

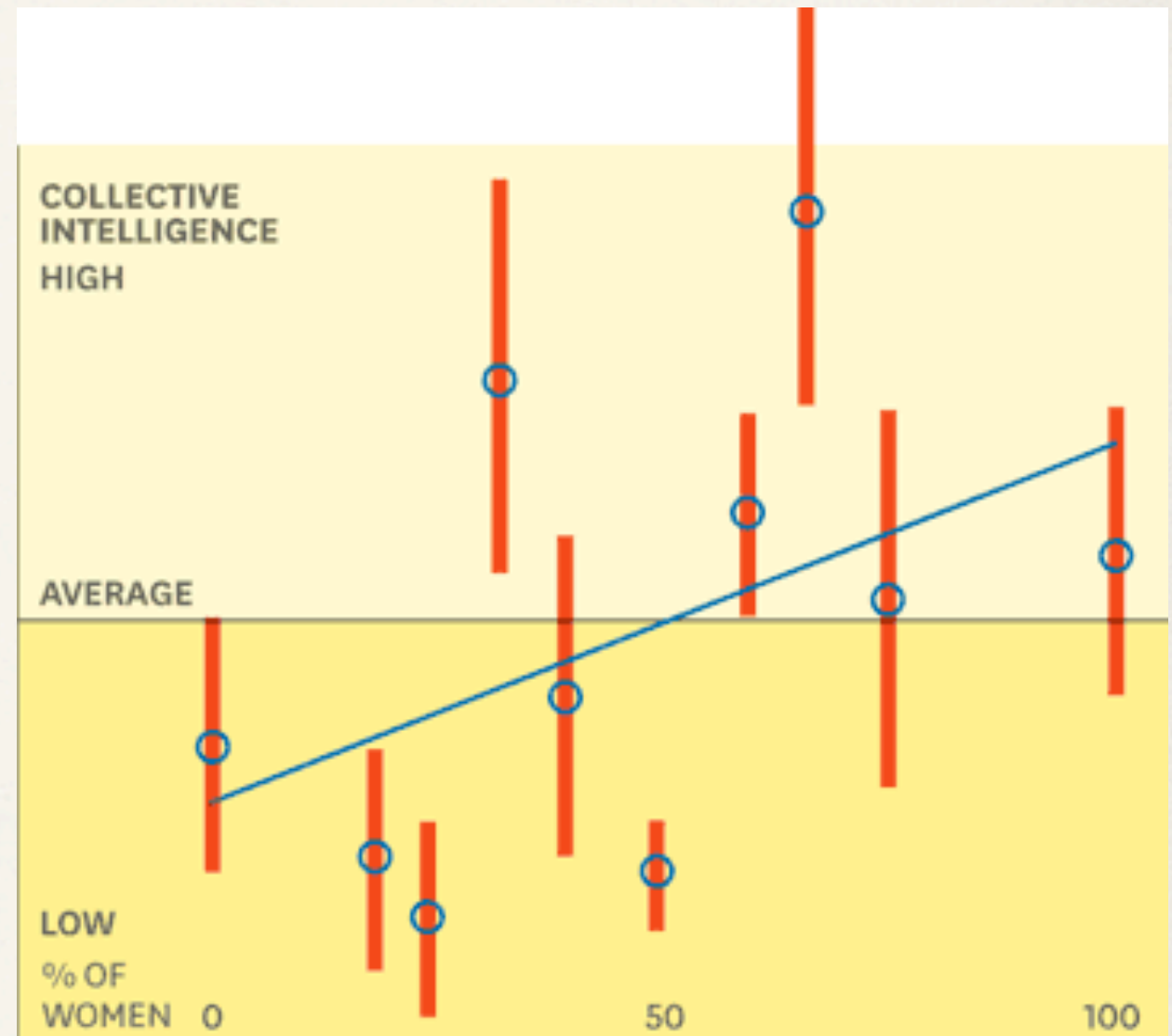
Recruiting and Retaining a Diverse Workforce

The Ultimate HOWTO

Sara Falamaki - Haecksen Miniconf - 16 January 2012

Why Bother?

- ❖ Diverse teams are stronger teams
- ❖ Higher percentage of women can increase team's collective intelligence
- ❖ Diversity encourages creativity
- ❖ We'd all like to have more women in our workplace!





“But women never respond to our ads!”

Advertise where women look!

- ❖ Mailing lists for tech women:
- ❖ LinuxChix / OWOOT
- ❖ Syssters
- ❖ GirlGeekDinners
- ❖ LUG mailing lists



Search them out!

