practice. Because I think you are X since you do not have as many sessions the quality becomes more important. You want to make sure your teams are taking time to practice and getting the choreography in place prior to
conducting the sessions which will help with improving the delivery of the session. The last pieces around credibility.

That is the one measure that I think throughout the recruiting cycle that candidates will continue to evaluate be asked to do a little differently. That is that first piece around what company should be thinking about.

And we will touch on this later but each company has to assess what their risk tolerance is in terms of how candidates are taken through the process but once you make that assessment and put a multiplier to it and expand it. You will have to measure risk tolerance be willing to take more risk in terms of how you engage with candidates you bring in for internship in full-time.

Hopefully that provides a good sense of how companies should be looking at this time period.

>> THERESA TORRES: Thank you, Elton. I want to build on that with Jessica. Jessica, we were talking about the virtual world and many students are going to virtual or hybrid. Many companies move to virtual internships if they continue to have them.

In speaking to the students, what were some of the best practices of virtual internships and what were some of the "stay away from" practices you heard that company should be cognizant of?

>> JESSICA CAMPBELL: First of all students appreciated the organizations that they try to have some kind of experience. I think they really paid attention to how companies are treating their employees and interns and potential employees during this time. There's small things companies did well that made a huge difference offering work from home stipends so students could purchase what they might need and work more comfortably from home. Sending swag or technology in advance that replicated the experience they might get if they were in the office. Those kinds of things, fun kinds of things with interns like online scavenger hands or trivia or ways that might replicate some of the fun things that happen.

What is important to students and an internship, finding ways for them to interact with the people in your company and understand the culture, understand the skills it might take to succeed there and find ways for them to engage with senior leadership, assigning a mentorship program, giving them ways to engage with each other. Those are important things and thus are not location specific things. So you can replicate those things in a virtual environment. A survey was done with students that did internships measuring what were the impacts of internship perks on whether you would accept an offer with a company.
The top three were meetings with senior leadership, professional development and skills training, and project presentation and management. Those are things not location specific at all. You can offer those things in a virtual environment really giving them meaningful work. I think where we saw frustration from students was maybe when there were unclear expectations, lack of feedback, infrequent communication, not being clear about what is expected, things like that I think did not work well.

I think there's an understanding from students that we are all trying to fly this plane as we build it. And we are all very reactive and trying to figure it out so I think they were appreciative to employers who try to make the effort to provide experience. They were also understanding in that way.

>> THERESA TORRES: Thank you, Jessica. Holly, I want to build a little bit on the whole virtual and technology piece. Can you share what you are seeing with first generation students, lower socioeconomic and rural students that may be disadvantaged because of home environments and having multiple generations in the home. Being asked to join in the family business because they are physically at home and not on campus. Taking on caregiver responsibilities. How may that impact their return to schools when a hybrid or online session starts this fall?

>> HOLLY MENDELSON: Thank you for asking written I just want to thank everybody for letting me be a part of this wonderful panel. The impact is tremendous and so many students out there. I think we all take for granted technology. When we looked at the schools that we work with and we work with colleges and universities around the country, the number of them that have actually had to procure laptops for students because they either lived lower socioeconomic means or were rural and had to drive to places to connect to Wi-Fi for classes, they were living in the home where maybe the parents were working, they had younger siblings were older people at home and so they were not responsible for providing daycare or providing income.

Students with disabilities are not necessarily getting access to the combinations they may need and may have family members with a [Video] or who are dying or have died. There's much pressure on the students. And then there are international students in different time zones and some of them ended up getting stuck here in the country. So they were shut ins on close to college campuses. And others who might be in the 12 hour time difference.

There's so much going on for them and it affects academics, their mental health, their ability to continue with their education. And even access to things like support systems and mental
health support and what they need, they may not even be able to talk to someone on campus about the difficulty because they just do not have a quiet room to sit in or a place of their own or they are LGBTQ and are at school but not at home because it is not tolerated.

They are going through a tremendous amount of challenges. As the colleges look for how they are going to reopen, they are all grappling with it. The schools, employees and students, it will have a huge ripple effect for a very long time.

>> THERESA TORRES: Jessica, I see you shaking your head because you’re dealing with this as being part of the University, did you want to add anything to what Holly just talked about?

>> JESSICA CAMPBELL: I think she is spot on. Students want to be on campus and for many of the reasons that Holly said, some need to be there for those reasons. And so I think schools are really working hard to make it as safe as possible for them to come back if they need to but also trying to figure out how do you do that and what does that look like everyone is trying to navigate a lot as they make tough decisions.

>> THERESA TORRES: Absolutely. I wanted to talk a little bit about definitely with Gen Z and how important authenticity and values are to them. Fields, I want to ask, with the death of George Floyd everything change. And students are not only wanting to see accountability but are demanding accountability. So what do companies need to do, to engage the students in an authentic way but what do they need to be putting forward in front of the students so students understand the desire and commitment to make change?

>> FIELDS JACKSON: Thank you Teresa H and thank you to Working Mother for this opportunity. They are looking for authenticity, George Floyd it changed everything. Silence is not good. Silence -- if you think this is going to pass, silence is good, then your managers need to let people know how they feel and where they stand. On either side. So silence, I have spoken to a number of CEOs that say they are not black. I know you are not black. That is not the issue. The issue is how does this affect you and your employees who are or may not be? So your silence is being taken as -- you are on one side or the other so you have to let people know. Especially with the George Floyd, how you felt about that incident. My recommendation is if it was a bad incident then say that. If there are people that you would like to reach out to, tell them how you will reach out to them. There are ERGs and corporations that matter now. So employees welcome the fact that the CEO or board said this was bad and we will do some things but silence is not a good answer.

So again, I think with social media, it is a chance now, even though as bad as it is -- is a chance now for your CEO and senior management to reach all their employees protectively, you may
have meetings where only the senior managers go. And then senior managers come back and they talk to the employers but now you can have a Zoom meeting to get in front of all the employees.

>> THERESA TORRES: As sessions are being done with students on campus, should they touch on efforts they are putting into place to address equity and inclusion?

>> FIELDS JACKSON: and there's been a number of situations where white senior executives said I had no idea this was going on in these environments. Say that. And what are you going to do as opposed to that being someone else's problem, what are you doing to address that?
This is an opportunity to get in front of that and again, leadership matters. It really does. So to show that not that you will know the concerns but what are we doing about it -- at least now the employees know where the company stands. Because when they go home, what did your CEO say?
Didn't say anything. Wow. Okay so now I have to assume where are you with this as opposed to those CEOs that got out and said we thought this was wrong and we are going to have ERGs in these types of sessions. And now it is okay, what did your manager say?
They said they were going to do something about it. Now you have to walk the talk.

If you said it, people will hold you accountable and I think the changes been there were a lot of people have been saying things and have not been walking the talk. You have to walk the talk and if you walk the talk that is the authenticity that I think everyone would appreciate it either way, I didn't care about that, that is authentic. So if you did care about it, that is authentic but now walk the talk.

>> THERESA TORRES: Thank you Fields. Elton, we discussed that many firms are actually narrowing their school focus. Because the times of uncertainty, they just go with what they know, what advice to give to the impacted impact that might have D&I, and then Holly I will ask you to follow up on that as well.

>> ELTON NDOMA-OGAR: Great question. I would encourage every single talent acquisition practitioner participating on this call or anyone involved on their campus recruiting teams that if your firm is pushing towards narrowing its focus on core schools or certain number of schools, I would push against that aggressively. If diversity is important to you and your organization, this is the time to cast a wider net and leverage your employee resource groups and their networks were feeder programs to get your message out to a broader group of students.
the impact, if you fail to do that it will fall into four categories. It will impact your brand, and once you damage your brand as many of us know, with your target audience it will be hard to rebuild that.

During this time of uncertainty, last you want to do is to take steps backwards but too the second thing it will do is impact your pipeline. We recognize that the work we have to do is we have to build our organization to increase representation almost by brick by brick in industries bad we have to be willing to grow and develop talent organically. What you don't want to do is start to have down years because you have narrowed your focus on much that you have not been able to capture broader talent out there.

The third thing is it will impact your reach. When you start thinking about innovation, the importance of that within your organization, if you fail to bring in, whether it is the diversity of thought and the things we talked about, that ritual impact innovation in your marketplace. And the last thing is credibility. Maintaining your credibility as an organization through this uncertainty.

If you start to narrow your focus only on a small number of institutions then that credibility starts to be compromised.

>> THERESA TORRES: Thank you. Holly, I know you would like to make comments on this as well.

>> HOLLY MENDELSON: Could not agree with Elton and Fields more. If you are going back to safety as an organization and company you will not grow. Your growth will come from innovation and come from new thought and new talent and new input. If you're going back to the same well over and over again you will never get that.

I think the silver lining if there is one to what we are going through now is the fact that you do not have to close ranks because you're no longer traveling to do your recruitment. You can do it electronically and virtually meaning you have greater reach. Multiple times then before page you can think creatively and finally about your recruitment strategies. And a lot of organizations use the programs that calculate for you. I think Theresa referred to artificial intelligence that comes up with formulas of here is what you should recruit in this area of the country, here is why you should recruit at this business or engineering school, you draw this many people with this talent.

We're going to have an article in our magazine in the upcoming issue in a few weeks talking about the inherent bias that is built into artificial intelligence. So I won't spend too much time with that but be cognizant of the fact that exists.
Secondly, you have an opportunity to go rogue and try some things that in small ways that are not going to compromise your grant, budgets or reputation or anything. And to peer Tao into all kinds of different waters anyway you would not if you are doing this the same way you normally would. Now is the time to be bold.

Companies that do not take those risks do not succeed and do not grow. We wouldn't have iPhones here if Apple had not gone ahead and done that. But to thank you, Holly, that is a great follow-up to Elton's comments and I agree 100%. Fields, I want to go to you on HBC recruiting, you had an extensive career working with HBCU's what you see the biggest challenge now facing companies in establishing relationships with historically black colleges and universities?

>> FIELDS JACKSON: I think the biggest thing to follow up on Holly and Elton's point, when people say they cannot find anybody -- my first question is, who are you talking to?

And if you are talking to the same people, it is like-- if you're talking to the same people you will get the same answer. So get a couple different people in the room and it is funny how whole conversation changes. Around HBCUs, and there's been a couple of tremendous gifts that companies have made -- of made to HBCUs recently, $100 million and I saw another slide were somebody said that was a great opportunity and a great outreach to folks.

But my whole thing about HBCUs, is a ton of talent but when I talked to companies they say we work with HBCUs, and I say who do you work with and how? And they struggle, they may get to four or five. And say someone just gave $100 million to six HBCUs and I said there's 111 of them, 111, so that is great that you're going to Howard, but to realize there are 110 other institutions? So do not limit -- they all have valedictorians and great students. Open up your window. There's an opportunity to connect with a lot of people.

