

# How to Recruit, Hire, and Retain a Diverse Team



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# The Problem:



Your team lacks diversity.

Women made up 57.1% of workforce  
but only 25% of computer and math professionals

Men's weekly  
median earnings  
~20% higher than  
women's

DPE 2012: Fact Sheet — The STEM  
Workforce: An Occupational Overview  
<http://dpeaflcio.org/wp-content/uploads/The-STEM-workf2.pdf>



Hispanics made up 15% of labor force  
but only 5.7% of computer and mathematical occupations

Black workers made up  
10.8% of labor force  
but only 6.9% of computer and mathematical  
occupations

Among math and computer scientists,  
white men earned:

10.2% more than Black men

13.2% more than Hispanic men

16.2% more than White women

26.2% more than Black women

39.4% more than Hispanic women

# What does diversity look like for your organization?



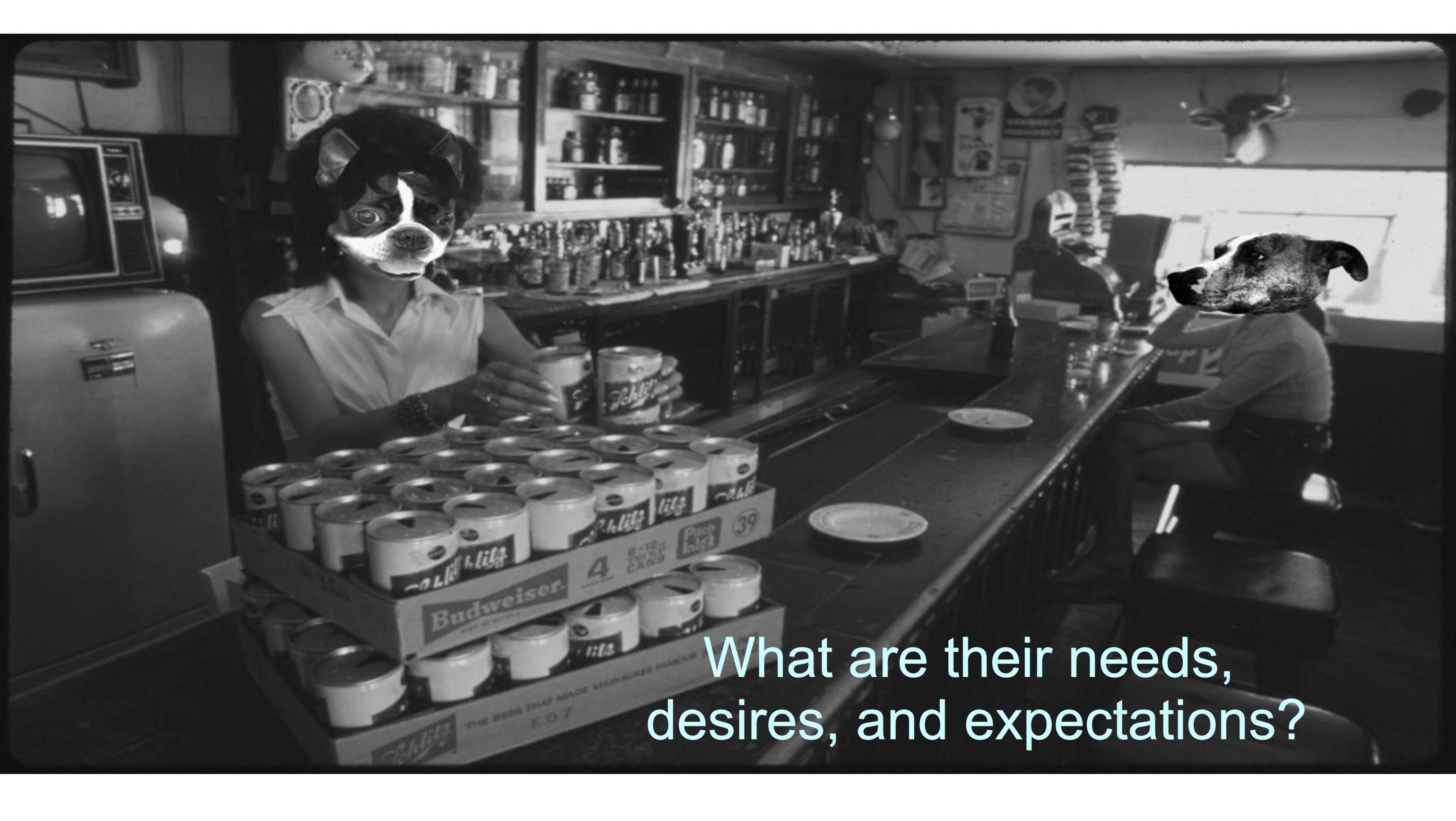


*You want to increase representation of  
women by X%*

**Why?**

What are the 3 or 4 talent profiles your organization needs?





