



DIVERSITY TOOLKIT

Best Practices in Recruiting for Diversity

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CareerBuilder

Agenda

- Who is CareerBuilder?
- The Impact of Diversity Recruiting
- Labor Market
- Branding and Messaging
- Wrap-up and Summary
- Questions

Who is CareerBuilder?

- “As the global leader in human capital solutions, we help organizations **target** and **attract** their most important asset - **their people**. We use world-class technology, data-analysis, a comprehensive partner network and superior customer service to match the right people with the right jobs.”
 - Job Seeker Behavior Trends
 - Social Media Landscape
 - Talent Intelligence Data—Supply and Demand, Applicant Experience
 - Job Seeker Brand Perceptions
 - Employment Brand
 - Best Practices

The Impact Diversity Recruiting can have on your Applicant Pool

Demographics	Top Diverse Utility Company	Other Utility Company
Female	38%	31%
Male	62%	69%
Minority	62%	46%
White	38%	54%
Generation Y	31%	37%
Generation X	60%	50%
Baby Boomers	9%	13%

Factors Affecting Diversity Recruiting

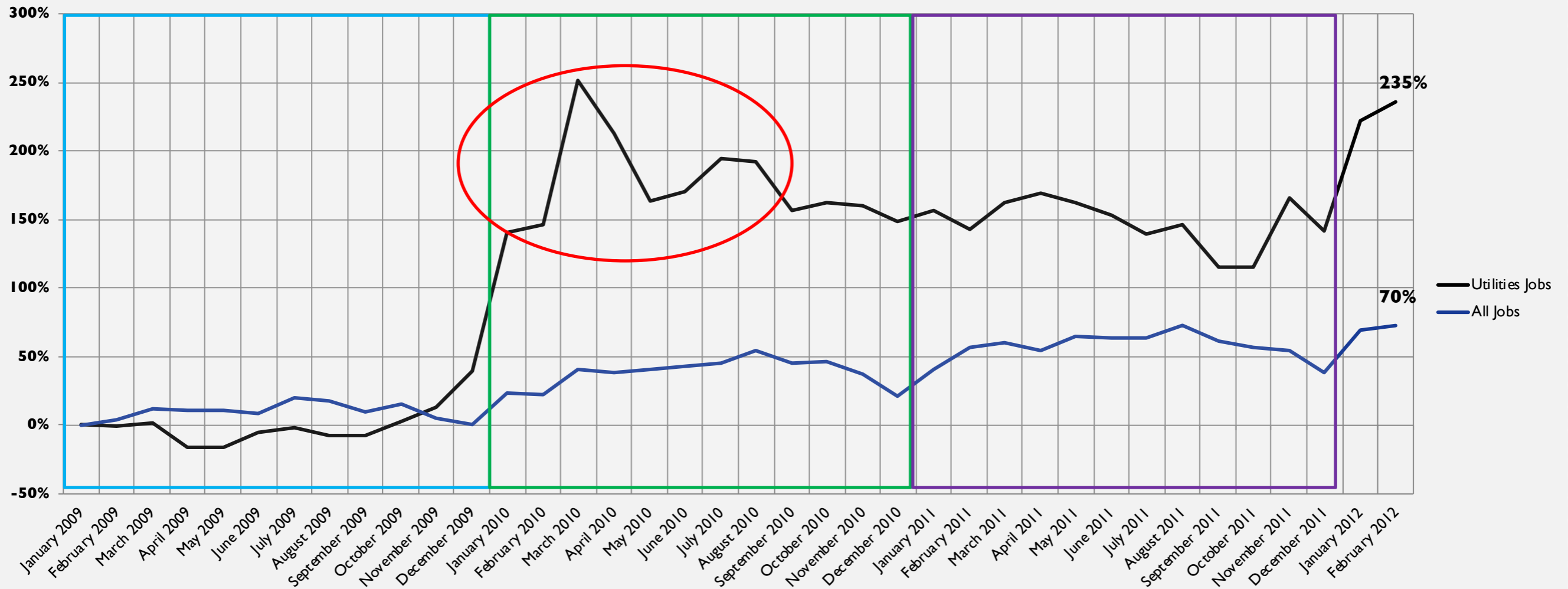
- Labor Market
- Advertising Strategies
 - Employment Brand
 - Messaging to diverse candidates
 - Where you advertise your positions

We want to hear from you...

When recruiting for diverse candidates, do you primarily look for candidates who have previous experience in the utilities industry or outside of the industry?