To Holly's point, this COVID is actually, as bad as it is, it is open that up where you now-- physically you could not get to 111 HBCUs, but virtually you can. So now when you say I cannot find anybody and we had one time I said well I will tell you what, you can't find anybody, let me reach out to the group I work with, there's 111 HBCUs 85 business schools and I would have each one of the been sent over their best students. As you go from 0 to 85. These are 85 of the finest people on the planet. Valedictorians -- so again, it depends on who you talk to. That is white diversity is important. If you're talking to the same people you will get the same answers.

If you open that up it will be a little challenging because again, may not like the way this person looks or whatever but you will get a different answer. So the HBCUs, there's 111 of them and it is an opportunity to get your net cast a little further.
>> THERESA TORRES: Thank you for that because I think often when I talk to other talent acquisition leaders it is the same thing. There's 4-6H HBCUs and you are like every single company in the world goes to the same 4-6 why wouldn't you want to tap into a pipeline that not every company well.

They are amazing school so thank you for sharing that in the comments but we are seeing a lot of people say wow, 111 so thank you for sharing.

>> FIELDS JACKSON: Not only the students, they have alumni also. So when people say -- I can't find anybody, you have -- these schools have been around 100 years so in 100 years they have -- they may not all still be around but they have 100 valedictorians, so again, open that door and you would be surprised who is there, ready willing and able.

>> THERESA TORRES: You and I talked about this earlier, tapping into the alumni from these 111 in your company. Because you may not even know they are there and they would be a great connector to their alma mater.

>> FIELDS JACKSON: Absolutely. And this is what happens with companies with their ERGs. They tap into the ERGs and they find out how many HBCUs are in the company that you never knew because you never asked. So now we years the George Floyd that pops up and if you are genuine and really want to know and actually go into the room and are sitting down talking about how this affected a community, you'll be surprised how many of those people in that community went to HBCUs-- you never had that conversation. Not that you should not have it going for now going forward, if you are genuine and this is something you want to change, you probably have some pretty strong resources in your company that were just ships in the night. Now the ERGs of black employees, I guarantee you, I guarantee you, if somebody didn't go -- or somebody that can connect you to and HBCUs to move your discussion forward if you are authentic bad and if you don't that is also good because at least now your employees note you are not authentic and do not need this and they cannot make a decision on their own.

>> THERESA TORRES: Thank you so much for that. Holly, want to go back to you on something. Research has shown imposter syndrome is more prevalent among diverse students and magnified with discrimination. How can companies help address that and be cognizant of the fact that is something the students they are going after are struggling with?

>> HOLLY MENDELSON: I'm going to answer that question and then segue to something that Fields talked about. There are a lot of first-generation students. We see a lot going on with DACA and as I mentioned before, students love gone back and helping other families, there's a couple great ways that schools do this. They have support systems in place. There's a
lot of mentoring programs and I cannot think of anything better than mentoring in the time of virtual reality in COVID.

If you are starting a job virtually, you are sitting either somewhere by yourself or potentially with housemates or if you are just graduating at your parents’ house which is probably the last place you want to be right after you finished her education and you have become a young adult. More than anything you need a network of other people. A lot of schools, there is an organization called the Posse Foundation which is literally about sending an entire cohort of students together to be a posse so they are there for each other at the same time, at the start of their college education, during the middle and through graduation. And the whole point is to lean on each other and have mentor ship and support and allies.

But if it is okay I would also like to tell you something that Fields discussed, which is broadening your horizons and thinking differently. There's 111 HBCUs and we have something called the higher education excellence and diversity award. What it is an extensive application that colleges and universities fill out typically by the chief diversity officer talk about anything and everything that they offer on the college campus to support, recruit, retain students from underrepresented backgrounds. That represents the broadest definition of diversity.

What we have found is that schools that are the most on top of ensuring that the campuses are welcoming, that they have what they need for their underrepresented students to be successful, to come in and feel like they belong there and to be supported and get what they need. And so many of these schools have leadership programs. So they are focused on making sure the students graduate workforce ready. And that is a big issue for a lot of companies is they hire students who are graduating and they feel like they do not have teambuilding skills but they do not know how to work with other people. They do not know how to problem solve.

These are schools and some of them are predominantly white institutions. But they are putting everything and anything they can, they are walking the walk and talking the talk just like Fields said. They are actually doing it on their campus. A list of about 96-98 and another 30 or 40 that her health profession schools. And I would really like to encourage those on the call to think differently because beyond the programs that state where you should recruit or going back to the same places, but texting is going to colleges or universities that might have a large demographic of underrepresented students. So you think there is a big pool of candidates there.

But I think it was Elton who said before, we are talking about quality and not quantity especially when everybody right and left has to tighten their belts and think more carefully about how they are spending their money. We are in a recession and it will have repercussions for a while. So if you start to think about schools that support the students and really prepare them to enter the workforce -- and you are talking about students were schools are sometimes waving
the SAT or GRE because they are looking at holistic admission and the whole person's experience, the work, family, life experience, the resilience and grit, who would not want an employee who comes with top qualities there?

And that is what we see through the applications. You can actually find the application on the website and I can stick it in the chat, see you can see the information they are giving us and they are incredible institutions and circling around these young people and making sure they are successful so when they dial into you on day one, they are ready willing and able to do an amazing job for you and help your company move forward.

>> THERESA TORRES: Thank you, Holly. I know we went to get to questions from the audience bad so we have about five minutes left. Before we do that. I want to pose this question to all of you. Let's use the last five minutes and maybe each of you take a minute each to -- you touched on this a little Holly, what are some opportunities for positive change in campus recruiting? What can companies do differently now, you mentioned schools moving away from SATs and ACTs it if you could give encouragement to any of the companies represented in the audience, what are some positive, innovative things they could be doing differently now? Jessica, what we start with you.

>> JESSICA CAMPBELL: Thank you, Theresa. Holly had a bunch of things, I think the same way that we are encouraging employers to look at other schools, we are trying to diversify and pick about other schools. We typically do career checks at different locations and flipping that on its head and doing industry where we are able to bring in people virtually from across the board based on their career community and industry rather than that -- I think you touched on the testing and people and schools looking at students holistically. We are also asking the same question of our employer partners. I work in the MBA career center and we are asking employers who normally rely on GMAT scores to think about that. Because of the difficulty in testing were waiting that we know testis cords and t-PA might not be a great indicator of how well someone will perform in an organization. So we went to think beyond that.

I think those are definitely couple things were we are thinking about and encouraging employers to think about. And while you are looking at diversifying your schools and going to different schools, schools are very willing to work with each other but switching to figure out how do we partner with other schools to form these pockets of schools. Even if you are doing something with more than one school we are always happy to do that because we are about soliciting the connections. One thing I love about career services is it does not filter -- we are all this in this together in the zeroth couplings I would mention print

>> THERESA TORRES: Thank you, Jessica, Fields, what about you?
FIELDS JACKSON: September 30, one of the things that has happened with COVID, there are a number of companies that were looking to travel to schools etc. Back in February, we did our first virtual career fair pretty would have thought we had a crystal ball but we didn’t. We did a virtual career fair and had 25 companies show up in 100 schools. We were nervous about the number of people coming. It went extremely well. We had a number of companies that said they were going to the fields. COVID hit and our phone blew up and said Fields, are you still having that virtual career fair?

So September 30 we are going to have a virtual career fair is open to all schools. Diversity to us is everybody. It is open to all schools. We believe it is a way to get in front of Talent. It is a way to get in front of all 111 HBCUs which probably would not have been possible pre- COVID, you just did not have the budget etc. to go. But you find -- we found we had over 800 students sign up. The deans and chancellors were sending students over so we had a clever name and called it the dean’s list but they were sending their best students.

We found it was an eye-opening experience for people said the quality of the students that were there because again, the deans and chancellors were sending these kids over, was absolutely unbelievable from schools that people never heard of. So going down to Jackson, Mississippi and driving four hours west and nobody is going but trust me, there are some smart kids down there, they are gritty and smart, they are entrepreneurial, they are dealing with limited resources in getting things done.

For those folks that are looking, we have opportunities, September 30, I will put in a commercial for us, the deans are putting out a virtual career fair and we would love to have your company take a look. This is a way we believe we can get you in front of Talent. And you have a built in cheerleader, which I am, but a built in cheerleader when the Chancellor and the Dean sends this get over they are in their corner. So if there's things they need to do to work on them or find tune here or there, you have somebody in their corner who wants to see these kids one.

What it comes down to is if you are just checking boxes this is probably not the place to go but if this is something you want to really engage and find out that there is some talent outside of where you typically go, I think we have an opportunity for you.

THERESA TORRES: Fields, I’m seeing in the chat box everyone asking for the link to that so we will get to that during Q&A. Holly, as we go into the last minute and then I want Elton to wrap it up for us, what positive changes for campus cruising that you want to see companies take advantage of now?

HOLLY MENDELSON: One of the expectations from higher education is that things will look different when this is all said and done. The companies have the opportunity to wield
some of the power they have when it comes to working with the career centers, with the deans of the different schools and pushing back on what their expectations are. There should never be a time when I couldn't find anybody or I was not presented with any underrepresented students and candidate slates for jobs that I have. The companies hold the power in determining which schools they will recruit at. If they insist they are not going to recruit at that school unless they see the school open up diversity, and so they are seeing diverse candidates in the slates and ensure they are seeing increasing diversity in incoming class, the schools will bow to that power. They will acquiesce and they will understand.

It is the same as you see diversity in law practice is changing reduce the a lot more diversity and inclusion in law firms because client push-back and said we are not working with you unless we see changes.

There are so students lost access to internship where they just want to learn. They just want to experience. It is hard for people to work for free but honestly getting a summer job now is tough because you have to put your life in your hands. Do not underestimate what you offer in value, even if you have tapped out your budgets for interns, how many kids would jump at the chance to do an internship for you at no cost just so they can build their experience, create a resume, and hopefully connect with you in the future. You have an amazing abundance of opportunities to offer. That will not cost you anything.

>> THERESA TORRES: Elton, what is your one thing you think is a positive opportunity, a change that campus recruiting can take on now?

>> ELTON NDOMA-OGAR: Absolutely. And I will be brief because forgetting questions in the chat box. I would say the biggest thing is around similar to what Jessica said about schools working more closely together. This is an opportunity for companies in industry to start working together. We get it, they are recruiting and it's a competitive sport. We are all targeting top talent. But with what we are going through now, I think it is a tremendous opportunity to increase collaboration within industry. From time to time we ask what is best for the industry and how do we increase the pool of candidates and how do we assess candidates who want to work in our different industries?

Historically the whole recruiting model has been for many industries the "I want you to like me" if you are a candidate as opposed to truly respecting me. So how can I truly learn about the industry? Use this opportunity to educate candidates going to the process because once you saw the recruiting piece, the retention piece is chasing it not too far behind. I would encourage everyone to think about being collaborative within industry and where you can do things, try to find those unique opportunities to explore.
THERESA TORRES: Thank you, Elton. I will start looking to see what questions we are getting from the audience.

Let’s see what we have. I know there were definitely questions about Fields sharing the information around the event on September 30. So I think he has already done that. So thank you Fields for jumping on that quickly.

