Yale University
School of Forestry & Environmental Studies
Staff Diversity Recruitment Initiative
August 1, 2019

Overview

As outlined in our School's Strategic Plan (May 2017), one of our core values is diversity; "we celebrate our differences and identify pathways to a sustainable future that respects diverse values including equity, liberty, and civil discourse." The first strategy to advance this core value is to increase faculty, staff and student diversity. "We will recognize the importance of diversity as we create and fill open positions within the School. We will focus a great deal of energy on recruiting from diverse candidate pools to ensure that new perspectives are represented and valued in our decision-making and communication." For this purpose, we will define "diversity" as representatives of the following groups: Black or African American, Hispanic or Latino, Asian, and two or more races; these are the groups that are separately identified by Yale Central Human Resources and for which we have tracking data. We recognize that people of other groups (women, LGBTQ, veterans, differently abled, older or younger, or from an international background) could also benefit from some special support, but this is outside of our scope for now. We may revisit this in the future.

Listed below are 5 goals and related recommended actions to enhance our staff diversity through our recruiting.

We recommend the Diversity Strategic Plan Team and/or the Equid team further define and advance these goals and actions on an ongoing basis.

We recognize that adopting this initiative will mean a School-wide commitment, and that recruiting a diverse candidate could in some cases add time to the recruiting / hiring process. Leadership from the Dean will be crucial to the success of this policy.

Goal #1: Develop a training program and reference materials for F&ES hiring managers, including a focus on diversity and inclusion.

We want F&ES hiring managers to understand the importance of this policy and the procedures we are developing and recommending.

Actions

1. Plan, communicate and deliver a training series for F&ES hiring managers including but not limited to:

    - Effective interviewing and legal considerations; this should include guidance on when hiring committees could be formed, how to provide feedback to successful and unsuccessful candidates

- Awareness of unconscious bias

  Guidance for managers on a range of other issues including this policy, crafting job descriptions that don't intentionally discriminate (for example, by requiring unnecessary criteria or rigorous expectations of numbers of years of experience), fair and legal interviewing, etc. Make available a set of reference materials or templates related to language to use/avoid in position descriptions and interviews.

- Guidance for non-managers

2. Require F&ES hiring managers to have participated in the appropriate Managing at Yale curriculum or develop and implement a training program in "Bias-free hiring practices."

Goal #2: Improve external diverse candidate sourcing
Candidate research is the foundation for a successful diversity recruitment process. It is all about proactively looking for, identifying & networking to uncover the diverse job candidate.

Actions

1. Advertise job opportunities on websites that reach a diverse audience; provide F&ES HR with a budget to support this. This will be at the discretion of the F&ES HR Manager. Many free sites already pull from our Yale job postings, so this would be in addition to those.

2. Build relationships and establish an ongoing recruiting presence by attending professional networking events and job/career fairs put on by local chapters of associations such as Prospanica (founded as the National Society of Hispanic MBAs in 1988; hosts annual career and professional development conferences, connecting thousands of Hispanics to graduate programs, subject matter experts, corporations, and each other), National Association of Black Accountants, National Association of Black Journalists, et al.

   Encourage F&ES staff to participate in all sorts of diversity and professional networking opportunities. Reimbursement of travel costs can be requested and will be decided by the F&ES HR Manager based equity considerations and a limited budget. Employee time will need to be PTO; check with your supervisor in advance. We could also consider creating an informational packet about the School for the F&ES staff who attend conferences to share.

3. Develop a process to track and follow up with potential candidates or leads

4. Develop more opportunities for New Haven Promise interns within the School.

   Review the pictures and videos of our workplace on our website on a regular basis; work with F&ES Communications. Pictures and videos of our staff should show our diversity.

5. Coordinate with F&ES Alumni Services to place job listings on Alumni Fire.

Rationale: Multiple touch-points with diverse audiences increase the marketing of career opportunities to potential candidates by providing additional networking and recruitment venues. Interaction with area professional associations also builds a relationship and increases our ability to network with diverse candidates who possess the kinds of experience we seek (financial, business operations, IT, and other).
Yale is not universally viewed as an employer of choice to the external community. Networking strengthens our ability to identify and begin the process of building connections with minority organizations not only for access to current diverse college students, but for access to the organization's members who might be viable candidates for mid- and senior-level positions or know of those who might be recruited for those positions.

Goal #3: Improve internal talent identification and development
We must improve on our ability to recruit internal Yale candidates who have posted for promotional opportunities or can be groomed to do so. We must also improve on our ability to provide meaningful feedback to internal candidates.