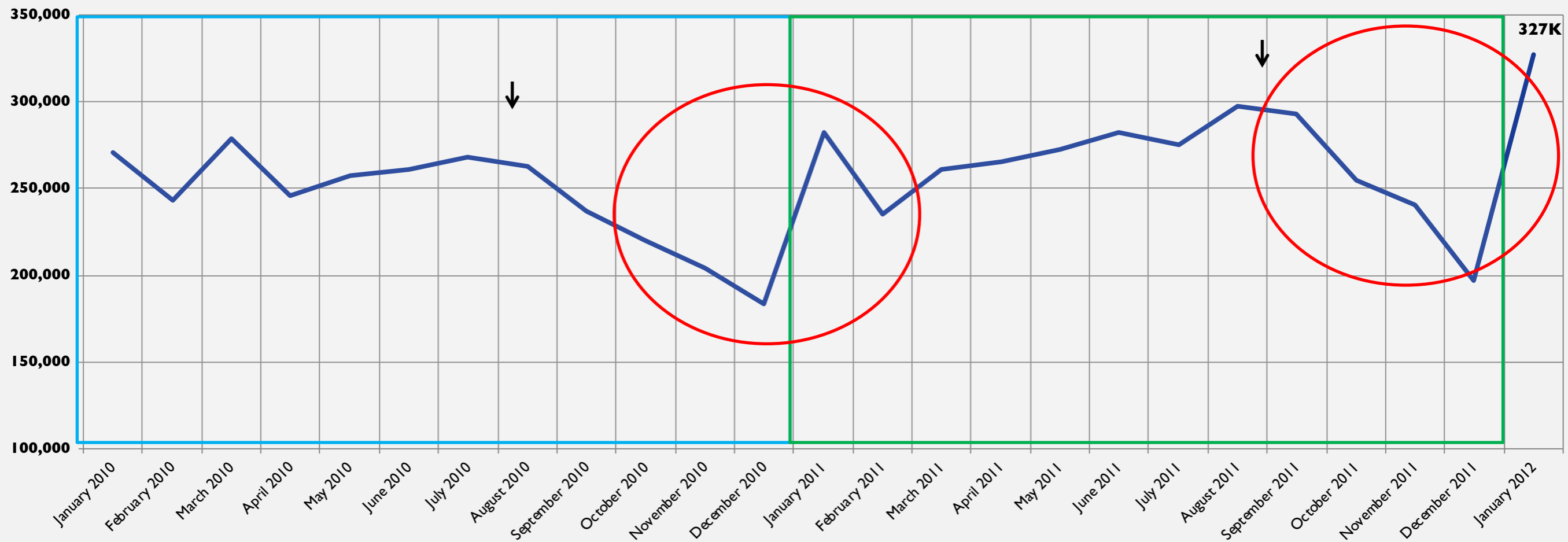
- A. Mainly inside the utilities industry
- B. Mainly outside of the utilities industry
- C. Same inside as outside of the industry
- D. Previous industry experience is not considered

Labor Market: Percent Change in Jobs Since '09 Utilities vs. All Industries



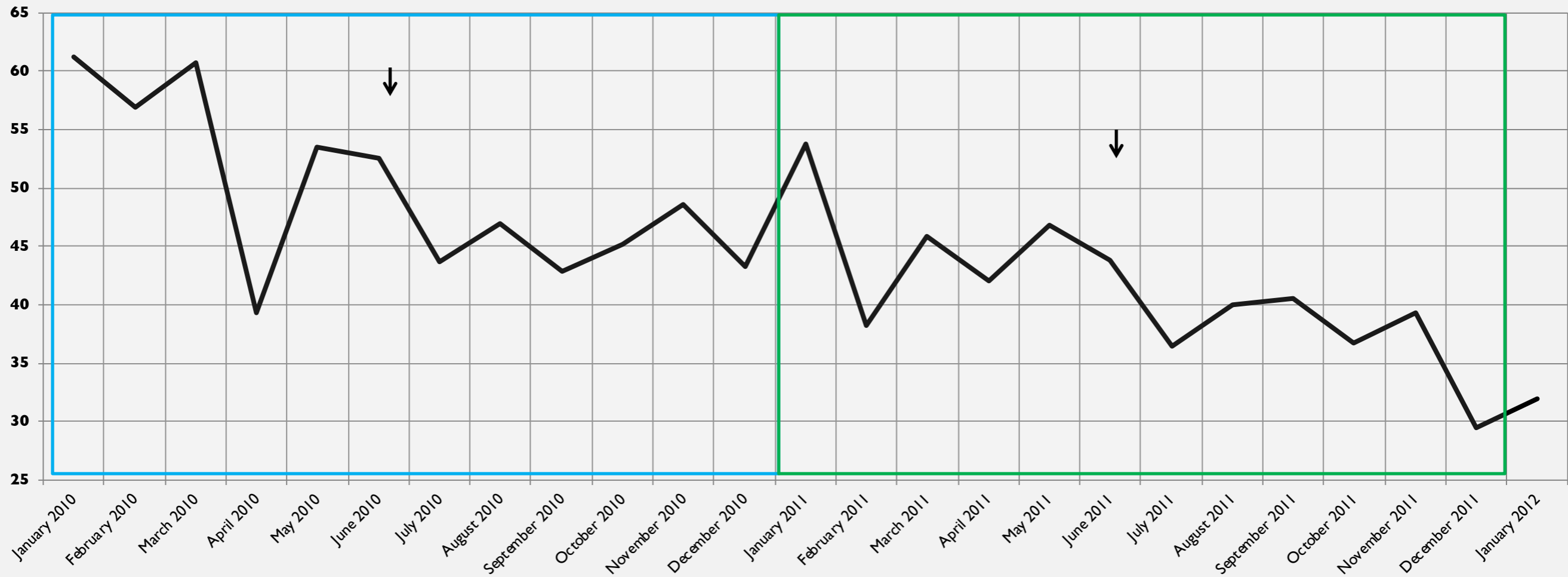
Labor Market: New Job Seeker Trends

New Job Seekers



Labor Market: Best Time to Recruit # Applications Per Job Posting (Utilities)

Utilities Applications



Distribution of Demographics For People Having Worked in the Utilities Industry

Gender/Race	Percent
Female	42%
White	21%
African American or Black	13%
Hispanic or Latino	5%
Asian	2%
Alaska Native or American Indian	<1%
Native Hawaiian or Pacific Islander	<1%
Other	1%
Male	58%
White	36%
African American or Black	11%
Hispanic or Latino	6%
Asian	3%
Alaska Native or American Indian	1%
Native Hawaiian or Pacific Islander	<1%
Other	1%

Race	Percent
White	57%
African American or Black	24%
Hispanic or Latino	11%
Asian	5%
Alaska Native or American Indian	1%
Native Hawaiian or Pacific Islander	<1%
Other	2%

Recruiting Female Candidates

Best and Worst States For People Having Worked in the Utilities Industry

42% Female
Utilities National
Average

Best

<u>States</u>	<u>Percent Female</u>
Mississippi	55%
Nevada & Wisconsin	50%
Texas	49%
Michigan	48%
Louisiana & Maryland	47%
Georgia	45%