JENNIFER LONDON: Do not see the questions to the right because then I can read them out to you.

THERESA TORRES: Thank you so much.

JENNIFER LONDON: Many times recruitment process focuses on specific alumni related positions. What is been done to recruit organizations open positions as opposed to the alumni related positions?

HOLLY MENDELSON: Can you repeat that question?

JENNIFER LONDON: Many times the recruitment process focus allows unspecific alumni related positions, what is begun to recruit using organizations Holly and Elton mentioned and the HBCUs — what is an effective way to tap into that alumni group for those mid to senior level opportunities.

ELTON NDOMA-OGAR: If I could jump in, I don’t know how many companies are doing this, no more companies are looking at their former employees who have left the company. One interesting exercise I would encourage is to take a look at the last 3-5 years of your women and people of color who have left your organization. Voluntarily. Do an outreach. Encourage them to revisit and look at your company again. Maybe there are things in culture wives that were not there when they worked there previously.

They are familiar with your product and the number of people who work there and they might be willing to look at opportunities parts of thinking about that boomerang is a way to look at how do start to build representation within your organization at those ranks. Because some of it will be done organically but some of it has to be through acquisition of talent at those levels.

In my mind it is in many ways low hanging fruit. If for whatever reason they left it could be an opportunity to reengage.

THERESA TORRES: Holly Jessica did you have a comment?

JESSICA CAMPBELL: A lot of the schools we see have different kinds of organizations within their alumni.
There might be African-American alumni, LatinX alumni, LGBTQ alumni, soon you think about alumni do not think of it as one big group of people who graduated. But you can actually speak to specific audiences within the alumni. That's especially true of schools focused on diversity and inclusion. That journey continues after the students have left.

>> JESSICA CAMPBELL: Definitely tap into the schools, in our career center we had people working on alumni and students. We may know that this is the person in charge of this region, they can help share and we can help you get the word out two alums and more senior people about opportunities and were happy to do that.

>> THERESA TORRES: Fields, any comments from the HBCUs alum?

>> FIELDS JACKSON: The chancellors and deans, look at them like an executive recruiter if you look at them that way. We had an event at the New York Stock Exchange two years ago where we rang the closing bell. We had a panel and one of the Dean said because we were talking about early career and internships, they said what about executive positions? Panel said what do you mean? Well, my valedictorian with 10 years’ experience was running an international division. Was going to shut it down in 6 months and be looking for a job. So the panel said, everyone on the panel said your valedictorian with 10 years international experience will be on the street in 6 months? Every one of the companies said, I want to talk to her. Before she hits the street. I want to talk to her. So we are in a room with 60 deans in the deans that I get a call like that -- they get calls like that every other week.

Won't disclose the name, one of the Dean said, why don't you just send us your best jobs. Send us your best jobs and the Dean said, because I might want it. The whole place started laughing. But you are looking for a Board of Directors are looking for something, this is the talent pool. So if you have deans that have been out there X-30 years, they know who their best students are. If I got a call, and usually my Jessica, I apologize, usually when I get a call from my school, it is to hit me for money. I see this pop up on my thing and I know they're hitting me up for money but if someone were to call and say hey Fields, there's a great job that came across my desk, I will be flattered that the Dean or the Chancellor felt that way about me. I may not want that job but guess who is in that network, but there are things in my network because I'm not looking, that I will not get to 1000 resumes but I can get you two or three people around the planet that can do this. So if you look at the HBCUs-- schools that have been around 100 years -- they have a wealth of talent and they know people who do things. If you see that is value.

So now companies are starting to send us those things and using the deans and chancellors and presidents as executive recruiters, so to speak. And their job is to get there alumni great
opportunities. And great opportunities and when they call me for money next time if that happens. There's a win-win going around and that is my answer to that.

>> Fields, that was great and I want to mention that calls alumni to get money. So she's being used to being hung up on I will say. Just a call and tell them she is a job opportunity instead. We have one more question. So Jennifer will read it out to us.

>> JENNIFER LONDON: We are supposed to break now but we did start a little late so I want to honor the time. I have one more question that came in. This is about internships again. When you have interns that may be more diverse than existing employees, especially leaders, what you suggest helping drive inclusive experience, both for the interns and for the leaders that are now learning about or reflecting on privilege and social justice? Great question.

>> THERESA TORRES: Elton, I will ask you to take this one because you have been on the inside of an organization and leading intern programs but also through Jumpstart you’ve been the one placing them into some of those programs. So it would be great if you could respond to that.

>> ELTON NDOMA-OGAR: Another really good question. You may have to revisit this panel at the next workshop because I think we could talk about this all day. W, so much of this is around connectivity and credibility. You are right, you have a generation coming into the workforce that is looking to ask and have answers to certain questions and determining if this is where they want to build their career.

As often as you create those listening sessions and connection points and as often as you can help your leaders and organization talk through some of these areas they may struggle with, over the past six weeks internally, we held virtual sessions on various race topics. It allowed the interns and employees -- in one session we brought in families or employees and their families into the conversation. To be able to talk about these things.

It is that type of dialogue that will build the inclusion as you move forward. I know it does not seem like a bright new shiny idea or toy but the reality is some of it is going back to basics and really looking at what are the things that make someone feel like they belong and feel like they are part of something greater? So those are just a few of the things I would consider or encourage firms to really think about and be more intentional during this time period.

>> THERESA TORRES: I thank you for that and I agree with you. All of us could talk for another two hours easily. I just want to thank everyone on the panel, such amazing subject matter expertise but clearly I think you are all cheerleaders for the students you work with and for ensuring we place and see the development of students and professionals across organizations but thank you for being part of this. I know you are going into a breakdown so
we will have about 15 minutes for a break. And then we will return at 1:30 PM. It is an
opportunity to go get a cup of coffee, some quick lunch, some water. Whatever you need to
do. Answer all the questions the kids have been holding off for 15 minutes. Walk the dog. But
we were excited to have you back here at 1:30 PM. And thank you for this panel. It has been such
a pleasure to have this conversation with all of you and thank you to our audience for the great
questions and participating. Alternate overview, Jennifer.

>> JENNIFER LONDON: Thank you all, I will put all of you on hold for now. And we will open
the room back up at 1:30 PM through thank you also much and enjoy your break.

[Break till 1:30 PM]

>> JENNIFER LONDON: Many of you have attended our number conferences in person in
the past and value the time to connect with each other via the networking opportunities and at
lunch. So we have created a couple opportunities for you to do that this afternoon could one
will be after our next session where we will go into the networking platform to have small
group discussions about what we've heard today and share best practices and it will be using
the Remo Platform or you will be able to connect via video chat and see your colleagues there.

After the event is over for one hour from four-5 PM Eastern time, we will have our informal
networking activity in that space, you will be able to sit at virtual tables and talk with each other
via video. Our team will be there to say hello and connect with you as well so we are looking
forward to seeing you there, literally seeing you, via video so we hope you will join us certainly
obviously during the program and towards the end, but also for the networking session if you
are able to stay a little longer from 4-5 PM ET. Eastern time for it I see we at times so for
those of us joining, there's a chat on the right-hand side of your screen, please introduce
yourself if you have not already. And you will be engaging there with our speakers over the
next few sessions and asking your questions. And if you have any technical difficulties, you can
add them there as well. We have someone behind the scenes who will enter those via private
chat two. Too without further ado, I am now going to hand it over to my colleague, William
Rolack. William is a senior director of global relationship services at Diversity Best Practices.
Welcome, William.

>> WILLIAM ROLACK: Thank you so much. Hello everyone and I want to invite you to the
spotlight session. I'm excited to do a spotlight session today for you. Especially in reference to
this particular topic, Leveraging Data to Drive Talent Decisions. I'm going to have you go in the
chat box right now and tell me what is your biggest challenge? What is your biggest challenge
right now with leveraging data to Drive Talent decisions?

I will give you some general conversation around this topic but we will cover key specific areas
because we know this topic, like you heard from the earlier panel, can really go all day. There
are so many moving parts and so much to unpack. So we will get started here and thank you all for your check ins. Continue to check in if you have just joined. We will be talking about data and thank you Kim, getting accurate data in the systems. Data integrity... Subjectivity, bias... This is really important, keep those challenges coming in and we will continue to go back to those bad let's get started.

Today's goals. A couple things we want to make sure we do today is we want to examine the dynamic of effective data usage great and we want to talk about leveraging the data to determine equity which is a big issue as you have heard with some of the challenges, subjectivity, bias, if you are using AI and predictive analysis decisions is it giving you what you want? Input in is what will come out the back end. Acquiring the skills to positively impact the talent acquisition strategy through workforce data analytics.

If you have questions be sure to put your questions in. We will be capturing those questions as you go forward.

Here are the session topics today. Some big bucket things we want to drive home. I will talk to them at about a 35,000 foot level. And we will do a deep dive in the Q&A. But we want to talk about workforce analytics from a general standpoint. There are organizations who are using this data for a multitude of different things but were going to talk about methodology for goal setting using data. It's 360 degree talent assessment both internal and external for devaluing data for equity and goal assessment and risk mitigation read those are the things we are covering in today's spotlight session.

As we move forward, and as I mentioned to you, the HR analytics is the process for analyzing HR data. The big goal is to improve an organization's workforce performance. Workforce analytics and we are using also the term workforce data analytics. Organizations represented in the state are really using different data sets and data pools to begin to set what we are going to talk about with this methodology. Saratoga Institute has the biggest intellectual data set for human capital intelligence and we know there are organizations out there like Nielsen-- who just combined efforts to form one organization that is an amazing data set for DMA, and knowing who is in your market and what are the counties that make up your marketing, predominantly your employee base or travel base area to a location in the US. This other data sets that are being used like the Department of Labor and Bureau of statistics. A lot of you know that is out there. And also the internal data which we will talk about as well and assessing that for Talent. If you have any questions plug them in. Jennifer is working in the background capturing and preparing those questions as we go into the Q&A portion.

There are several things that go into the process. When you are out there and assessing the data and trading are aspirational goals, there's the internal workforce that goes into the data
set. There's a goalsetting, this will be important because what I like to say is how do you know you are doing a good job with the data you are using? That's a question that we all need to be able to answer. We need to be able to strategically not only from a qualitative standpoint but also from a quantitative standpoint, answer the question, are we doing a good job based on the data set and aspirational goals we are setting?

A huge part of this is setting a methodology where you can determine your gaps. That's probably one of the most challenging pieces we will talk about today as we go through the spotlight session.

We will put a poll year for you. What we wanted to do, I'm interested in knowing methodology for goalsetting. What are you currently using? Are you using U.S. Census data? Measuring ethnic groups? And this is all of the above so we will set up a poll and have you answer all that apply. The percentage of groups represented in the business units designated area, are you using that as a gauge? Are you trying to look like the places we work and play or are you letting yourself get industry data? Or year-over-year hiring trends data. Or establishing arbitrarily measures and goals buried this is 2020, and a lot of people have set up for a number years ago or five years ago a 2020 strategy. Meaning we went to advance people of color by 20%.

So we will get the poll up for you and we will see.

