

Executive Network

Recruiting and Retaining Diverse Talent

April 12, 2022

Findings from ACCP's *Advancing Equity in the Corporate Social Impact Profession* about DEI on CSR teams

Corporate social impact teams lack diverse representation.

- 86% of survey respondents were women (56% White women, 31% BIPOC women, 7% White men, 6% BIPOC men).
- Department leaders were 52% White women, 30% BIPOC women, 11% White men, and 1% BIPOC men.
- 57% of CSR professionals work in departments where <25% of their teammates are BIPOC and 26% in departments where *no people of color are on the team*.
- More than 50% said "none" or only "a few" of CSR staff came from the communities served by their programs.

Entering the profession is difficult because of the lack of open CSR positions, but especially for BIPOC new hires.

- BIPOC professionals were more likely to identify "HR not conducting targeted outreach" and "a lack of experience in identifying diverse candidates" as barriers.
- Staff were 15% more likely than their department heads to cite the role of recruiting as a limitation to BIPOC CSR hires.

Opportunities for upward mobility in CSR are limited, and even more so for BIPOC professionals.

- 82% of respondents indicated that upward mobility is only "sometimes" or "rarely" available, and only 12% indicated such options are "always" or "often" open.
- No BIPOC respondents indicated that opportunities were "always" available, and only 4% said they were "often" available. In contrast, 15% of White respondents indicated opportunities were a combined "always" or "often" available.
- 41% of White respondents believe that their companies "always" or "often" take racial equity into account when considering promotions in CSR, in stark contrast with only 17% of BIPOC respondents who say the same thing.

Recommendations for Recruiting, Advancing, and Retaining Diverse Talent from the Report

Recommendations:

- 1. Create a diverse talent pipeline into the field** through partnerships with educational institutions, student service groups, and/or community-based organizations that offer an accessible career pathway, e.g., field of study, internships, fellowships, etc.
- 2. Build reciprocal partnerships with HR recruiting** that include education, mutual sourcing of leads, and collaborative approaches to co-creating solutions that target and source BIPOC candidates for open roles.
- 3. Provide resources for upskilling and reskilling** of existing BIPOC employees that provide opportunities for transition into corporate social impact roles.
- 4. Partner with ERGs for talent development programs**, engage employees with lived experience on grantmaking practices, and support equitable volunteer experiences to interest and engage new talent.
- 5. Differentially invest in career advancement of BIPOC CSR professionals** by providing leadership development, mentoring and coaching, stretch projects and assignments, and/or rotation programs that prepare them with the skills to qualify for next-level opportunities.

Recruiting & Retaining Diverse Talent

Stephen Harris, Boeing

Stephen Harris is an operations expert, STEM champion, and aerospace veteran with twenty years of experience at the Boeing Company. For over a decade, Stephen designed aircraft flight programs for military aircrafts (C-17s), and managed operations for a new business venture enhancing product lines for all future commercial aircraft products. Currently, he is a senior manager for Boeing Global Engagement, responsible for the strategic implementation of employee volunteer programs for over 150,000 employees globally. He also oversees business operations for the company's annual corporate giving program.

Stephen chairs the advisory board of Global Glimpse, which provides access to international travel to high school students. He also founded the George Washington Williams House, a leadership housing program for Black students at George Washington University.

A Los Angeles native, Stephen has a Bachelor of Science in Mechanical Engineering from George Washington University.

Recruiting & Retaining Diverse Talent

Cecilia Render, Nordson

Cecilia is the Executive Director of the Nordson Corporation Foundation based in Westlake, OH. She has been at the Foundation since 1999 starting as the Program Officer. Prior to Nordson, Cecilia was employed in the field of education. She is actively involved in the Philanthropy Ohio Education Advisory Committee and Corporate Funders group, ReachHigher, and the Lorain County P-16 council. She has worked as an advisor for Cleveland Scholarship Programs and the Educational Opportunity Program at Tri-C. Cecilia has also been a part-time instructor at Cleveland State University in the School of Education. She holds an M.Ed. from CSU with a concentration in Adult Learning and Development and a B.A. in Psychology with a concentration in Child Development from Smith College. Cecilia is the 2015 Leadership Lorain County Eric Nord Award for Excellence in Leadership awardee.

Facilitated Dialogue

- What can we do to recruit and retain diverse talent on our corporate social impact teams?
- How can we support our DEI and HR partners in their efforts to recruit and retain diverse talent in our companies?
- What are current successes to share or failures to learn from?

Key Discussion Themes

- There are many challenges to recruiting & retaining diverse talent within companies, especially in CSR.
 - Because CSR is a boutique role inside companies and open roles are infrequent, the support from talent acquisition teams is limited. In general, recruiting teams are lagging in recruiting minority talent, so the combination is especially difficult.
 - Recruiting diverse talent falls into the hands of the CSR teams because they work closely with nonprofits who are often a pipeline to CSR roles.
 - Diverse leaders are often expected to find diverse talent themselves on behalf of the company, even when it is not their job.
 - In some industries, e.g. manufacturing, there is a "white male standard" and you're seen as a deficit if you don't meet that. Unless companies move past this in the hiring process, they will not be diverse and inclusive.
- There are strategies some have used to address these challenges.
 - To recruit for lived experience, one company added this requirement to all CSR job descriptions: *"Direct experience working with under-represented communities, through professional or personal experience, nonprofit board service or community engagement activities."*
 - Introduce, make connections, and partner with HR/Recruiting on relationships with grassroots organizations that can help identify high potential, diverse talent, e.g., [Inroads](#), [Year Up](#), or the [Posse Foundation](#).
 - Sometimes, doing work that's out of scope is the only way to get it done. CSR teams can hire interns or entry-level talent on teams and then partner with LOB's for upwardly mobile opportunities for them across the business. By supporting the development and successful transitions to other roles, your team proves the value of workforce development partnerships to HR.

Key Discussion Themes

- To consciously recruit diverse talent, consider these recommendations:
 - Remove names from resumes and ask HR to do the same.
 - Look for the *potential* to perform well and don't focus on the lack of a particular experience as a deficit, which you can coach/teach for later.
 - Community service or other things that show they value community service.
 - Other attributes: Were they working through school? Is that why they don't have an internship? This could show resilience.
 - If you have 2 candidates who are equal, hire the person of color every time. That's the only way to make a change.
 - Don't expect people to walk in and do the job on day one. If they have the potential to learn, give them the opportunity.
- When discussing talent and DEI with company leadership, highlight both the value creation of diverse teams as well as the importance of "doing the right thing." Both parts of the conversation are vital to making the case to recruit & retain diverse talent.
- Companies who are committed to retaining their diverse talent need to invest in the employee experience, including creating an environment of belonging (even if a lot of people don't yet look like them), and leveling the playing field with intentional strategies that support development in the careers of BIPOC professionals.

Up Next

June 14, 2022
1:00-2:15 PM ET

Every other month,
2nd Tuesday