Worst

<u>States</u>	<u>Percent Female</u>
Arizona	35%
Massachusetts	34%
Alabama	33%
New Jersey	32%
Pennsylvania	31%
Iowa & Oklahoma	30%

Recruiting Minority Candidates

Best and Worst States For People Having Worked in the Utilities Industry

**43% Minority
Utilities National
Average**

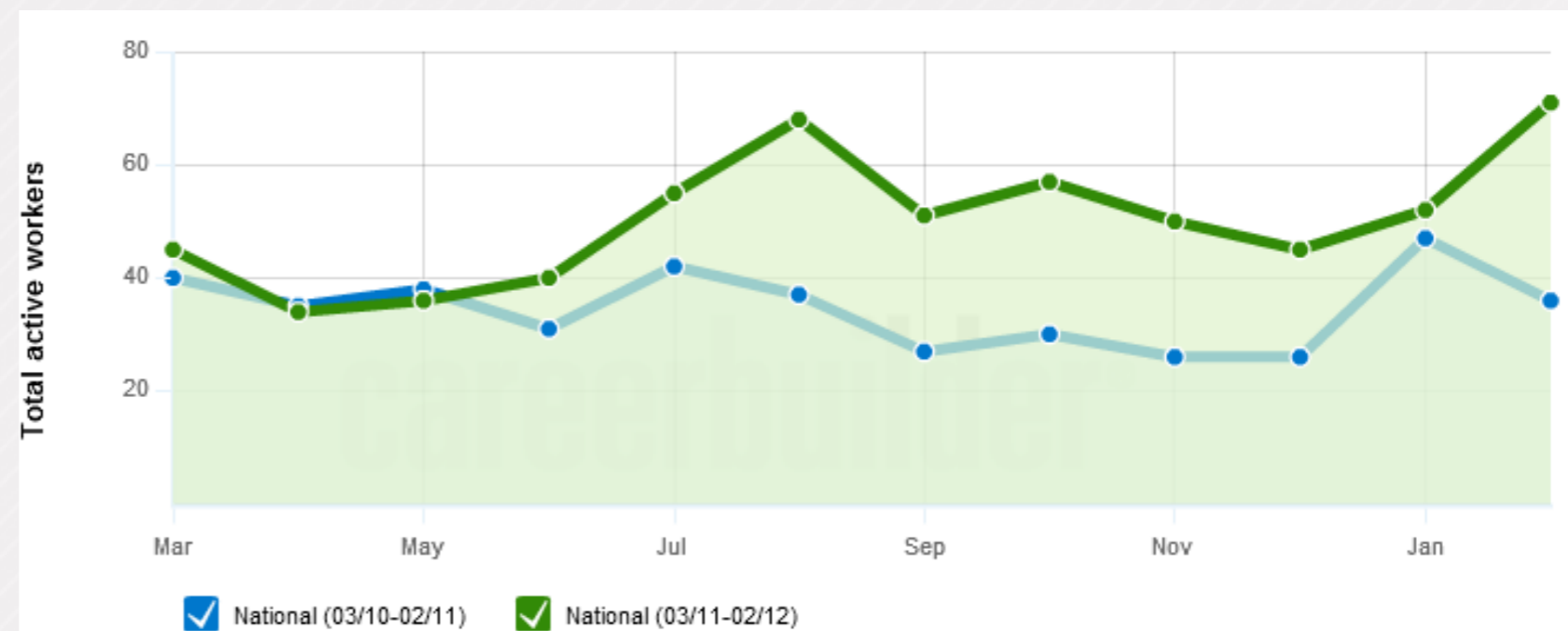
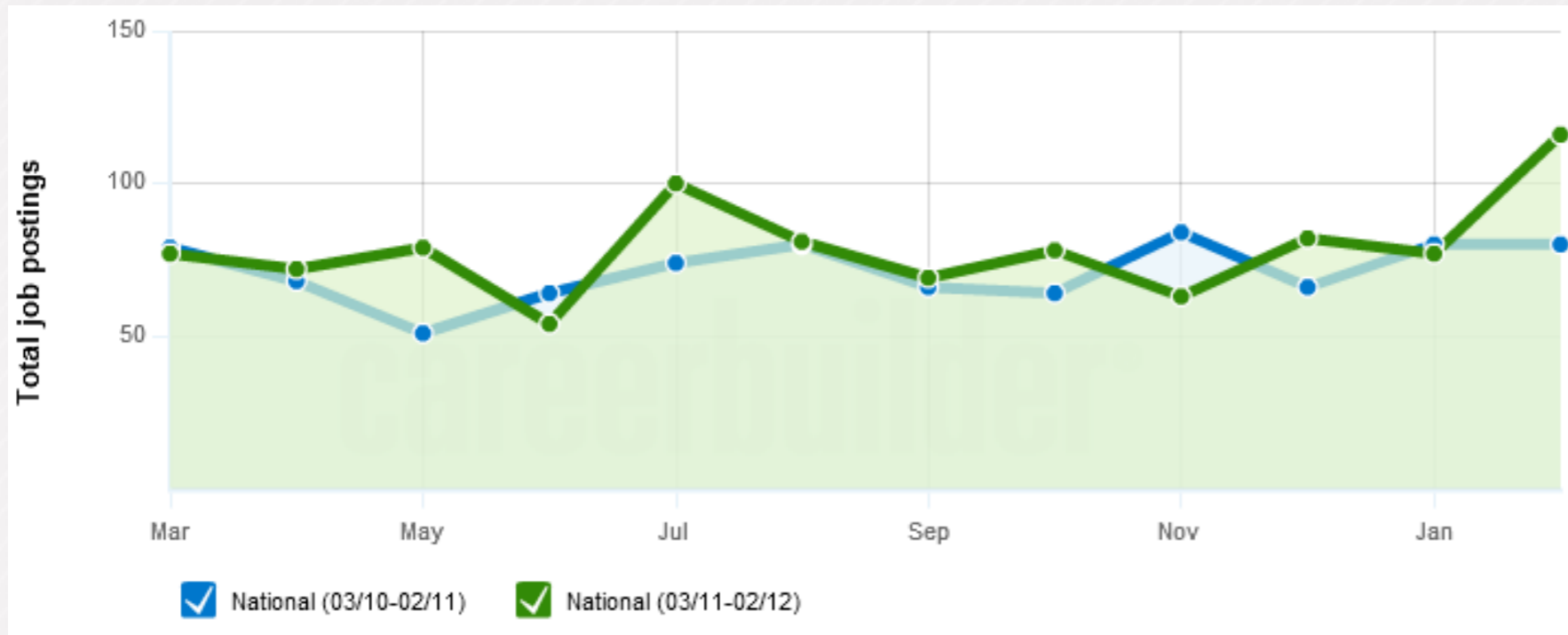
Best