>> JENNIFER LONDON: Give me a minute. The poll -- I need to find it, there was a technical difficulty with that but we will come back to that in a minute.

>> WILLIAM ROLACK: No worries. We can use the chat as well. So I will have you just put your alphabet in the chat word for those of you just let us know what you are currently using now. And thank you, Jennifer. If you are using anything, thank you. Let us know what you are currently using. There are some specific letters I am looking for as well. Thank you Wendy and Caitlin, Ingrid, Sarah and Paul. Keep those letters coming in.

I am making some notes here. You can let's get into this. Keep those letters coming in. But thank you for participating in that quick poll. One of the things you want to say is what has worked really well. As we look at the data sets, it will be critical and important that we can articulate back to senior management or our C suite why we selected to use this methodology as relating to our current data set. Because everything is a comparison to get to the gaps as we no.

One of the most important comparisons I have found in utilizing the data for Talent decisions, so setting the methodology for goalsetting, because once you set the aspirational goals, we can answer the question, are we doing a good job or are we not doing a good job? One of the things that I want to put into a nutshell, we will come back to it in the Q&A. But you want to
know where you are from an industry standpoint. But that industry standpoint cannot be the end-all and be-all of metrics because it is insular to the industry. So I've seen financial services are oil and gas or companies heavily indexing one demographic or another and low in other demographics around people of color. They set the marker at the intellectual capital that produces the product. As a simply meaning there's a lot of organizations that will set the marker around those who are producing that particular product that have a high tech degree or engineering degree and you'll find a lot of engineering and technical companies that say there is such a leaky pipeline for X category, whether it be Hispanic, Asian, African-American or women, and that is all in this EEO category yielding us this particular skill set to produce our widgets or outcomes.

That then becomes the data set for the entire company. Where we fertile realize, human resources, accounting and finance, some marketing roles, executive assistants, it is also the entire organization was held at the 7% people of color because the pipeline for the people producing the product is what that is yielding. But there's a tremendous amount of back office operations that have not had to be held or yielded at that particular level because there's so many generalizations in those who work in call centers that has no effect on outside effect. There's an industry marker for those to come into produce a product but then there's also an entirely different data set that is outside of that scope and purpose.

Having two data sets there or two markers, one for back office and call center employees and one for those producing the product, will be important. We want to always see that. One of the best ways to ensure companies are using -- there are some individuals who said they are using DMA as at marker, not only as an industry marker as a baseline, we want to do better than industry -- but DMA being that top marker. So falling between there but DMA -- is a lot of challenges and pieces out there you may be hit with but that is an aspirational goal that uses the data set based on geography versus a data set Oracle set based on an aspirational goal that is across the board.

An example I want to give here is that New York looks different than San Diego, very different than Phoenix, Arizona, Miami looks different than Chicago. Chicago looks different than Cedar Rapids, Iowa. So 20% goal for people of color is it difficult to set across the board for the workforce because in places like Pittsburgh, the population of people of color is only around 14-15%. So how do you say it a data set a goal for market that leads you to over indexing that particular category?

DMA marker in different markets using that particular marker as a data set to set aspirational goals become more palatable to senior leaders. Not trying to over indexing be out of market sequence. It gives you an opportunity to set talent strategy and measure against populations internal and external. And set your goals. And what you find is in some areas you are already at indexer over index at some areas but so when you set the talent strategy you are at that
point setting a talent strategy that is not trying to boil the ocean. It is simply looking at the data sets that are not meeting those markets of either industry or DMA or US population when it comes to senior management because a lot of you have regional directors that are across the board. At that level you can move up that marker and data set to more of a US focused market. Not necessarily in market. And that's how that rating scale should be around that point.

Setting a sound methodology that is not established on some arbitrary numbers or particular trend or year-over-year hiring trend in a particular department. Those are pretty much -- almost obsolete at this point because of the value. It's a setting a data set that you can say you are doing a good job in industry, you are doing a good job looking like our communities and that does not mean if you are B2B to B2C.

360 talent assessment is a lot of information here, you can access the slides. But the simple point is to look internal as well as external. ERGs and people leaders in looking at different issues around developing succession planning. A lot of times people will go external or they feel like they need to do internal. And looking both internal and external to your environment for talent.

Evaluating for equities is an opportunity to let your value reveal trends. To begin trending a data set quarter quarter year-over-year so you can see what is going on with employee turnover, recruitment hiring decisions, predictive analytics is important and based on a year-over-year trend you can see if you are trending towards DMA or away from DMA. So if you are in a data set and your aspirational goal is to increase the amount of women in your organization and you find you are trending away from her predictive analysis standpoint, it will be key to rectify and course correct as you use data set.

There's quite a bit here but we want to get to Q&A here as well. Risk mitigation simply put as to be embedded in the goals are aspirational goals. So as you set those goals, you are not setting a goal at a percentage of 1% or 2%. We want to increase the employee population of people of color women are white males -- we don't want to increase that by 1% and 2% when the population growth exceeds that. I've seen a lot of different methodologies used but that creates risk when we do not move the needle enough to justify why. So talent acquisition specialists and those engaged in the process, make sure were utilizing critical key performance measures, promoting transparency. I can't say enough about transparency around data. Because without that transparency, we have risk.

We have more risk without transparency than we do with transparency. There is a nice story I about that because everyone knows the last 10 hires the last 10 hires were in the department but they don't need the data set to put risk out there for you. The organization already knows what the organization looks like pizza whether they have the numbers or not we can always be challenged. But when we have the numbers we can mitigate the challenges because we
understand where we are trending and whether we are trending away from a particular category or towards an equitable amount in that category. And with equity and promotion, is within the department, this is something we know but I'll put this out there as a statement reminder, if the department is, we have a data set were the department is 60% women and 40% men we are looking at promotions at 80% men and 20% women we have an equity issue at that point. So as we look at diversity, equity and inclusion, it is important that as the NII executives to be part of that conversation and be a critical part of the conversation and also help in talent acquisition to identify great resources that can support as aspirational goals.

Success metrics. Cost savings but tremendous amount of cost savings when utilizing the workforce data analytics. So, a lot of recruitment fees and marketing fees are reduced because now we know where we need to do the work. We've understood where the gaps are. And sometimes when you are an organizational executive they say we need to do more work in the area but let's celebrate that magic and say we have exceeded DMA and exceeded our population for Asian employees. In these particular categories but as a matter fact we are over indexing Asians and IT jobs so let's celebrate that success were we have an issue will be over index. But also let's think about the hiring data that should look like the markets we live, work and play in.

It's never about turning off a flow, it is turning on more pools and more flows that can increase the data sets where we find the gap. Productivity gains is strictly increase because we are looking at the data and we know where to go to do research for more talent.

It will increase your diverse candidates late. Final candidate slates or diverse pool or intake and most of all, everything we know we touch as the D&I has economic value. So the cost savings will always impact your bottom line. So we'll get right into questions and give some time to answer any questions you may have in this particular session. Or anything that may be carried over from the session earlier which I thoroughly enjoyed and thank you Theresa Torres and the team for sharing the information you shared earlier.

Question: I like to hear more about suggestions for increasing representation at the senior director level and above.

One thing I will say about the senior director level and above, simply put, there's a lot of my will say nonproductive time for talent acquisition specialists and that's posting and job searching. Those two things at this point in our lifecycle at nonproductive spirit what is productive is relationships. Identifying the gaps and it's about strategic alliances that will make the data set work for you for these senior level director positions.

A lot of times you understand and I think we said earlier that Dean's list. The Dean's list is like setting up that relationship so you can get the best of the best from whatever source you pull
from. So look at the gap. Maybe it's a national sales network. If it is African Americans, there's a slew of organizations out there from accountants to other organizations that may yield you the pipeline you are looking for. So thinking about the strategic alliance partnerships per Diff you have the data set, you do not have to boil the ocean and create all the partnerships at one time. You have your data set, make decisions where your caps are and that is where you go when you do your work to fill that missing data set.

Question: what statistics and analysis would you recommend for evaluating equity?

Absolutely, again it is about where you set your aspirational goals and where you want to be. A lot of times like the example I gave earlier, around promotions, if we have a data set of 60% women and 40% male, 80% males are being promoted, 20% women being promoted, we know we want to increase that because we know now looking at the 360 degree talent assessment we are not going to have the internal pipeline of women to go into level I and level II or the executive branch. So it will be important as we look at evaluating equity, a lot depends on your current data set of your population. If your populations are at 30% African-American and 30% Hispanic in a particular department and you look at promotion, if you are not equalizing the amount of individuals in the data set then you will know, you'll need to put mentoring programs and sponsoring programs in place to make that go to the next level. So you may need to put some initiatives in place to move it. If you are not seeing equity in movement and not seeing equity and termination based on your population, there are concerns and things that should be recognized to make sure those data sets are looking equal.

Across the board from promotions to terminations.

>> JENNIFER LONDON: The one at the top is a follow-up to the first one.

>> WILLIAM ROLACK: Okay. I guess my question is how do we make gains when we have positions already filled at the higher levels. Creating new roles filled with new talent?

That is in internal position to spread out, as HR executives, are we utilizing AVP, or assistant director -- to have the opportunity within the cultures to utilize that, to broaden the base plate a lot of times unfortunately, because organizations have become so flattened, we do not have that opportunity but I would recommend taking -- having a very strong conversation because if you can get a woman AVP or African-American or Asian or someone with a disability, veteran, LGBTQ, make it happen, that is a way to broaden that level I or level II, predominantly level II and Level 3 in most organizations but predominantly level II we have directors and above that you can put them as assistant individuals in those roles.

Those are roles we have filled in the past and we've gotten away from that because organizations have become so flat. But find ways to do that. Also question. We have time for a
couple more questions. If you haven't reached diversity hiring goals, one demographic, should you lower the goal or boost the engagement?

A question but if you have not reached the goal, your talent acquisition group does not have a talent acquisition strategy. I will be very clear about that. There is a, what I like to say, they are not accessing America's available workforce. If your goal, if you are in Pittsburgh and your goal is 30% African Americans. The entire people of color population in the DMA for Pittsburgh is about 14-15%. So think about your African-American population in that market, that is why there should be methodology for setting goals. I cannot stress having a sound methodology based on the industry at the bottom marker or DMA as a top marker, it will be important and you want to fall somewhere between there but as an aspirational goal, I've seen across all the organizations we support from diversity of best practices standpoint, is setting an aspirational goal to meet or exceed your DMA. I've not seen any legal department that will argue that point with you. We want to look like the places we live work and play but you have to have strategically the best DMA information.

Nielsen and Scarborough uses 18 above Steve working publishing to deal with and you know where to set that aspirational goal. Just maybe the fact that your aspirational goal may be too high but it may be too high based on if not attached to a realistic number in market.