- ❖ Go to networking events
- ❖ Offer bounties to your employees for finding new recruits
- ❖ Go to conferences, and talk to potential candidates... but
- ❖ DON'T BE CREEPY!



Avoid Stereotypes in your ads

- ❖ Think about what your ad says about your target demographic.
- ❖ Avoid stereotype reinforcement: e.g. all geeks love to spend all night at work, eating skittles and pizza, drinking beer, and playing wii while coding
- ❖ Ninjas, Divas, Pirates and Rockstars belong in bookstores and movies. They make you sound immature.

Ad Contents

- ❖ How essential are the requirements listed under “Essential Requirements”?
- ❖ Technologies vs Skills
- ❖ Can you teach it?

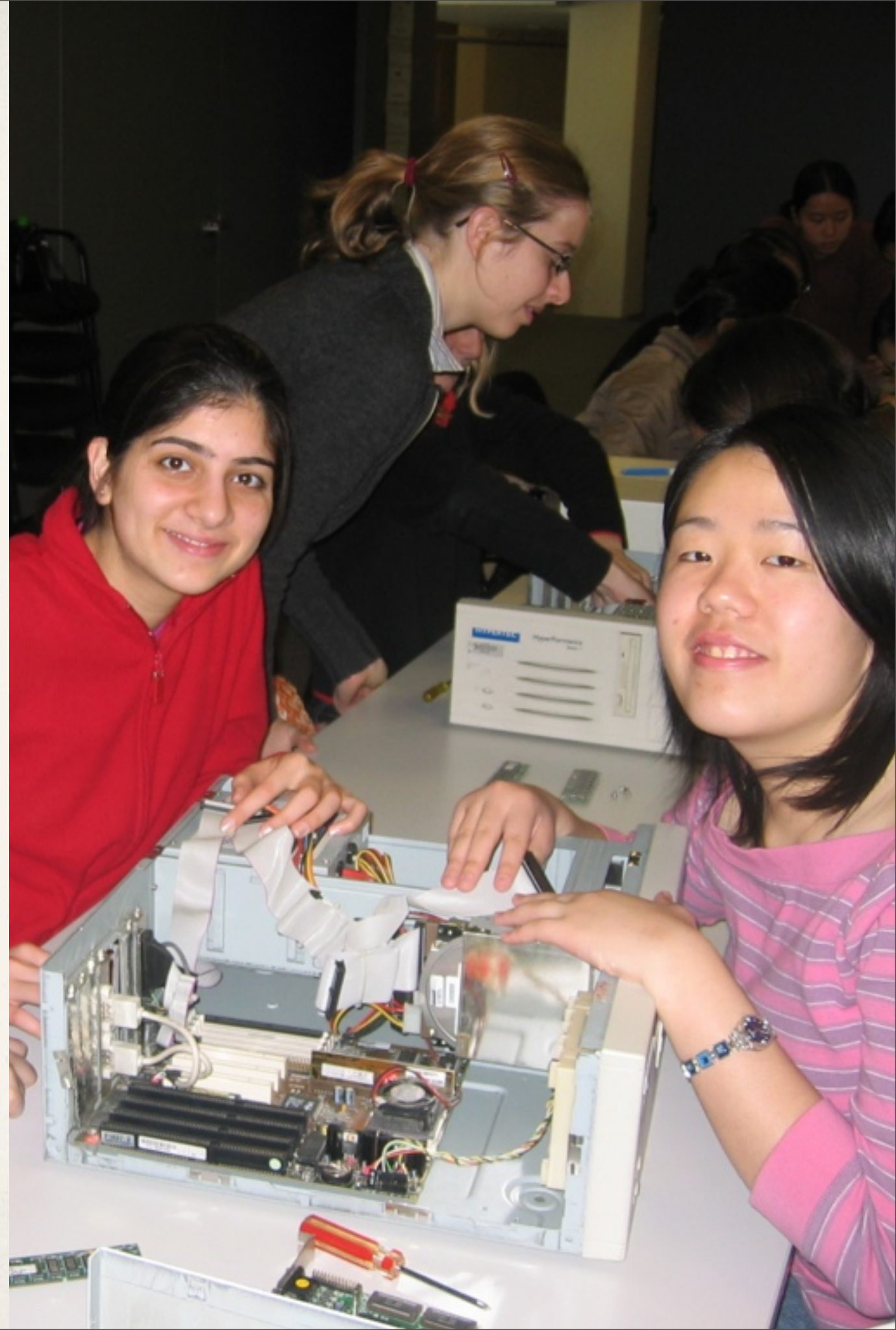
Ad Contents

- ❖ Diversity statement



Be Proactive!