<u>States</u>	<u>Percent Minority</u>
California	59%
Georgia	57%
Mississippi & Maryland	54%
Texas	53%
New York	51%
Florida & Connecticut	49%

Worst

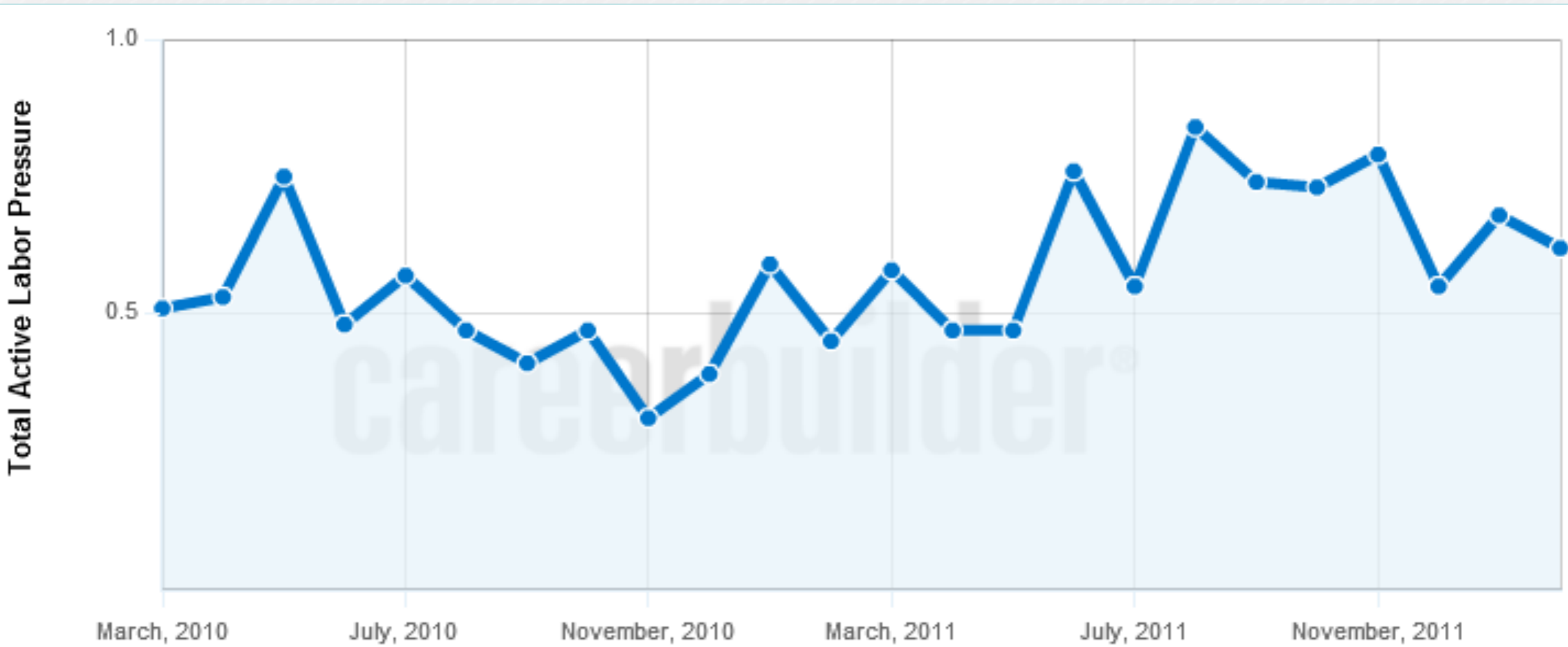
<u>States</u>	<u>Percent Minority</u>
Wisconsin & Indiana	26%
Washington & Colorado	25%
Kentucky	24%
Minnesota	23%
Massachusetts	20%
Kansas	18%