We have one more question. Question: are there suggestions for interns to measure small, to measure for small business? We are about 200 employees where we do not have a lot of turnover hires and internal movement

Again, there are suggestions for interns to measure, any measurement for interns but so again, who is running the intern program would be my question to mitigate bias. And goal setting. If talent acquisition is running the internship program without a D&I lens. That might be tough. Does a lot of executives, to mitigate bias and take away issues that may be related to that process -- my recommendation is at the office of diversity, have them set the data set and methodology will partner with diverse organizations. This is what I will tell you in the internship program -- boil the ocean, set up partnerships in all EEO categories and if you only find one category if it is for women -- for general population -- you can add your cis gender white males but partner with disabilities organizations etc., structure a set of 12 interns in at least at that point you're in control and you don't have to worry about the data set not being fulfilled.

Thank you for being a part of the spotlight session bad I turn this now over to a wonderful speaker and great thought leader, Jeannette Leeds Maister will lead our next session. But on behalf of Diversity Best Practices, thank you for being part of our Q3 member conference.
JENNIFER LONDON: One clarifying question if you do not mind before we moved to Jeanette. Can you clarify what you mean by aspirational goals? I think you use that time a lot and a couple people asked, just so they know for the context of the slides.

WILLIAM ROLACK: I will try to put-- we can all talk at a different point in time and this should tea up a lot of things. The reason I called aspirational goals, a lot of you have difficult problem with transparency in your organization. And legal allowing you to use the data richly to set goals.

So when we talk about aspirational goals, the term aspiration is just where we want to be. What we want to look like when we grow up what do we want to look like next? So a lot of times we use the term goal and chiseled in stone that this is where we want to be by 2025. The aspirational concept takes the angst off reaching that goal. It does not mean you will not reach the goal but it makes the conversation more palatable. A lot of organizations have been struggling in doing goalsetting around talent. The term aspirational goal, this is what we want to look like. It doesn't mean this is where we want to be but this is what we want to look like and this is the work. Let the organization know that this is the aspirational goal for women, this the aspirational goal for people of color in a particular market. And again, what makes that easier simply to say that we want to be better than industry with a data set. And at minimum we want to look like the places we live, work and play. And use those data sets as your gauge. You can actually use that as I want to fall between these lines. But the predictive analyses or analytics will help you rightly because you always want to know whether you are trending towards the DMA or towards a better industry number are trending away from it. Once that shows you are trending away you need to course correct. So using aspirational terms gives you more leverage and more leeway makes a conversation more palatable and it does not scare people that we are going to carve in the set hard-core goal but this is aspirational and what we want to look like as we move towards the future.

JENNIFER LONDON: Thank you, William. And reminder that the Diversity Best Practices team will be joining the Remo room at the end of the day. So if you want you to find SRS more specific questions you can join us there. Now I want to introduce Jeannette Leeds Maister, she leads the global technology solutions. Welcome, Jeanette.

JEANETTE LEEDS MAISTER: I apologize for just having my picture up versus my video to everyone here. I know we have over 200 people which is amazing. I'm recovering from a concussion and all of the screens are not good for me. One day you will see me in person on video.

Thank you for having me here today. I will spend probably about the next 15 minutes, little less talking about leveraging AI and talking about automation and a bit about data as well building on what William said.
I will leave time for questions at the end. Sauntering to find my little mouse to go to the next slide. There we go.

If anyone afterwards wants to connect I am online and on Twitter. You can absolutely find me. I can answer any questions that we don't get through the next 15 minutes.

I want to start off with context about what I'm seeing in the marketplace that I know many of you are experience in. I have different customers I work with around the world, a lot of enterprise. We know recruiting is more challenging than ever before. The world is crazy and 2020 is just beyond.. And what I find it but depending on what organization you are sitting in now, you may be experiencing a squeeze. But I have talked with D&I and talent acquisition leaders who are dragging water from a fire hose and doing much more hiring than before prints so it's an interesting dichotomy going on.

What has not changed in my view and I've been doing recruiting for 20 years now, is the recruiting function still remains overburdened. That has not changed. We have certainly switched from a candidate lens recruiting time period to certainly an employer lens, given everything.

A key thing is around D&I expectations and a lot more pressure than before. Think an interesting point that I don't know if this came up earlier in the panels, certainly when with COVID and lockdown started in March and April, you're talking to a lot of leaders, there was a real fear of going backwards in terms of unemployment rising for women and people of color. And the change that started to happen with the black lives matter movement. Which just we won hundred percent stand behind. There is increasing pressure as there should be on organizations to focus on D&I which is a long time coming and a great thing.

We recently partnered to put out a research report. This was focused on large enterprise which is relevant for this group read so any stats you hear me go through at all from this research report Survey by Aptitude Partners by Madeleine Laurano.

The other term that I will use a fair amount and I wanted to define is the word recruiting enablement. Some of you may know the term sales enablement. This is to help - sales and revenue numbers. What I believe is that we can apply the same principles to recruiting. That allows organizations to really see a lot of improvement and efficiency and this is important for D&I and I will get into this more later.

Here's the first stat-. According to aptitude research, which was just done in the spring, 90% of companies are concerned with reducing bias in their talent acquisition process. When leaders are asked about steps they take to reduce bias most of the companies are focusing on training
programs. Those programs can provide great insights and education but so many of the time and many of you have probably seen this, it is just a check the box exercise in reducing bias because it is not fundamentally adjusting the problem.

Training alone is not a solution. Bias is human unfortunately. I will go through this but recruiting enablement can help companies expand the talent pool and devise job description, reduce biased decision-making.

The good news is that 125% more companies are using AI right now and 2020 to reduce bias versus last year's. It's still low so last year in 2019, it was 12%. This year is 27% so were making steps, 125% improvement but there's still a ways to go.

I think it was interesting building on some of the things William was saying earlier, I believe that success in diversity and inclusion starts with recruiting grade you have to bring the people in and then retain them. And promote them, etc. Looking at some of the stats unfortunately strategy and how you implemented is not therefrom a diversity and inclusion perspective.

I want to go through these four points to talk about focusing very much on the AI aspect. And I believe these are the four requirements have a very successful Versed and inclusion strategy for inclusion. So building on what William said -- you have to know your baseline and how to improve it via analytics Br2, you have to know where you want to go, so your aspirational goals and you have to attract attendees and we will talk about how you can be unbiased with job descriptions and positions. You need to create that inclusive culture. And finally you engage in people are excited but how do you select? And how do you do that to reduce bias as much as possible?

What is really critical is that all of D&I has got to be hardwired into your recruiting process. And throughout the entire cycle and I think that is so incredibly important.so let me dive into the analysis.

Hopefully you have your data and you have to bring it to gather to really have relevant picture. So there will be different sources of data. This was touched on but to me it is important to know your metrics and analytics. A lot of times I get the question, what is the difference between metrics and analytics? Isn't it the same? So one way that I like to define it that might be helpful, metrics to me measures one data point. Like what is the percentage of applicants, female applicants for a role? Whereas if I think of analytics, that is more about connecting and measuring multiple data points and answers the question of why.

Metrics answers what, analytics answers the question of why. So it could be what attributes are driving selection of the candidate. So in other words, what is driving the selection of the candidate for a role we it could be answering questions like why are white males being selected
for specific role it can show, is there a bias toward certain educational backgrounds, or maybe when a certain hiring manager is involved, that is the analytics piece.

Let me show you an example I think it is important to tell stories with data as well and present findings to leadership. So this is a snapshot of a dashboard. I think is in a side note and important to tell you stories with data and get buy-in from leadership. So that is part one. Part two I would say is de-bias job postings. And you can do that -- Chance Sartre you're probably using typically biased words in your job description right now. And you do not know it. Unconscious bias in language is not always obvious or clear but it can have a huge impact. This is an example of what we do in our system. To give you a sample it literally will identify gender biased words. And then give an option for another word. I have one customer and this is a true story. They used a this tool and one of the job description used the word "strong" 12 times. So if you use that, unconsciously bias, maybe some people are not going to want to apply to that job. Sir right away to make something part of your process hardwire into your text -- you'll get greater adoption from your recruiting team.

Third requirement, engagement. Really important with your process, can they develop stronger relationship with top candidates. You have to consider more than the usual pool of candidates. You need to make sure you're casting a wide net. So let me give you an example. This is one of our customers, that Metropolitan police. They are in London. They are like the New York City police, like the NYPD. There one of our customers. This is a great example in case study of using the data and metrics to understand, what was happening and using data-driven insights. They identified that at one of their stages they had female candidates at the physical assessment stage and had a big drop off.

They had the data and figured out we have a problem. When they looked into it they realized the content they were showing the candidates showed a male dominant workforce. You can imagine a female candidate trying to be a police officer, how did it make them feel? Intimidated and excluded? Certainly not included in value. So they redesigned all their content at that stage and created videos that would show a more inclusive workforce and then encouraged women to apply. They reassured them they could find success in the role.

The key thing here from a technology standpoint is this content, when it was displayed to candidates, through AI, it was automatically shown to female candidates. So the tech could identify -- let's make sure the females feel included in an automated fashion. That was key. If you have to do it one off it is unsustainable from a scalability standpoint.

The results were incredible prayed they were able to increase the number of women participating and then ultimately passing that assessment stage by 40%. 40% was statistically significant. And that is the key. Get people in, get them passing through and hire them. It was
such a fantastic case study. Hopefully that helps and brings to life that engagement piece to get you thinking about how you can use technology to automate.

The last, and I want to leave time for questions, but the last requirement for successful DNI strategy is around Reflection I have an example of using data to score candidates and this is an example from oleo-, it is the AI machine learning tools and it shows scores. Candidates in the system, system recommendations between 1-5 stars. Five stars, the candidate looks great. The crews are busy and they're not going to go around and click into other systems.

Here delivers the information gives recommendations but then shows why the tool scored the candidate the way they did. And so, what we did in order to -- I get a lot of questions so all pre-answer some of them -- we pulled in all the relevant data and performance data and leveraged AI technology to automatically score this data in a bias free way. And when I say bias free, what we did -- to make sure is to make sure the proportions matched the EEOC government regulation in the US around the rates of the 4/5 rule. That was our way of getting there and it was one way to put guard rails up. So we have this embedded recommendation in the tool.

That has made a big difference because we have to hardwire everything to get recruiters to adopt it. So that has been really successful.

Those are the four key actionable things that I recommend for successful D&I strategy. Here is just some of the takeaways -- and I want to leave some time for questions but that is where we are at and I will open up to questions and people can type in an answer. The other thing, really quickly, if you go to the OLEO website there are a couple fact sheets and the study if you want a deeper dive.

>> JENNIFER LONDON: Would it help you for me to read the questions that are posted on the far right for you?

>> JEANETTE LEEDS MAISTER: That would be awesome. Thank you.

>> JENNIFER LONDON: There was a clarifying question about the case study, wondering if the change in the content was in the images or words or both.

>> JEANETTE LEEDS MAISTER: It was everything but that's a great question. They redid everything paid there was videos, the pictures, it was the words, the Metropolitan police did an incredible job to throughout what they had and start over. It is a good question.

>> JENNIFER LONDON: Another question that came in that a few people said, yes, great question so please ask it -- when do you suggest organizations can introduce self ID, meaning
IDing the dimensions of art diversity that are not the EEOC ones, so the application process or onboarding or maybe you have another suggestion?