- ❖ Create a pipeline!
- ❖ Offer Internships and Cadetships
- ❖ Offer scholarships to minorities
- ❖ Sponsor women's events and groups at universities
- ❖ Hire with an intention to train



Make your workplace inviting

- ❖ Flex-time
- ❖ Allow some work from home
- ❖ Personal / Carer's leave
- ❖ Nearby or onsite childcare
- ❖ Flexible leave entitlements
- ❖ Ability to change work hours (part time to full time and vice versa)

Encourage Women to Network

- ❖ Sponsor social events for women / minorities
- ❖ Invite female / minority speakers to talk at your company
- ❖ Sponsor external events aimed at tech women, e.g. GirlGeekDinners, LinuxChix events, etc
- ❖ Encourage women to attend conferences!
- ❖ Encourage women to take part in training courses
- ❖ Organise workplace wide mentoring initiatives



Interview Time!

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- ❖ Men and Women perform differently
- ❖ Women who at an interview come across as ambitious, competitive and capable can put themselves at as much of a disadvantage of those who present themselves as competent yet modest in their abilities.
- ❖ Must overcome our own social biases **and** understand the differences in acceptable behaviour in people of different sexes.

Conducting a Fair Interview

- ❖ Have a pool of interview questions and pick relevant ones
- ❖ Test your questions out on your colleagues
- ❖ Include questions that ask about situations that involve teamwork and cooperation
- ❖ Try to get a gender balance on your panel
- ❖ Try not to have too many people on your panel (<6)



Retaining Diversity

Retaining Diversity

- ❖ Mentoring
- ❖ Advancement
- ❖ Anti-bullying culture and policies
- ❖ Appropriate Remuneration
- ❖ Training and Development
- ❖ Feedback Mechanisms



Mentoring

- ❖ Women often don't have access to the same informal networks as men
- ❖ Mentoring helps both mentors and mentees
- ❖ Having role models and mentors opens up opportunities for women they might otherwise be unaware of

Anti-bullying Culture

- ❖ Having a clearly stated anti-bullying policy
- ❖ Appointing a workplace bullying officer
- ❖ Listening to what is occurring in the workplace and encouraging employees to report acts of bullying and harassment.
- ❖ Keeping records of all incidents and subsequent actions taken. Following up with victims and recording final outcomes.
- ❖ Ensuring that those who report bullying don't get victimised further as a result of their actions

Appropriate Remuneration

- ❖ Survey employee pay frequently in order to detect discrepancies between job level/skills and pay.
- ❖ Have clear procedures for promotions and advancement applications
- ❖ If you have a promotions committee, make their actions transparent
- ❖ Followup rejected promotions cases with clear reasons for why the application was rejected, and what the employee would have to do in order to be successful next time they apply.

Appropriate Remuneration

- ❖ Avoid having policies, either formal or informal, which discriminate against women who take maternity leave.
- ❖ Understand that men and women negotiate differently, and women are more likely to be modest when stating their achievements.

Training and Development

- ❖ Allocate time for training and development in employee performance agreements
- ❖ Tell female employees about training opportunities, and actively encourage them to apply to go to courses and seminars
- ❖ Training provides opportunities to further employee skills and make them more valuable to the company
- ❖ Training provides networking opportunities for employees, exposing your company to a wider talent pool

Feedback

- ❖ Ask for feedback to see if you're doing a good job!
- ❖ Surveys and questionnaires - require careful interpretation, minorities are underrepresented in raw numbers but what they say is still important
- ❖ Company social events - informal feedback
- ❖ Listen!
- ❖ Act!



What can you do?

What can you do?

- ❖ Toot your own horn!
- ❖ Apply for positions (even if you don't meet all of the requirements!)
- ❖ Support your colleagues
- ❖ Be visible
- ❖ Recruit other women!!!
- ❖ Contribute to the geek feminism wiki:
http://geekfeminism.wikia.com/index.php?title=HOWTO_recruit_and_retain_women_in_tech_workplaces

What Else?

Acknowledgements

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Photo Credits

- ❖ <http://www.flickr.com/photos/bujiie/5440347689/> (interview)
- ❖ <http://www.flickr.com/photos/ooohoooh/1350774047/> (mentoring)