Actions

1. Utilize our employee Affinity Groups and their members as a resource for hiring managers and recruiters to identify or help recruit high potential external and internal candidates. That could include making sure our job openings are included in their "hot jobs" listed on their websites. [However, note that the scope of this Initiative does not encompass all members of these groups; see Overview on p. 1]. There are currently eight Affinity Groups at Yale:

    - Asian Network at Yale (ANY)
    - DiversAbility at Yale (DAY)
    - Future Leaders of Yale (FLY)
    - Working Women's Network (WWN)
    - Yale African American Affinity Group (YAAA)
    - Yale Latino Networking Group (YLNG)
    - Yale Lesbian, Gay, Bisexual, Transgender and Queer Affinity Group (LGBTQ)
    - Yale Veterans' Network (YVN)

2. Develop a mechanism to provide meaningful feedback to qualified but non-interviewed or interviewed but non-hired diverse applicants. While it is admirable to identify and encourage internal applicants to apply it is disingenuous to not provide them with development related feedback should they not be interviewed nor hired.

3. Encourage our junior diverse employees to seek out an upper level leader to act as a mentor who can provide Yale-specific career guidance. Through regular meetings they would help to assess strengths and weakness and develop long- term objectives as they pertain to career opportunities. The mentor would help to develop strategies for achieving objectives and work with the mentee to put in place plans for future career development.

Rationale: We do not have a deep diverse candidate pool at Yale so we must be strategic in how we identify and groom potential candidates. The old adage of who you know being almost more important as what you know can be easily overcome by connecting potential internal candidates with current hiring managers. We must recognize that individuals who have a poor experience while applying may be disinclined to reapply for other opportunities; therefore, we must improve our relationships with our candidate pool.

Goal #4: Improve candidate management

Diversity attracts diversity. One study found that 67% of job seekers use diversity as an important factor when considering job offers. Utilize internal and external resources to aid in addressing and managing the concerns and sensitivities of diverse candidates once they have applied. Relationships are essential to significantly increasing the branding of F&ES as an employer of choice thereby increasing our chance of a successful hire.

Actions:

Ensure that our Central Yale HR recruiters understand this initiative and the importance the School places on improving our staff diversity recruiting and are effective partners.

1. F&ES HR should consider times when we might want to request our recruiter send the hiring manager all applicants for a job, not just "qualified" applicants. However, this should be done sparingly because it could (a) necessitate a change in job description to match a desired candidate's qualifications; (b) flood the hiring manager with truly unqualified candidates.

2. Create a plan from when we get an application all the way to when they are hired. This could include requiring the hiring manager to meet with HR Manager before finalizing the hiring decision, to ensure they have considered all applicants thoroughly and fairly.

3. Implement interview committees for F&ES positions where feasible.

4. Consider having at least one diverse staff member and/or one person from the Diversity Strategic Plan team (aka EQUID) on the hiring committee that will interview candidates.

Goal #5: Improve diversity metrics around the recruiting process

We aim to focus on tracking the diversity metrics that provide meaningful insights into our success and ongoing challenges. In order to track our success, we can employ both qualitative and quantitative methods to capture progress at various levels of our organizational structure. Some of these metrics will be provided by Central HR; we will continue to work with them to assure timely delivery of data to us

Actions

Establish data gathering and set diversity metric goals for HR Staffing as it relates to F&ES. The goals should be set to be achieved over a period of time, and progress assessed on a regular periodic basis.

We should be willing to assess at a minimum the following, creating new surveys as needed:

- Of all initial candidates presented to hiring managers, what percentage were diverse?
- Of all candidates interviewed by hiring managers, what percentage were diverse?
- What were the reasons provided for -not interviewing of diverse candidates?
- What were the reasons for not hiring the interviewed diverse candidates?

Applicant Data:

- Percentage of diverse applicants per open posting
- Percentage of qualified diverse applicants per posting

New Hire Data (for both internal and external applicants):

- How satisfied was the hire with the recruitment process? How did that satisfaction rate compare between diverse and non-diverse hires?
- How did they hear about the job?

If individuals haven't answered the question about race, we should ask them, unless they explicitly indicated they preferred not to answer. This applies to current staff members as well as new ones.

Rationale: The absence of clear data will prevent us from measuring success, assessing gaps, and targeting areas for additional efforts and/or resources. Success will ultimately be measured and provable by the data.

A few thoughts about the importance of what happens ***after*** a diverse candidate is recruited and hired.

- Onboarding should include our periodic New Employee Welcome Breakfasts with messaging that highlights belonging, culture, and climate
- A 90-day check-in interview should be done where a few questions are included such as: "Do you feel valued & respected? Do you feel your diverse identity is welcome here? Help us get

better – what should we do more of?" We want to get across the message that these things matter to us as a School.

- During their tenure here we have various programs to ensure that people feel included; that is not in the scope of this initiative.
- When people leave, we do an exit interview. We want to make sure we set action items based on responses. Did people feel respected and valued? Did they feel they were treated fairly? We could look at the Employee Workplace Survey questions in the Diversity section and use those. We may want to also ask for numeric ratings so we can capture and analyze the data more readily.

The F&ES HR Manager administers this initiative and from time to time will seek input from Equid and others.