>> JEANETTE LEEDS MAISTER: It is a great question. I recommend doing it as early as possible in the process. With the caveat of ensuring recruiters and the team can access that information to maintain -- to make it anonymous. We have -- this is not super special -- but have that candidate fill out what is your background? Who are you? And by the way, I have a lot of organizations that are not just asking the typical EEOC questions but also asking sexual orientation, all sorts of -- socioeconomic type of questions. But anonymize it. I like it as early as possible so you have the stats in the data for down the road not just the onboarding process. Great question.

>> JENNIFER LONDON: One more question we have time for because we are a little over -- there some questions but I went to gets to some of them -- can you address some of the concerns regarding bias in AI, knowing that it is being leveraged for good but it does have some bias that can be detrimental to the process so I don't know if you have insight you can share their?

>> JEANETTE LEEDS MAISTER: I get this question a lot and I'm glad it was asking. And so, to me, I think the number one thing you've got to do in an organization is one, work closely with your vendor. They are your partner. They are there to make it work. And it is important to not let that risk and concern prevent organizations from using AI. One of the reasons I say that is already now for better or worse we have bias in our processes.

Humans are biased. And consciously or unconsciously. This can lower what is there. But with the actual AI and technology it is understanding by working with your vendor how they are doing their analysis. And how they are avoiding building the bias in because if they have bad data and they are using that to build recommendations or whatever they are doing off of -- when I say bad data, biased data -- that is concerning. So having those conversations with your vendor and understand what they are doing and why and how. It does need to be a big data analytics speaker but maybe there's people in the organizations that can do a deeper dive but understanding how they are doing it and avoid building bias or pulling out bias you have in your organization already. That is important. But don't let it prevent you from using it because it really can make your process so much better and there is so much benefit. So it is a balancing there. That would be my recommendation there.

>> JENNIFER LONDON: Great. Thank you so much, Jeanette. Unfortunately, we have run out of time. But I do want to thank you, Jeanette, for joining us today, especially given the circumstances and recovering from a concussion. I do appreciate you spending time on screen with us. So thank you so much and thank you to the audience for your questions. If you have
additional questions feel free to add them to the chat and we can always follow-up with Jeanette and ask them off-line and get them to.

We will take another break. I am going to give you the full time because I want to make sure you have time to get up and stretch. After the break, we will spend the first part of the day we spent talking about mostly recruiting. So we are going to move in the afternoon more into retaining and advancing diverse talent. So really looking forward to that. And also looking for to engaging all of you on our platform after the presentation, to actually speak with each other and sharing best practices so I will put you on hold now and see you back in 15 minutes.

[15 minute break]

>> JENNIFER LONDON: I would like to turn this now over to Bridgette Scales. Senior director of global member advisory services of Diversity Best Practices to lead us through the next section of the program. Welcome, Bridgette.

>> BRIDGETTE SCALES: Hello, everyone and welcome to this afternoon session and welcome to those just joining input my name is Bridgette Scales the senior director, global member advisory services and I will introduce our amazing presenters this afternoon and moderating a great Q&A session that we will have at the end.

We will have two talks that will hone in on special and unique approaches and strategies to advance talent. After we have heard from them, from the presenters, we will open it to questions. In further discussion for the remainder of the session. First of all, I want to remind you how the Q&A works. You can submit questions at any time throughout the process using the chat box on your screen. if there are any technical problems put that in the chat box and someone from the support team will provide you with assistance.

The fun part will be after Q&A, we will move to another platform where we will engage in small group discussions. More to come on that. But let's get started and jump right in -- our first presenter Martyna Jezewska, associate Director, systems design lead at Merck. And Nikos Lioutas, head of sales and marketing at Merck. They will provide a case study of their work together as part of Merck's NextGen network which is an ERG employee resource group. They're launching a portal and expanding range of assignments as part of a two prong plan to upscale the workforce. And this is something being scaled enterprise wide and something you will enjoy. So let me turn it over now to Martyna and Nikos.

>> MARTYNA JEZEWSKA: Hello everyone, and good morning and good afternoon and thank you for joining us today. My name is Martyna Jezewska, the current global leader of the NextGen network. To get us started, I really wanted to provide an overview of our ERG and get
context of how we got to the idea and how we turned it into a platform that will now be rolled out enterprise wide.

NextGen is Merck's newest and second-largest ERG and we are celebrating our five year anniversary this year. When we initially started out we really wanted to understand what generational diversity look like at Merck. Out varied by region, different functions, divisions, and that is how we defined our purpose. So what you will see on the screen is what we call the NGN House. Our vision is to be a global intergenerational community so while we have heavy workforce comprised of millennial's we want to engage all generations and do that to enable innovation and influence strategies through engaged and empowered employees bad so we have a belief that if we can engage all of our generations, we will be more effective as a company and help support the business.

In addition to our annual goals which are rolled down through the global diversity and inclusion counsel, we established legacy projects in 2017. We think about legacy projects it is what it sounds like, we really want to think about if we want to look into the future and say we made a profound impact on the business -- what is the longer-term strategic initiative we want to take on that will leave a lasting impression on the workforce to calm? We speak with executive sponsors and sponsorship across the entire Merck network and we started in November 2017 with an all member survey.

We did that to understand what is important to our members? What is important to them in terms of the positives they have at our company and also where can we improve? With that, we collated the data and at our annual face-to-face we came out with three legacy projects. With that I will hand it over to Nikos will take us to the journey of the project opportunity portal.

>> NIKOS LIOUTAS: Thank you Martyna. And as mentioned, some of the data collected saw that our employees were looking for a lot of things. They are looking to develop skill sets out of their core capabilities, they wanted to grow the networks and they also wanted to be a part of impactful changes that could benefit our business. At the same time, our enterprise is highly siloed and was looking to break down some of those barriers and identify people with specific skill sets and expertise in outside of the box thinking.

One example at the bottom was where somebody was looking for specific skill set for a project and did not want to pull someone in for a full-time role and they went to -- because there was not a better solution. And so we built a problem statement and focus on the fact that we had challenges around mobilizing talent and trying to take an agile approach. Mentioning some of those silos organizations, not being able to resource team to properly and be as flexible as appropriate bad no we saw there was really an opportunity here to offer developmental opportunities for people to do jobs outside of their core.
We came up with a proposal to create a project opportunity portal or POP, where managers could post short-term project assignments where somebody could do something in marketing if they were a historically manufacturing oriented individual. In doing so, we could really benefit Merck by better utilizing our internal talent, moving people into areas where there was immediate need for help. While also providing this developmental opportunities and building those connections across our divisions of the company.

So with that, we took that proposal to our executive sponsor and the projects opportunity portal was born. I won't go into all the details but we ended up building was a SharePoint system people could have a front end user, positive user experience to search for various roles, various developmental opportunities in project management, developing user surveys or any type of project where the current manager could not do on their own, they could create an opportunity and fill some of those roles.

In doing so, we were able to create that platform for the project based opportunities, managers were able to identify individuals with unique skill sets needed for a role. We were able to promote include talent network where people could move across divisions, across teams and even sometimes across countries. And I will get more into that want to talk about our pilot. We were able to drive more flexibility in how we resource teams. While providing developmental opportunities for people looking for those within the company.

Again, a lot of work went into this in the background. I would like to talk in some detail about both the platform development and how we rolled out the pilot. First and foremost, we really had to come up with what was our problem that we needed to solve. Building a charter and project team. In recruiting to start attacking that problem. Then we had to secure funding to actually build our vision and what we were trying to achieve. And that happened in the first quarter of 2018.

From there, we were identifying pilot markets where we might actually be able to launch something like this bad be ended up launching in the UK, Germany and the Czech Republic. We then had to name local sponsorship and how we might roll out something like this in the market.

Additionally, we had to onboard a development team to build what we wanted and scope out what our minimum viable product would be. From there, there was a lot of communications plans developed and we really had to focus on the cultural change management required to get managers to think differently about their employees. Not that they were only working with things important to them but also to the entire enterprise that took a lot of work and work shopping even beyond this point. Our developer team at the same time was doing a lot of
either interviews, trying to understand what are the key abilities we would want to incorporate into our platform, that ended up in our final state that you saw a screenshot of earlier.

As I mentioned, lots of workshops were inducted pre-launch, we wanted to talk with managers to understand what were their concerns, what were the benefits of this? How could they leverage this to get more work done for themselves? And also we wanted to identify specific opportunities they could put into the platform to ensure when we launched there were already some good opportunities in place to make sure people continue to come back seeking more opportunities.

In the last quarter we did a lot of UX testing, added additional capabilities as we could and built a roadmap for the future of the project opportunity portal.

One year later, 2019, we launched so we had a lot of marketing, a lot of ongoing change management activities. Continuing to engage with both the users an opportunity creator while driving analytics and understanding what KPIs were changing, understanding if there were problems with our systems, and continuing to keep this living and breathing as a platform.

We have a couple minutes left. There were a lot of KPIs we measured. Some included daily unique visitors and you will see there are many spikes but in many of the spikes correlated closely with the workshops and marketing activities that our three country teams are driving. We track the number of applications or opportunities that were getting posted on a weekly and monthly basis. And in the course of approximately eight-nine months, we had over 3000 unique visitors, almost 100 opportunities. We only got 99 but that was still pretty good. With 350 applications along the way.

A lot of that user data also fed in two understanding of the experience was. One example was the number of times a visitor would come to our platform for the majority, 76%, came more than once which signals that maybe they did not find the right opportunity at the start but they were coming back looking for more and that is really a nod to the marketing efforts done in the countries.

All in all, we had a positive experience and we probably would have gone global with this platform had it not been for the fact there was an opportunity to incorporate these capabilities into our Workday talent management system. And so with that, we partnered with our global HR team to now implement and install this opportunity marked place into Workday, and we are just about ready to launch globally. So we've done another pilot this year in 2020 with Workday to test out those intricacies without the platform works but now we have better opportunity to track data in terms of generationally, who's applying for these opportunities and understanding what is really driving people to apply?
So we are ready to go live in October, which is exciting. A bit stressful and political, but it is all really for the benefit of our employees. And I will hand back over to Martyna to close on a couple of final thoughts.

>> MARTYNA JEZEWSKA: Thank you Nikos. Thank you for that quick overview. I am a we will have a lot of good robust discussions and questions afterwards. But I want to share what their three key steps where we took as a group to ensure this was a successful legacy project. And we were able to execute and move it over quickly. So we approached any business problem statement or decision that needed to be made we took a lot of time to capture data from the survey. We spoke with various leaders and try to get their understanding of talented development to did they see the same gaps our membership.

A business sponsor. So Nikos mentioned it when you looked at the pilot any boots on the ground local to that area who understand the problems happening in the market. While we have an executive sponsor for the EBRG, recognize they are not connected to the business and they cannot make the decisions we needed at the end of the day to pilot and successfully launch the POP portal. The third part was around savings, so it was easy for us to say we want to roll this out everywhere all at once.