What are their needs, desires, and expectations?

Where do they engage?

(Online or otherwise)



Employee value proposition:

What does the employee get out of working for you?

# Branding

How are YOU branding yourself as an employer in the marketplace?



# Example: WANdisco



WANdisco T-Shirt at  
Hadoop Summit 2013

Example: Google

**"Do  
Cool Things That  
Matter"**

<https://www.google.com/intl/en/about/jobs/lifeatgoogle/hiringprocess/>



# Google looks for 4 things

- Leadership
- Role-Related Knowledge
- How You Think
- Googleness

“At Google, we don’t just accept difference - we celebrate it, we support it, and we thrive on it for the benefit of our employees, our products and our community. Google is proud to be an equal opportunity workplace and is an affirmative action employer.”

# How Are You Recruiting?

## **Solutions to Recruit Technical Women**

*Report by the Anita Borg Institute*

<http://anitaborg.org/files/Anita-Borg-Inst-Solutions-To-Recruit-Technical-Women.pdf>

# Four Blind Spots

1. Concentrating recruitment  
at a small number of sites

## 2. Narrow recruitment criteria



### 3. Hiring processes that are implicitly biased

<http://blogs.scientificamerican.com/unofficial-prognosis/2012/09/23/study-shows-gender-bias-in-science-is-real-heres-why-it-matters/>

# How I Discovered Gender Discrimination

“My first name is Kim. Technically its gender neutral but my experience showed that most people’s default setting in the absence of any other clues is to assume Kim is a woman’s name.”

<http://whatwouldkingleonidasdo.tumblr.com/post/54989171152/how-i-discovered-gender-discrimination>

4. Lack of organizational infrastructure to support recruitment and hiring efforts that yield high returns to both talent and diversity

# Recruitment Avenues

- Job sites: [careerbuilder.com](http://careerbuilder.com), [monster.com](http://monster.com), [dice.com](http://dice.com)
- Colleges
- Conferences
- Professional organizations
- Social networks
- Create an internship program

# Reconsider Criteria

“Probably the things that scare me away are terminology that suggests ...”

You Say:

rock-star

expert

top-notch performers

ninja

**We See:**

My colleagues will be arrogant jerks who think they know everything worth knowing.

You Say:

Fast paced  
Dynamic

**We See:**

**Profound lack of work-life balance  
or thoughtless change in direction  
and lots of wasted work**

You Say:

Passionate

We See:

Emotional dysfunction,  
emotional immaturity,  
verbal abuse,  
and lack of professionalism

You Say:

High achievers reap  
the greatest rewards

# We See:

Rewards almost no one gets,  
and a bar set impossibly high for me  
but not for mediocre men  
with the right friends  
and incentives for back-stabbing

# Actual Ads on Dice.com

## Associate Sys Admin:

High profile online company is seeking brilliant minds to join their fun team with electric energy... If you don't have a healthy sense of humor, don't bother applying. This may be a night time position (could be a 10 or 12 hour shift with 4 days off), and you will be working in a data center with a rowdy group of guys : )

**Websphere Administrator/Middleware Admin:**

Ideally looking for a Websphere guy ...

Jr or mid-level Application Programmer/Developer:

This is a great opportunity for a 3+ year junior-mid level guy who is looking to take the next step in his career.

# Ruby Developer:

## About Our Development Team:

Our development team is full of passionate problem solvers with backgrounds as diverse as fly fishing and armed services to musicians and motorcycle racing. We even have a guy that could probably set some sort of world record for the ability to grow a full on beard the fastest.

We are a team of diverse, hard working nerds that take our personal and professional lives seriously. If you do not have a desire to excel at life and to have a great time doing it, don't apply.