Power Plant Operators: Change in Jobs and New Job Seekers Year over Year



Power Plant Operators: Labor Pressure Year over Year

Labor Pressure is:
Active Job Seekers / Unique Job Postings



Power Plant Operators: Total Workforce Per Job Year over Year

Select a Time Period

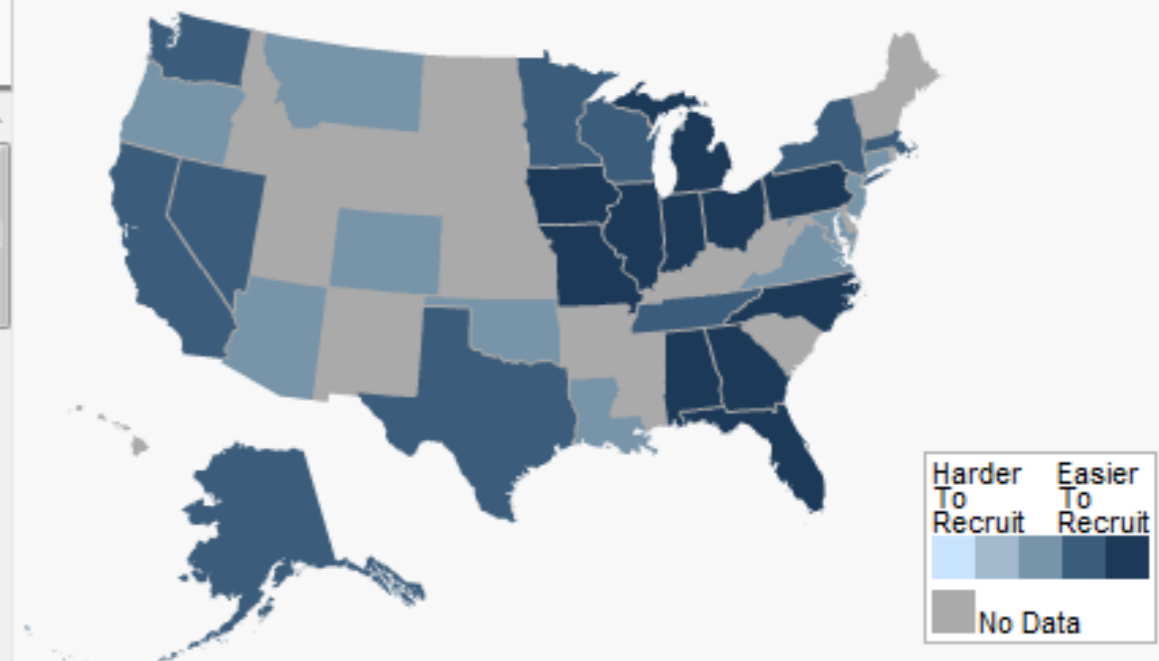
Select a desired time period:

Annually

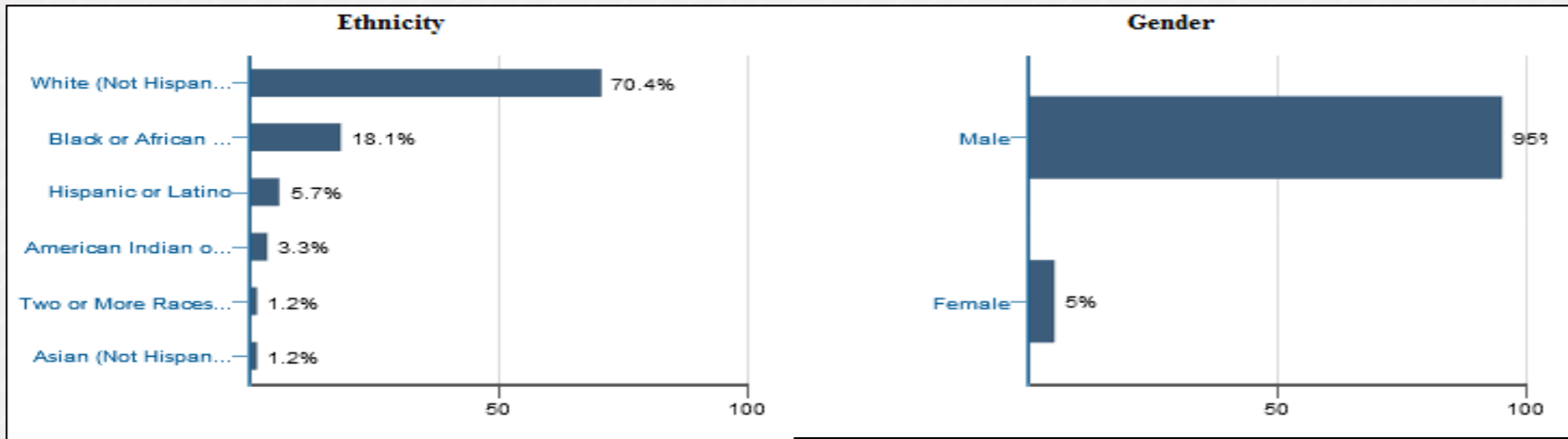
Your selection here will determine the length of the time periods that are compared to each other. For example:

1. Monthly will allow you to compare the most recent single month to the month directly before it.
2. Quarterly will allow you to compare the most recent three month time period to the three month period directly before it.
3. Semi-Annually Months will allow you to compare the most recent six month time period to the six month period directly before it.
4. Annually will allow you to compare the most recent twelve month time period to the twelve month period directly before it.

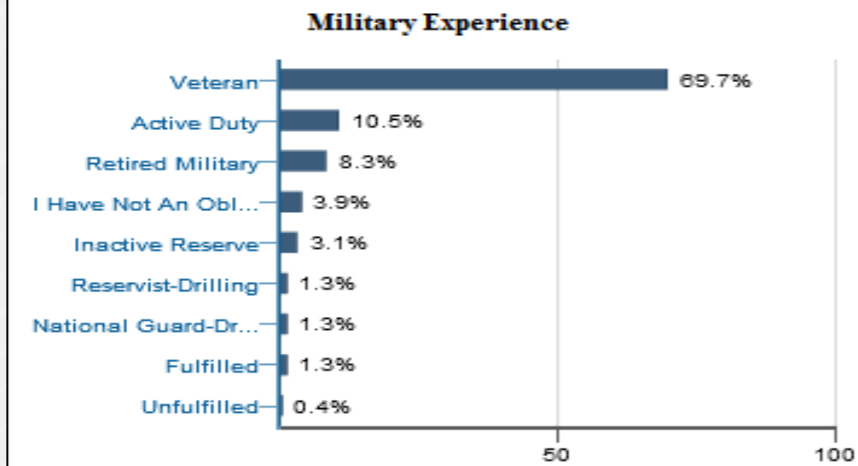
Rank	State Name	Mar, 2010 - Feb, 2011	Mar, 2011 - Feb, 2012	% Change
1	Michigan	538.65	511.58	-5.03 %
2	Indiana	447.24	453.25	+1.34 %
3	Illinois	343.88	417.38	+21.37 %
4	Alabama	352.26	414.00	+17.53 %
5	Pennsylvania	457.20	364.78	-20.21 %
6	Ohio	377.71	321.75	-14.82 %
7	Georgia	228.52	260.77	+14.11 %
8	Iowa	198.21	246.67	+24.45 %
9	North Carolina	293.60	234.80	-20.03 %
10	Florida	161.48	221.60	+37.23 %