But with a phased implementation, we were able to seek feedback cyclically and improve initial errors we saw as we rolled out to smaller markets with smaller working groups. And keep redefining it. And we kept improving upon what we learned.

The roadmap we approached this from a very business like mindset.

I want to close with four key learnings we felt were important to share with the group and hopefully you can avoid a lot of the same pitfalls we saw.

The first way is around do not underestimate the importance of culture. So, it is easy to go in and suggest a solution that might be rolled out to the business. But the culture needs to change with that and the implementation of a solution print so we need to understand where managers are willing to post positions but also willing to let their workforce participate. And that was a huge change from what we saw before.

Be flexible and agile, plans change. We went through multiple iterations with the IT team and how users would engage in the platform. That was a constant change until we launched.

The third one is around using data and facts. They overcome politics and emotion and many of us can feel that regardless of where we work. When we were able to show that based on a survey we had a large percentage of individuals in our EBRG that would enjoy and participate
an opportunity like this it drove home the message rather than just because myself approaching business sponsors and sing we should implement a tool like this.

Using the data and facts and looking at industry benchmarking helped execute on this.

We looked across the board for high-tech solutions. Was there something on the shelf or in-house? We started small and built upon it and built an initial pilot and brought the feedback and continued building, not knowing that fast forwarding 18 months we would be implement an enterprise wide solution with Workday which is plenty of off-the-shelf solutions. So taking through something from starting small and trying something with the freedom to fail mindset. We were lucky to have that through the support of the executive sponsors and business sponsors.

With that, want to say thank you for the opportunity and we are looking forward to connecting and answering questions.

>> BRIDGETTE SCALES: Through this ERGs you talk about opportunity development, skill building, expanded visibility across businesses and linking your program to business opportunities. Awesome. So I want you all to think of not only your questions but if you also have examples similar programs or initiatives in your own company put that in the chat box so we can share out with everyone else. So thank you both.

We have another flash talk that we want to share with you. Lisa Douglas, COO of global diversity and inclusion at Goldman Sachs. She is going to share a case study of the black analyst and associate initiative which is growing entertaining Junior black professionals and it is a program offered globally. Recently has been expanded to include Hispanic, LatinX analysts as well. Welcome, Lisa and excited to hear about your program.

>> LISA DOUGLAS: Thank you, Bridgette. I am so sorry that I cannot join you on video. Technology always the bane of our lives. I’m sure especially in this new virtual environment and thank you to the whole team for having me. It is a pleasure to be able to come and speak to you about this program.

I have been leaving it here globally for Goldman Sachs for the last couple of years. Obviously, in the current environment with everything that is happened the race crisis in the last few months this program feels very special. And it is a huge part of the offering that we have to hour Junior black professionals at the firm let me start off about how we came up with it and the key components. And I will talk about tomorrow for details.
The overall concepts of this initiative are around demonstrating a long-term investment to our black junior professionals and also being incredibly laser focused on the retention of them as they go through their career as an almost and hopefully to be an associate.

The key components are really around this not being remedial. It is really about ensuring that our black junior professionals when they enter the firm feel integrated and supported as they settle in. The core elements of this around matching junior professionals with a divisional mid-level manager assigned to them as a coach throughout their careers in an analyst phase.

The coach meets with them on a regular basis and offer them advice, guidance, integration techniques, tips help them build their network, help them really feel they are part of the firm and they have got someone to go to as they think about their career aspirations, getting advice on their manager relationships, getting advice on their day to day job responsibilities.

The second part of it is that they participate firm wide in events and activities that the team it may put on building skills development training as it is offered across the firm.

It is really around the investment in the professional development, really focused around retaining this talent in growing the pipeline of black professionals. Then we've got great secondary objectives fostering an inclusive environment that values different perspectives. In helping develop effective managers and strengthening their commitment to that participants population and helping them better understand that we really are focused on diverse inclusive environment for this program was originally launched in 2014 and it was focused on the black analyst population. We identified a bit of a retention issue. We noticed that while we were able to bring in good numbers, at the analyst level, we were not seeing them stay on throughout their analyst career to associate level.

This is how we originally identify the issue. And this went hand in hand but we do an annual engagement survey as many companies do and were responding to feedback from the Junior black population.

We expanded the program to include our associates in 2018. And then in 2018, we expanded it to our Hispanic LatinX community, and right now that is just at the analyst level. We are looking potentially to expand that to associate, again, based on data, based on the need that we see across the populations.

The process we did around launching the initiative in getting it started, once we did a baseline discovery across all the data and did some data mining to understand where we saw issues of challenge and we saw it across the firm it was not overly in one division, we help focus groups to find what they were looking for and what the challenges were, then we went into the design phase.
When we built out the design we realized it had to be a combination of working within the divisions, working to ensure there was success particularly in America because our divisions are so large in New York and Dallas and we wanted them to have the accountability and that is why we created the coach matching model.

We then also wanted to ensure the conductivity and networking was a core component of the program as well, given these are new analysts joining the firm and do not have an existing network grid while we do have our black network in many activities you want to ensure the junior population felt like they belonged to a community. We knew it would be important to get sponsorship. From America’s diversity committee there was a huge level of senior sponsorship being driven into this.

From an internal perspective, as I sit with so many of you with any HR hat on, this is a true partnership between the global D&I team and the business partners within HCM. the way we divide and conquer the world is the D&I team is the strategy, the design, development and the delivery of cross all the firmwide initiatives. Our talent advisors and business partners partner with us to identify the coaches and match individuals to an individual coach.

They support all of the intricacies around the divisions and as the firm involves we've had ongoing evolution within the firm as strategies have changed and you divisions have been built. We have leverage that and been able to deliver a program that solves for the divisional needs of our individuals.

The way we identify the population is through our firm wide self ID mechanisms, that every person who enters the firm is asked to self-identify, it is a mandatory requirement at the firm. But they can always choose to prefer not to say. Typically, any employer who joins the firm and self-ideas is black or Hispanic is auto enrolled in the program and we go to the coach phase my coach matching phase and then they come on boarded and get rolled onto the program proved we have anywhere between 1000-1500 participants across both of our programs at any one time.

As we think about how we have a measure affect how we measure suspects or what is the impact we derive from the initiative -- we have an annual impact report, which goes through all of our elements of what we look to achieve by this initiative. So we look at the retention of the publishing, their performance, the promotion rates and how quickly they do that through a town velocity mechanism we have built and then we always use a satisfaction and engagement survey. One element we introduced a couple years ago was divisional sponsor alignment. So for each of the divisions that we have across the firm, not only are there coaches involved in the individuals but sponsor assigned and an umbrella divisional level, typically very senior partner or MD. That individual is marked to focus on this population. They meet with the
coaches and managers in small groups and walk them through expectations, set the tone to drive accountability but then also meet with the participants but

On an annual basis to bring the sponsors together and walk them through the impact report and demonstrate all of the data measures we do that we conduct to ensure the impact is being derived. Obviously as you mentioned investment bankers love the data. This is incredibly focused around the numbers and what we see going across. There are a lot of questions coming in. And hopefully we will get to them afterwards.

They really benefit from impact report and are able to understand exactly what the impact is and that keeps them engaged in the process.

As I think about critical steps we put into effect, and specific how to use, we wanted to make sure I can Jessica perhaps you can move to the second slide if market is important that the different people who are part of the program understand their roles. I think that is something that has been crucial in something we’ve emphasized more recently is to help people understand what roles are they playing and how do they affect the program. Something else we’ve been focused on were recently is providing strategies for the junior professionals to make the most of the opportunity. We are focused in on helping them understand that it is what they put in is what they get out of the program.

Often we find our junior population are not used to having these relationships and do not have to maximize the middle manager coach model and do not understand how they leverage their sponsors within the division as well so we help them understand that as well.

The divisional sponsors drive the accountability within the division. This program is too large a scale to focus on the accountability for every individual-- so we use the divisional sponsors to do that on our behalf. So the final thing which is been an ongoing evolution is the partnership with HCM and HR, and focus on new automation models and communication tools, best practices on how to find good matching relationships. And that is really been very beneficial recently and we are seeing a lot more leveraging of partnerships and making the most of it.

I will close out and then hopefully we can go to some questions, with 3 to 5 key takeaways that we have had around learning as we develop this initiative.

The first I will mention and Martyna shared this in her presentation as well but being agile and flexible. When the COVID experience happened in March and we all went into a virtual environment, a lot of pressure was impacted to our middle manager coaches. We saw a real dip in engagement with the participants. So we decided we would have to go almost back to the drawing board and redesign the program in this new virtual environment to take the
pressure off our coaches who were under the pump to make sure the firm could still operate and be commercial while in this new virtual environment.

So we redesigned the program and created a whole new curriculum. We were worried about the young black professionals not having the conductivity and being sat alone in a very small apartment in New York working long hours and not having relationships or having the network to really lean upon. Particularly with George Floyd's murder and going into the race crisis we've leaned into this incredibly hard.

It is been a lot of work but I think it has been incredibly valuable. We put out since March nearly 60 hours of virtual programming. We have offered check in session so we invite diverse senior leaders to come in and speak to our populations via Zoom, talk about subjects like mindfulness, feedback, and the impact of what happened with the racial crisis. We have had sessions around how to make the most of virtual programming and how to manager manager. Also things we know that a really high impact to the population.

We've created pure huddles so using Zoom and breakout room functionality, we've launched sessions were re-breakout participants into small groups of 8-10 people so they can connect with each other, chat freely, be focused on connecting with network members or other people who would make them feel like they really are connected as a community while still being a core part of the firm.

Another piece I would say is again, flexibility and agility to expand the program out and responding to the needs of the firm so where we've seen challenges with the associate population and then Hispanic, Latinx community we've taken best practices from the black analyst program and made similar programs with those communities, picking up the same, leveraging the same best practices to then select for the needs of our employees.

Finally, one of the things that has been crucial to us and particularly last year is helping our coaches, the middle managers that are really the touch points with the community. Making sure they understand what it means to be a coach. As you can imagine not all investment bankers are built with that inmate coaching technology in helping them understand what it is to be a coach and how they can lean in and help our junior professionals with the needs they have. That has been part of what we've delivered through an orientation anytime we on board new coaches or analysts and we parted with the learning engagement team learning all of the coaching tools they have for the very senior people at the firm to teach that middle manager group a new skill and hopefully that will bleed into the permit have a ripple effect, not only on the black professionals but also on the people that report into them. I will pause there, Bridgette, a ton of questions have come in so I'm happy to take them when you have the interest.
BRIDGETTE SCALES: Thank you, Lisa. Here is what I heard and I want to call these up before we get to the Q&A plate but this is an integrated and supportive approach for onboarding and jumpstarting these new hires, providing immediate access to mentorship, coaching, and sponsorship, and accountability. Think about the exposure of a new, young professional rate and then also setting them up for success early on, which is a great investment because it provides them what they need to be able to succeed long-term. And being able to take that approach, learn from it, make changes as necessary and expand it out. Again, her to talk about using this as a way to compete and provide support at higher levels as well.

