

**MGMT 257**

**Recruitment & Selection**

**Final Project: Unique Get Together Society**

**Promoting Diversity in Onboarding**

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“When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organization” – Pat Wadors

## **Committing to a Diverse Workforce – In Onboarding**

### **Promoting a Visible Diverse Workforce at Onboarding:**

It is beneficial to an organization that is working to promote its commitment of attaining and maintaining a diverse workforce and leadership, by ensuring there is visible diversity within all components of staff. These efforts at and during onboarding are beneficial to ensure there is clear presentation of culture, environment, and structure around the support of a diverse workforce.

There is also great benefit to providing a visible presentation of the diversity within a workforce prior to and during onboarding. Potential employees who fit the prerequisites of a job and apply can search and or website, organization offices, work sites and see the diversity among a workforce.

### **Policy and Procedural Development to Support Diversity in the Workforce:**

Policy development with procedure and documentation for retention is of importance and provides clarity for a new hire who is becoming acquainted with their new role. Commitment to ensuring a supportive work force that draws from leadership is one that will likely succeed in maintaining a positive work environment. When faced with addressing challenging moments, policy and procedure will maintain consistent expectation, response, and resolve.

### **Equal and Fair Opportunity for Employees:**

Organizations can promote their value placed on equal and fair capacity building, promotional opportunities, and advancement for all staff. There is a benefit to having a clear outline and process via scheduled employee evaluations that identify individual measurable development.

There is a benefit to having each employable role hold equitable opportunity outlined in fair and equal treatment for all employees. Equitable paygrades, supportive recognition of religious practices and individuality create a supportive environment.

### **Organizational Showcase of Workforce Measurables Opportunities and Development:**

Upon hiring and while maintaining a workforce, it is beneficial to create a data harvest process to capture employee capacity building, training, promotional opportunities. Documenting individual retention and progress efforts creates opportunity to present data, graphs, and departmental or individual progress charts over a span of time.

### **Organizational communication:**

Efficient communication is a large component of a progressive organization. Each facet of the organization must speak to one another, in various formats. Each format must have a clear outline and each employee must know how to manage those platforms. In those platforms, organizational efforts to promote diversity can be shared internally, with option to present to external entities.

This opens the door to collaboration and indication of organizational efforts used to promote, capacity build, share internal success and open the door for collaborative efforts to address challenges.

## STRATEGY EXAMPLES

### RECRUITMENT MANAGEMENT STRATEGY PLANNING

#### Workforce Planning:

- Skills inventory of current employees.
- Projecting future skills required by the organization.
- Gap analysis of skills shortages needed in the future, and skills that are oversupplied.
- Strategies for dealing with shortages and over supply of skills.
- Succession planning.
- Identifying high potential employees for skill areas, such as specialty areas, managerial roles, leadership roles.
- Developing these employees through on-the-job development, projects, assignments, coaching, career planning.

#### Attracting Talent:

- Assessments.
- Assessment centre to identify and develop managerial and leadership talent.
- Assessment tools, such as personality assessments, skill assessments.
- 360 degree feedback tools, literacy assessments to determine current skill level and use to support career development and coaching strategies.

#### Recruitment and Selection of Top Talent:

- "Branding" the employer as a great place to work.
- Identifying a focused recruitment strategy.
- Building strong relationships with universities and colleges for new graduates.
- Internet and social media recruiting on specific sites and home web site.
- Job and career fairs.
- Employee referrals.
- Recruitment search agencies, especially for executive positions.

## RECRUITMENT STRATEGY GUIDELINES

### Develop Metrics:

- Use Metrics, including Time-to-Fill and Offer-to-Acceptance Metrics.
- Retention Ratios.
- Turnover Rates.
- Other Statistics.

### Employment Branding:

- Establish Market Profile – Best Practice or Employer of Choice.
- Build Brand Image.

### Onboarding Programs:

- Provide onboarding programs for employees.
- Stage the orientation program over a period.
- Provide the developmental opportunities through special project assignments.

### Develop and Retain Talent:

- Establish performance management.
- Provide employee development plans, competency profiles and 360° assessments.
- Provide executive and management coaching.
- Provide employee self-development tools.
- Manage the resources to the business model.
- Engage employees in the business.
- Deploy talent to fill vacancies.

### Total Rewards and Succession Planning:

- Base salary and incentive compensation.
- High potential identification.
- Foster positive work environment.
- Formal and informal recognition programs.
- Benefits.
- Quality of leadership for management.
- Develop retention program initiatives.

- Retain high potential performers.
- Develop leadership talent.
- Conduct regular employee surveys.

## Example Employee Interest and Capabilities Checklist

- Have your employees had the opportunity to discuss their career plans and interests in order to identify those who are interested in leadership roles or who wish to move to more senior or alternate roles?
- Has the organization considered building an inventory of its employees' skills, experience and career interests?
- Do you know which of your key positions are vulnerable, for example, which incumbents will be retiring or otherwise leaving within the next several years? Have you assessed whether there are enough candidates who are ready to advance or who could be developed in time?
- Is there a sufficient pool of bilingual candidates, members of designated groups and others (e.g., employees that are currently working overseas), for key positions and areas?
- Have you addressed the potential barriers for the advancement of employees from designated groups? What are the constraints, if any, to senior staff mobility and lack of transferable skills in language and cultural aspects? Have you identified solutions to address any issues here?
- Have you identified a temporary back-up for each key position with the appropriate knowledge, skills (including language skills) and abilities to carry out the responsibilities in the short term?
- Have you conducted a risk assessment for key positions based on when you think the position may become vacant? The assessment should evaluate the overall impact on the business and whether there is a shortage of qualified candidates.
- Does your management team meet specifically to discuss the requirements of key positions and areas, as well as the development needs of interested candidates?
- Does your organization base the identification and assessment of employees with potential for key roles on multiple assessments and perspectives (e.g., talent review meetings, assessment tools, 360-degree evaluations and performance reviews)?

## Resources

Florentine, S. (2019), Diversity and inclusion: 8 best practices for changing your culture

<https://www.cio.com/article/3262704/diversity-and-inclusion-8-best-practices-for-changing-your-culture.html>

Gao, R. (2020), What is Systemic Racism

<https://www.chatelaine.com/living/systemic-racism-explained-faq/>

Howard, S. (2020), 5 diversity and inclusion quotes for the workplace

<https://www.predictiveindex.com/blog/5-diversity-and-inclusion-quotes-for-the-workplace/>

Reynolds, K. (2017), 5 Strategies for Promoting Diversity in the Workplace

<https://www.hult.edu/blog/promoting-diversity-in-workplace/>