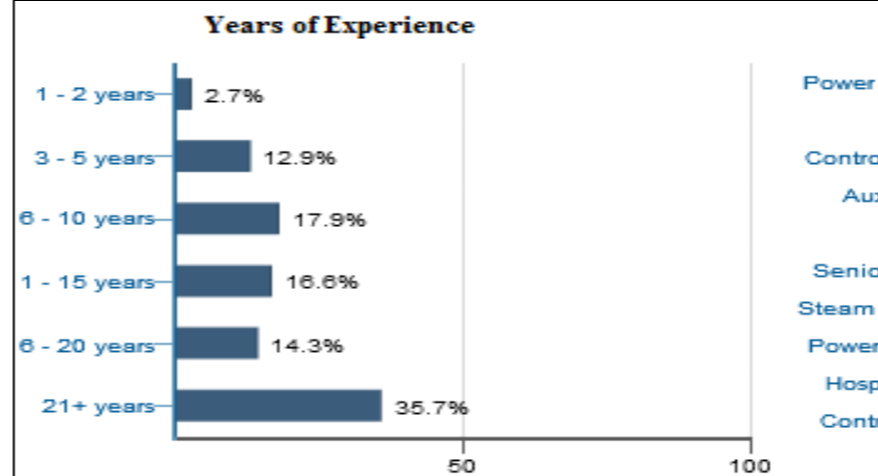
Power Plant Operators: Demographics



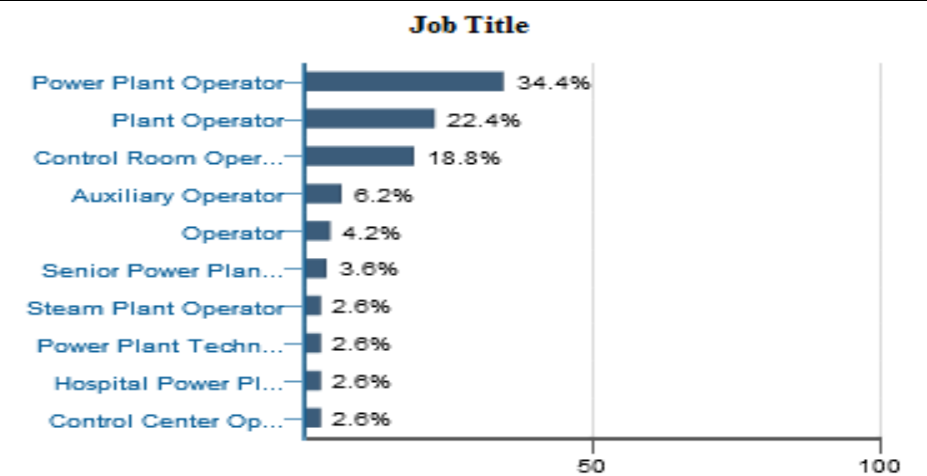
* Reporting 331 out of 622 total responses.



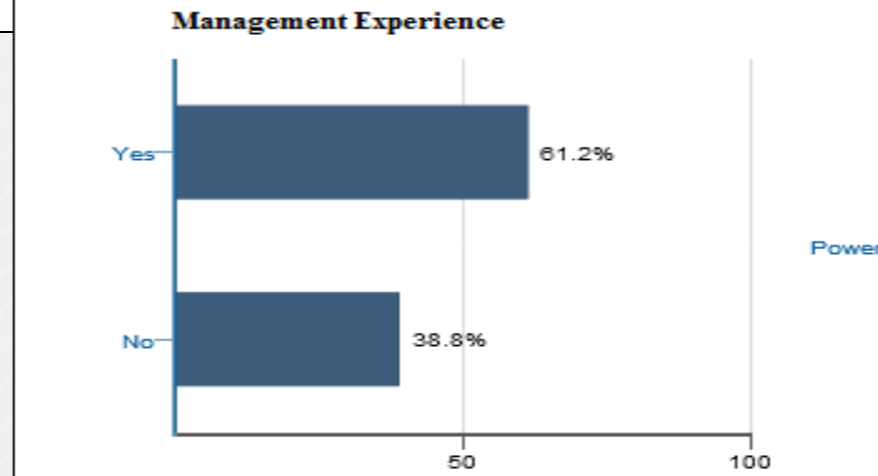
* Reporting 228 out of 622 total responses.



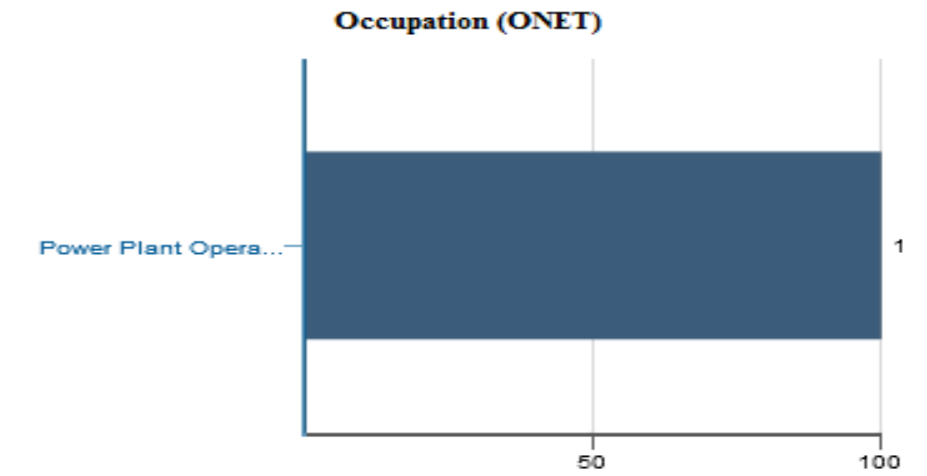
* Reporting 560 out of 622 total responses.