I want to recap, these are the things I found fascinating just listening but you are right, Lisa, we have several questions for both you, Martyna and Nikos. So let me get to the questions really quick.

I will start with Nikos and Martyna. How long does -- how does credit for the experience to take one of those projects get added to an employee's job history? How do they get captured?

MARTYNA JEZEWSKA: Thank you for the question. There are 10 ways we have discussed this with HR and leaders, and they are looking at the marketplace bad but first we encourage and we have seen individuals who do participate, basically capturing as a yearend accomplishment. We're trying to ensure it the gigs and opportunities posted and executed have a real business case behind them. So in one way it would be added as a yearend accomplishment for them and it gets reviewed as part of their priorities.

The second way is within the Workday system, this actually section we can add experiences and skills. And so you have your natural running progression of your career and different roles you have had that you can also add in the skills and experiences and touch on how you have gained them and that could be through an opportunity through POP. So hopefully that answers the question and happy to follow up on that as well.

BRIDGETTE SCALES: So that is part of your talent system?

MARTYNA JEZEWSKA: Yes Nikos will touch on that, our system moved into Workday last year but Nikos do you want to add detail?

NIKOS LIOUTAS: Yes. I think when we built POP it was -- our group was connected to a but we were very much building this platform as part of the business. In essentially as we built it and experimented with the pilot, we caught word there would be a similar capability that we would want to experiment with, within the Workday system. So that is our system so we saw the opportunity to take the learnings from POP and feed those into the Workday opportunity marketplace experiment, which is now expanding even further.
BRIDGETTE SCALES: That is awesome that you have that connection to your HR system so that you are not doing something that is contradictory to the system but you are tied into it, so this is a great example of the partnership through this approach. Your explanation so really appreciates your explanation on that. This one says it's all about coaching. What does the training look like for the managers and coaches involved in this process we also, what is the incentives that are provided? What is there to incentivize the leaders to help these candidates? And are they recruited? Give us more detail about that side of it.

LISA DOUGLAS: Great questions. Thank you for them for it I will start with the incentives. I think the firm is driving such a hard line around the value and importance of diversity and inclusion and I do not know if any of you noticed in the press yesterday, we went live with some new aspirational goals. We have had aspirational goals for entry-level, black, Hispanic and women communities for the last two years in yesterday we announced further aspirational goals for VP representation and also the number of analysts that we will be recruiting from HBCUs in the US.

I think it is really the incentive -- is being invited to become a part of this could be only invite coaches, these middle managers who are assigned as coaches, to be a coach. If they are a high-performing, say for example a vice president, and as well if they are someone who has been identified within our annual performance review and our feedback annually, to someone who is a very strong manager pick

So we only really recruit people who are a certain level of manager or certain person at the firm who is deemed a very strong employee, to actually be the match is bad so I think some of it is also about leaning into the firm and really being identified as a strong performer and great manager.

Aside from that, there's obviously a lot of interest from our division heads and leaders in this program and in diversity and inclusion more broadly so there's a lot of attention driven through that, and our division leaders and divisional heads incentivize the fact that you should be part of those programs and diversity and inclusion is a huge part of the firm. So how do we deliver the coaching, this is new in the last 12 months. Not only that I do an orientation and talk people through the program and their roles in the responsibility start and next steps. We also walk them through what does it mean to be a coach, how to ask open-ended questions to create a dialogue? And what is the difference between mentorship and coaching?

Really around the elements around were not giving these young junior professionals the answer -- you are trying to ask probing questions to really help them learn and draw their own conclusions to a situation. So we introduce them to the Grow model and do an interactive activity where one person would be the coach and when would be the participant. And really practice asking open ended questions to get through a problematic situation they were in.
So it is a TBC on how well that will be received and how impactful that will be on the program and something we have just done another round on onboarding and delivering that will be another complexity that were trying to figure out but I think it is about every time offering our in all managers a new learning experience. Because that has also benefited them. We want to create managers who are coaches at the firm. So I think this is also another incentive for them to be in the program that they bolster a skill set that they either may not have or are still trying to develop. Bridgette, I think I may have missed out on one of the questions that you asked me.

>> BRIDGETTE SCALES: No that was great. One of things is about to say is you really talked about not only who gets invited to be part of the process. And that it is recognizing what they bring to the table but they all also have a skill that the build out of it as well. But the other part is how you provide them exactly what you expect them to do, giving them the skills. Because a lot of times we hear folks who are tapped for mentorship or sponsorship and are not sure what to do. So providing coaching and that is huge. And so hopefully that goes into their own skill building and recognition as a leader. Because you talk about cultural competencies and that another opportunity to build that because more than likely they are coaching and supporting and sponsoring someone that does not look like them.

>> LISA DOUGLAS: Absolutely. Because we do not try to overemphasize the race aspect of the program, we are not looking for delivering race training or ensuring the race peace plays a significant role in the program. It is more about the coaching. More about integration and onboarding and you mentioned Jumpstart, etc. and giving them that visibility to a middle manager who is not their own manager, to help them grow as a professional and bolster their own aspiration and longevity the firm page so during the race crisis we've given extra training and giving them more information best practices and guidance on how to have a conversation about race and ethnicity and how to engage in conversations when the external environment is incredibly charged and fraught with emotion. Particularly for junior professionals bad so we’ve offered that more recently about having them have skills day to day to have valuable rounded conversations with someone who does not look like them is also incredibly important.

>> BRIDGETTE SCALES: We have a few more questions for you, Lisa, so we will capture these and make sure we get them to you but I want to add more we have time for one request but I want to ask Martyna and Nikos, question about, how much of your time are you spending doing this work? Because this is an ERG, right? And something you're doing so how do you balance the amount of time you are investing in this-- and who else is helping you do this work? Is it just the two of you or do you have someone else helping you move?

>> NIKOS LIOUTAS: This is very much extra work but I think what drives us in our NextGen network and also all our team members around the world, is that we really see the opportunity to make a difference and that is what at least drives me to have taken something that was an
idea in 2017 and now we have something that will benefit all the people in the company. That has really inspired me.

I would not be long if I said that certainly it does require a bit of extra time but it is not just me that does the work. We very much championed the idea of empowerment. And I talked about the pilot companies where we will able to join our pot from previously and those are the people that should be celebrated here because it is not one person that can ever do this. And now with the opportunity marketplace, the partnership that we have made with our global HR team, has really helped to amplify the work we are doing. And get it off the ground. Anything you would like to add, Martyna?

>> MARTYNA JEZEWSKA: Yes bad but that's a great question we always ask ourselves. When we start a face to face conversation, as, if not us then who? And it goes to the passion that we find. As far as the time commitment, I will say that I got my day job manager takes me about 20% of my capacity but that usually ends up being nights or weekends. I will say that the work we did behind POP was very accelerated, just going from ideation to a pilot took a lot of time. But in general, with our network, we have really great sponsorship. We branched out over 3000 members.

Nikos and I talk about it, we are running a small army, right? Is a pretty big, diverse group and we leverage the network and the community to empower them and they are happy to get excited because as Nicholas mentioned, it is something that will have an impact on everyone paid so we basically formed a committee, and that was the initial starting point. And then each pilot had its quorum come together. So definitely outside of the day job, but very much worth it. And it is our passion project on the side.

>> BRIDGETTE SCALES: It is contributing to the business in such a positive way and the organization. Thank you to all three of you. These are great examples of building the business, building the organization, building skill sets, and just what can happen in a collective effort of finding ideas, new ways of doing approaches to growing and supporting and enabling talented so I really appreciate you sharing your best practices.

If you have a chance to stay with us for the next part -- here's what we will do next. So thank you to Martina, Nikos and Lisa for sharing but were going to keep the conversation going but we will do it in a unique way. this format allows you to sit at a table and connect directly with other attendees for video chat. So it is like an in person type of event. We want you to be just as engaged as you would in this session. But you will need to ensure you turn on your camera and microphone so that you can all talk to each other.

When you first walk into the room, you will be in "presenter mode". And you will be welcomed by my colleague Jacqueline, and once everybody is in the room we will start presenting and
you'll be able to join a table by double-clicking on the chair, at the bottom of your screen you will see where your microphone and camera are located, you must turn those on so you can be seen and heard by your table mates. This will be the best way to get the most out of the discussion.

When you go and you will be randomly placed at a table. But feel free to move around and get to know folks at other tables. And there's more than one floor, if I'm not mistaken, usually we do these we have several floors. So we have two floors as you can see on the left. You will be automatically placed. On the first floor. If you have any questions please use the chat and we can respond to.

There is the link that will get you into the session in the chat. Make sure you click on it, go in and I will see you over there in just a few minutes but so please stay with us and let's go over to the Remo room. Thank you so much.

>> JENNIFER LONDON: I will end the Adobe meeting and I will bring you right into the Remo room that way as well in case you missed it in the chat. I look forward to seeing you there.

>> JACQUELINE: we will be getting started in just a few minutes, in the meantime say hello in the chat or update your profile in the top right corner and we will see your first initial. We will begin shortly.

[Remo Room]

>> BRIDGETTE SCALES: Hopefully you can see me and hear me, we are in the Remo room. So as we said before, make sure you join a table. Click on the microphone and the camera at the bottom and start chatting with someone. We will end this at about 35 or 40-- I'm sorry closer to the top of the hour. So please enjoy the session.

Hi there, I can see-- can you hear me, I can see your microphone is on. Maybe not. If you cannot, there should be a camera at the bottom of your screen, a camera and microphone and if you click those they should work and if you are not sure that you need help, please click on the chat box and one of our folks can assist you. I will come back and check on you in a few minutes and I will run around to a couple other tables and say hello so enjoy the session.

Hello?

Margie can you hear me or see me?

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JENNIFER LONDON: I'm going to bring Bridgette back to the stage to close it out for the day.

BRIDGETTE SCALES: Thank you, Jennifer. Thank you all for joining us and sharing your examples, we had some great conversations of the table. I know it was probably challenging for a couple of you to get onto it but you made it. So thank you for that and also thank you for all our speakers that were here today. We had a huge amount of engagement. We had some great questions in great examples. So thank you for that. The team behind making all of this technology to work, that is our conference and events team. You'll see them right there, they are always in the background making sure everything works. And we want to say thank you to them especially to Jennifer London and keeping us on time. In making it work.

I also want to mention to make sure that you join us at the upcoming events. All events on this list are virtual. We have a lot of cultural recognition focus on innovation and inclusion and impact. I want to also mention that we would love to get your feedback. Tell us what you thought and be candid, tell us what you like and did not like and we want to make sure these events work for you. So your feedback is a gift and we appreciate that.

If you are able to say please do, we will have a networking session, our "virtual networking our" and it will be back in the Remo room. So if you were in the middle of a conversation and went to continue with please stay. But we want to say that we appreciate you being here and if you've got time, stay with us and hang out for a few minutes. Let me see if I've missed anything else. Again, thank you for joining our DBP member conference and we hope to see you again in the future conference.

JENNIFER LONDON: We will let you go back onto the floor if you would like to continue your conversations and we will have the room open for another hour if people want to stay. Thank you so much and we will see you in the room.