# Event Ruby Developer Wanted

**Ruby developers have quality banter and like to squish themselves in to tiny pubs, drink lots of beer and chat projects and code. More of point 3 required.**

**So in the art of snaring a ruby developer in the next 6 weeks, what tempts these rare creatures out of their natural habit to venture to pastures new...  
Let me know which of the following would tempt you from your desk...**

- 1. Keg of beer and beer tap fitted to your development desk?**
- 2. The recruitment fee as your welcome gift?**
- 3. 4 day week?**
- 4. Building your own team of 4 from scratch**
- 5. Shares and equity (so dull)**
- 6. Commission from online sales.**
- 7. An endless jar of Cadbury chocolate eclairs...**
- 8. 4X female french, italian and spanish junior / front and backend developers**
- 9. Your own Espresso coffee machine with frothy milk maker...**
- 10. 30 days paid holiday if taken in December and August.**

# Etsy

2012: Etsy, together with 37Signals and Yammer, kicked in for \$7,000 per student in grants to cover women's living expenses for a Hacker School session held at Etsy's offices.

<http://www.fastcolabs.com/3005681/how-hack-broken-gender-dynamics-workplace>

*January 2011:*  
47 engineers  
(3 were women)



*March 2013:* 90 engineers (20 are women)  
**500% increase**

# Onboarding

How do you bring a new hire in and keep them engaged?



# Onboarding Ideas

- Incorporate company culture into onboarding
- Assign a mentor
- Prepare their workstations or offices
- Make introductions to supervisors, stakeholders and team members
- Have multiple employees start at the same time

<http://www.itworld.com/career/361319/get-new-it-pros-speed-fast-onboarding-checklist>

# Etsy Bootcamp

1 week  
with your team

4-6 weeks rotating  
through  
other teams



<https://www.path.to/inspiration/kellan-elliott-mccrea-etsy>

<http://www.inc.com/thebuildnetwork/the-importance-of-onboarding.html>

# Retaining

- Start with onboarding
- Reduce burnout (work/life balance)
- Conduct motivation checks

<http://resources.dice.com/report/smart-retention-strategies/>

What companies are offering to help retain at-risk employees:

1. Flex schedules
2. Chance to work on new technologies
3. Increased salaries
4. Better advancement opportunities
5. Promotions
6. Better bonuses
7. Allowing telecommuting

*Source: Dice employer survey, March 2011*

## What tech professionals want:

1. More advancement opportunities
2. Flex schedules/telecommuting
3. Nothing (I'm outta here)
4. Chance to work on new technologies
5. Better benefits
6. Other incentives

*Dice survey of tech professionals, June 2011*

# Final Thoughts

- Do you pay women less for comparable jobs?

“When [women negotiate], both men and women are less likely to want to work with or hire them. The effect size is large. Women who negotiated faced a penalty 5.5 times that faced by men.”

2006 Harvard Study: <http://www.cfa.harvard.edu/cfawis/bowles.pdf>

*“Social incentives for gender differences in the propensity to initiate negotiations: Sometimes it does hurt to ask”*

- Do you have a baseline of fairness for how you compensate and reward talent?

“If your organization relies on incoming employees to negotiate for themselves, men will be able to negotiate without holding back for fear of alienating people but women will not.”

([http://www.huffingtonpost.com/joan-williams/women-dont-negotiate\\_b\\_2593106.html](http://www.huffingtonpost.com/joan-williams/women-dont-negotiate_b_2593106.html))

# Possible Salary Solutions

- Hiring manager negotiates start-up packages for all incoming employees
- What if everyone — both the candidates and those hiring them — were told that incoming candidates are supposed to negotiate their salaries, along with a brief reference to the research on biases sometimes triggered when women do negotiate?

- Do you offer career advancement avenues?
- Do you offer equal opportunities for advancement?

“Altogether, most firms are in the business of 'managing' diversity, *not* promoting equal opportunity. Companies now celebrate the promotion of the occasional minority into senior management, but ignore hiring patterns or the turnover of talented people at lower levels. Resegregation is occurring because firms are failing to monitor progress toward equal opportunity.”

- How do you connect your hire to external networks (conferences, social networks, resources)?

(ahem... <https://www.usenix.org/conferences>)

# Thank you and happy hiring!

<https://www.usenix.org>

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