* Reporting 192 out of 622 total responses.



* Reporting 559 out of 622 total responses.

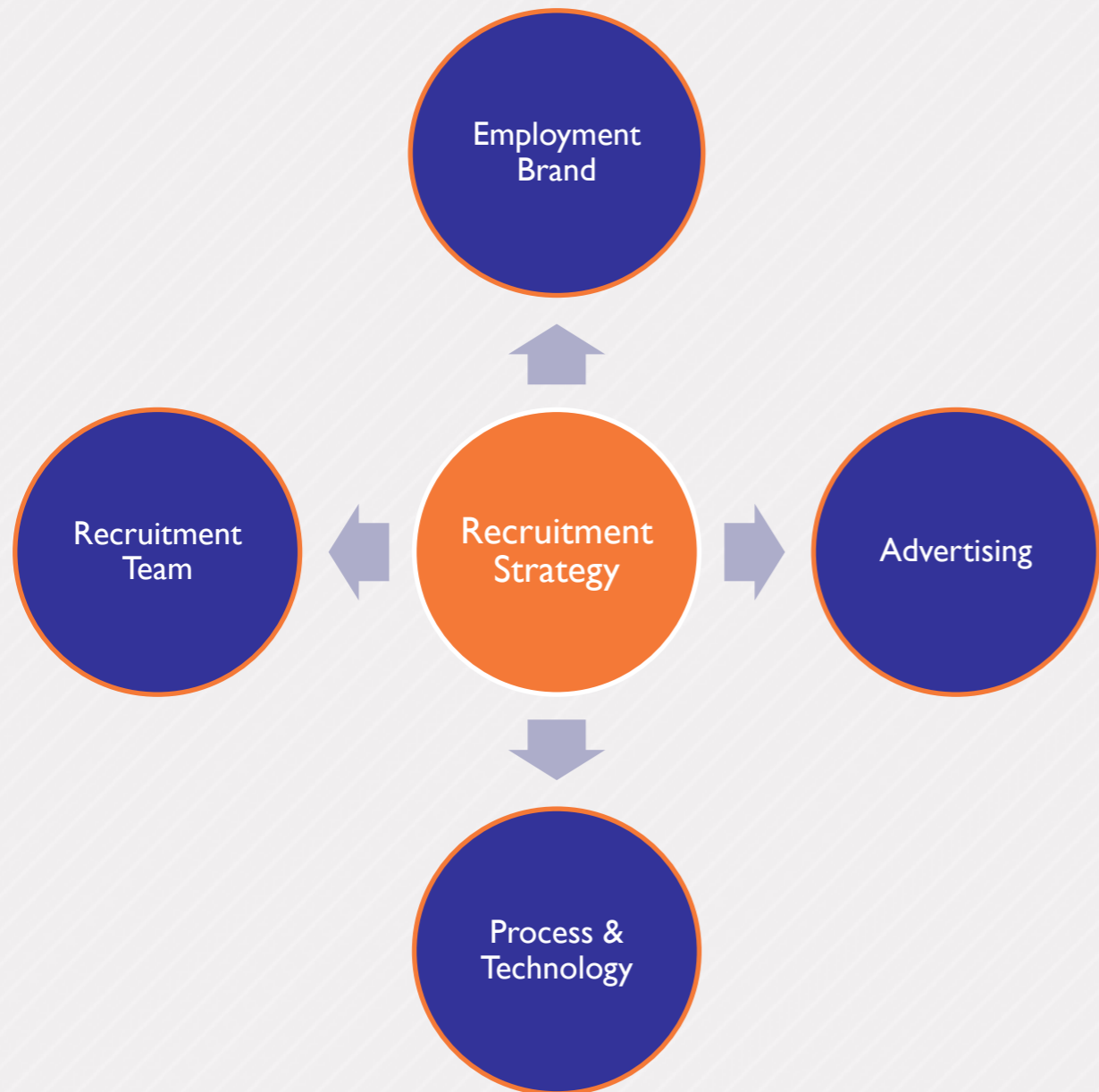


* Reporting 622 out of 622 total responses.

What is your Employment Brand?

- An Employment Brand should do four things:
 - Differentiate you from your competition (both industry and non-industry)
 - Tell potential candidates what they get out of working for your organization (i.e., what is in it for them?)
 - Align with the strengths/culture of your organization
 - Provide the vision for the organization

Measure Critical Parts of Your Recruitment Strategy



Applicant Experience tells you:

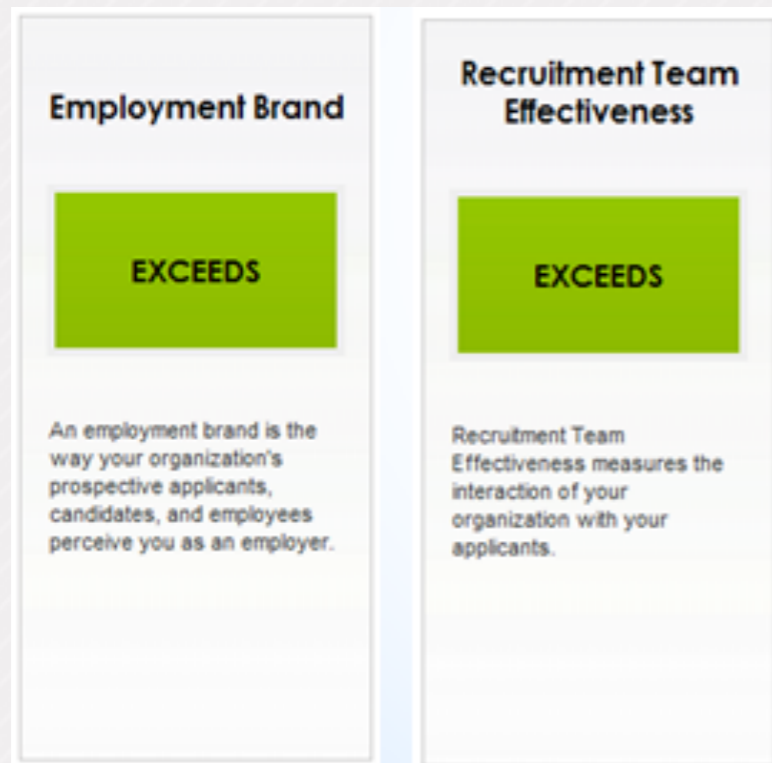
- Why applicants apply/don't apply
- Effectiveness of job advertisements and branding
- Effectiveness of interviewing process
- Comparisons between you and your competition

Differentiators from Non-Industry Competitors

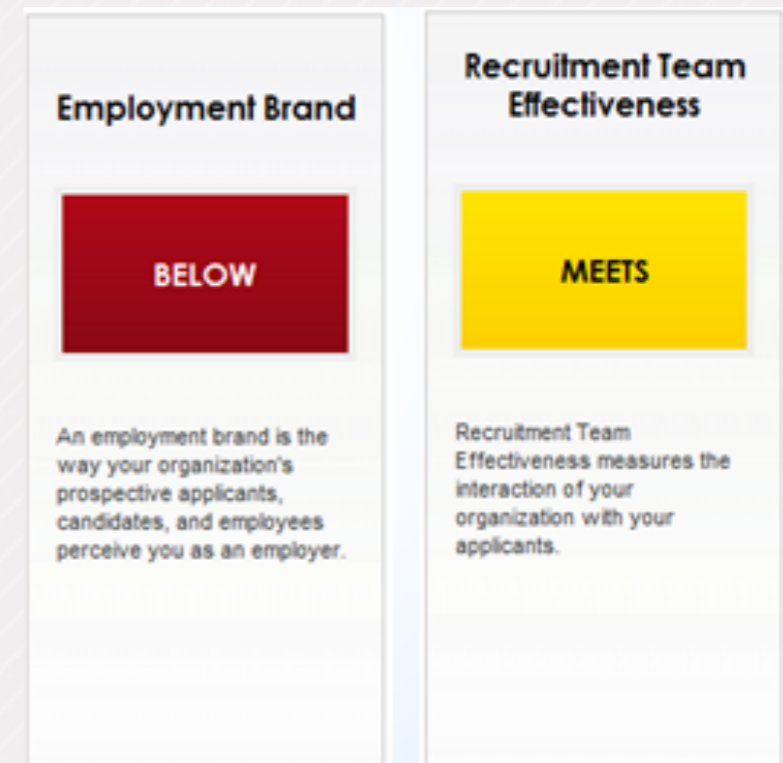
- What makes the utilities industry different?
 - Applicants are more likely to apply to utility companies because of the **reputation of the company, benefits, and salary**
 - Applicants are less likely to apply because of location and work-life balance

Diversity Initiative: Is Your Current Strategy Working?

White/Caucasian Applicants' Perceptions



Diverse Applicants' Perceptions



Diverse Candidates: Male vs. Female

- Female vs. Male in the utilities industry
 - Females are more likely to apply because of the **reputation of the company and benefits**
 - Males more likely to apply because of the industry
- Female vs. Male overall
 - Females are more likely to apply because of **work-life balance and interesting assignments**
 - Males are more likely to apply because of salary and the industry



Diverse Candidates: Minority vs. White

- Minority vs. White in the utilities industry
 - Minority applicants are more likely to apply for **advancement opportunities, salary, benefits**, training opportunities and diversity in the workforce
 - Whites are more likely to apply for location, industry and reputation of the company
- This is the same pattern seen in the population overall



Diverse Candidates: Generational Groups

- Generational Differences in the utilities industry
 - **Location and reputation of the company** become more important as you move from Gen Y to Gen X to Baby Boomers (younger to older)
 - **Benefits and salary** become more important as you move older to younger
 - **Advancement opportunities** are more important for Gen Y and Gen X as compared to Baby Boomers
 - **Interesting work assignments** are more important to Gen Y as compared to Gen X or Baby Boomers
- Very similar pattern found in the overall population

Take a guess...

What percent of job seekers indicate that job postings contain too much information?

A. 1%

B. 4%

C. 7%

Summary

- Things to consider when recruiting diverse candidates:
 - Labor Market
 - Employment Brand
 - What your candidates want from an employer
 - The different media outlets to post your positions
- Labor Market:
 - More recruiting resources should be spent at the beginning of the year as opposed to the end of the year
 - Demographic characteristics can vary by the job title so for example, the demographic characteristics for all utilities jobs differs than when you just look at Power Plant Operator positions. Understand who you want to recruit and set expectations accordingly

Summary cont.

- What diverse candidates want from an employer:
 - Females in the utilities industry are more likely to apply to an organization because of the reputation of the company and benefits
 - Minorities in the utilities industry are more likely to apply to an organization because of the advancement opportunities, salary and benefits

Take a guess...

In the utilities industry, which of the following groups has a greater number of people willing to positively promote your organization to others?

- A. Females, Whites and Younger age groups
- B. Males, Minorities and Younger age groups
- C. Females, Minorities and Younger age groups
- D. Males, Whites and Older age Groups

Positive Promotion

- Females, minorities and Gen Y are more likely to positively promote an organization after having gone through the recruitment process (regardless if they end up being hired)
- No better way to promote your organization to diverse candidates than letting the candidates do the work for you



Questions

