

SF GIVES PLAYBOOK

THE ROAD TO DIVERSITY + INCLUSION

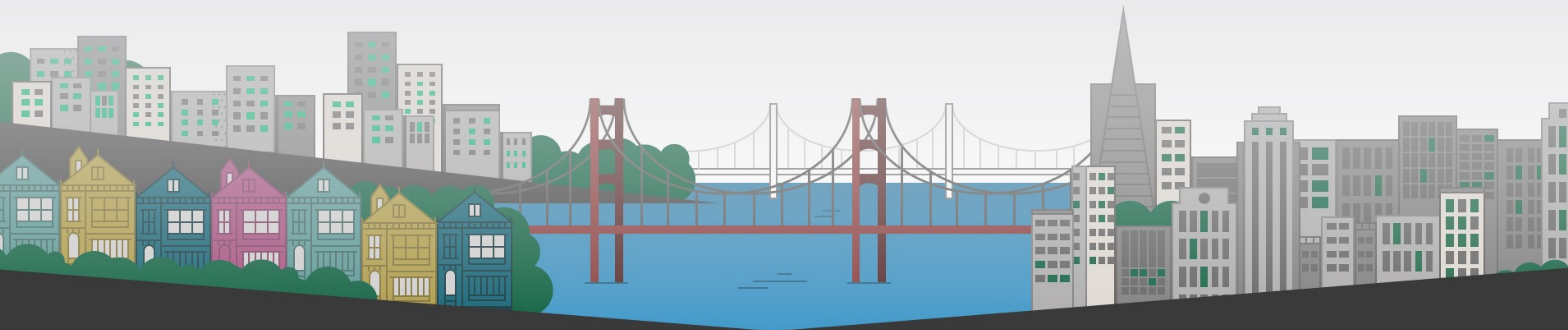


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I. WELCOME

Diversity is good for business. Diverse teams have higher financial returns, better employee retention, and tend to be more innovative. But for companies dedicated to building inclusive workplaces, the pressure feels high as progress feels slow.

At the same time, while Bay Area economic growth continues to outpace that of the state and the country, not everyone yet has a share in that prosperity. People of color, people from low-income backgrounds and women remain underrepresented in top sectors.

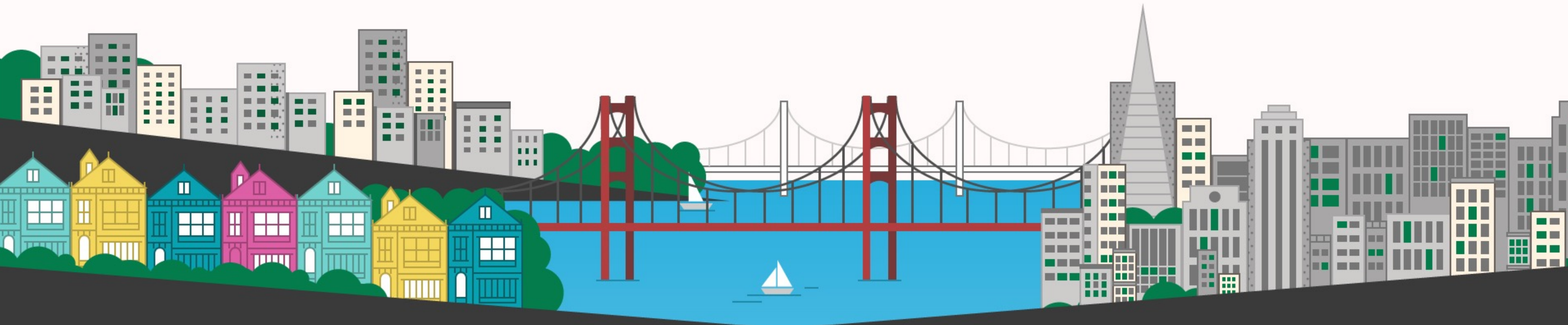
Companies are uniquely positioned to address these challenges. When we recruit, train and retain local talent from non-traditional backgrounds, we go beyond corporate social responsibility to meet the needs of candidates, companies and our community.



Since 2014, SF Gives has inspired 25 companies to invest over \$10 million to fight poverty in the Bay Area. The SF Gives Playbook was published in 2015 to provide a framework for building or refining high-impact social responsibility programs.

This chapter of the Playbook, The Road to Diversity + Inclusion, looks at how companies can provide access to employment for talent from non-traditional backgrounds while at the same time creating a workforce that reflects our increasingly diverse community.

Together, we can build a better Bay Area.

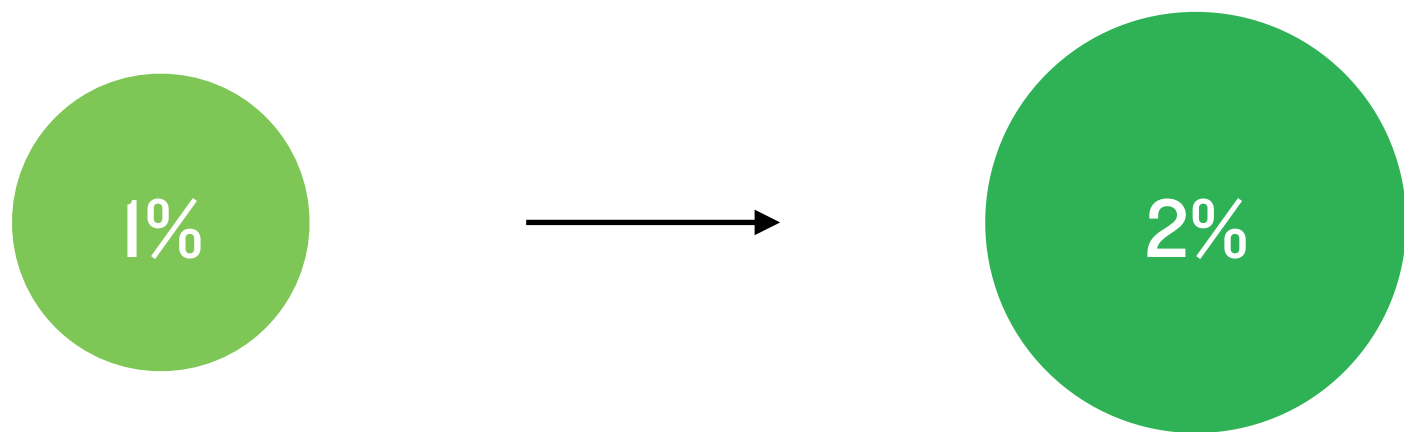


I. DEFINING THE PROBLEM

ACHIEVING DIVERSITY TAKES TIME

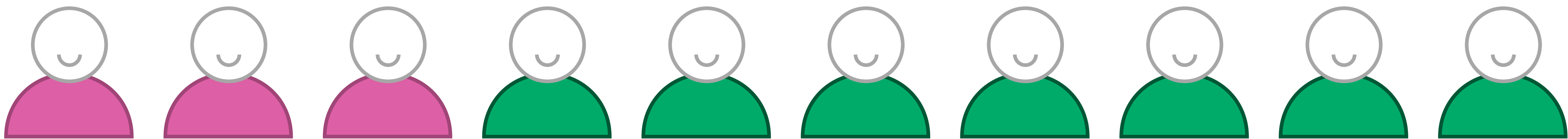
When working to diversify their teams, companies commonly grapple with factors like inertia, bias and media scrutiny. And given the size and scale of existing operations, the process itself can take considerable time.

For example, if a **25,000-person** organization set a goal to increase its proportion of African American employees from



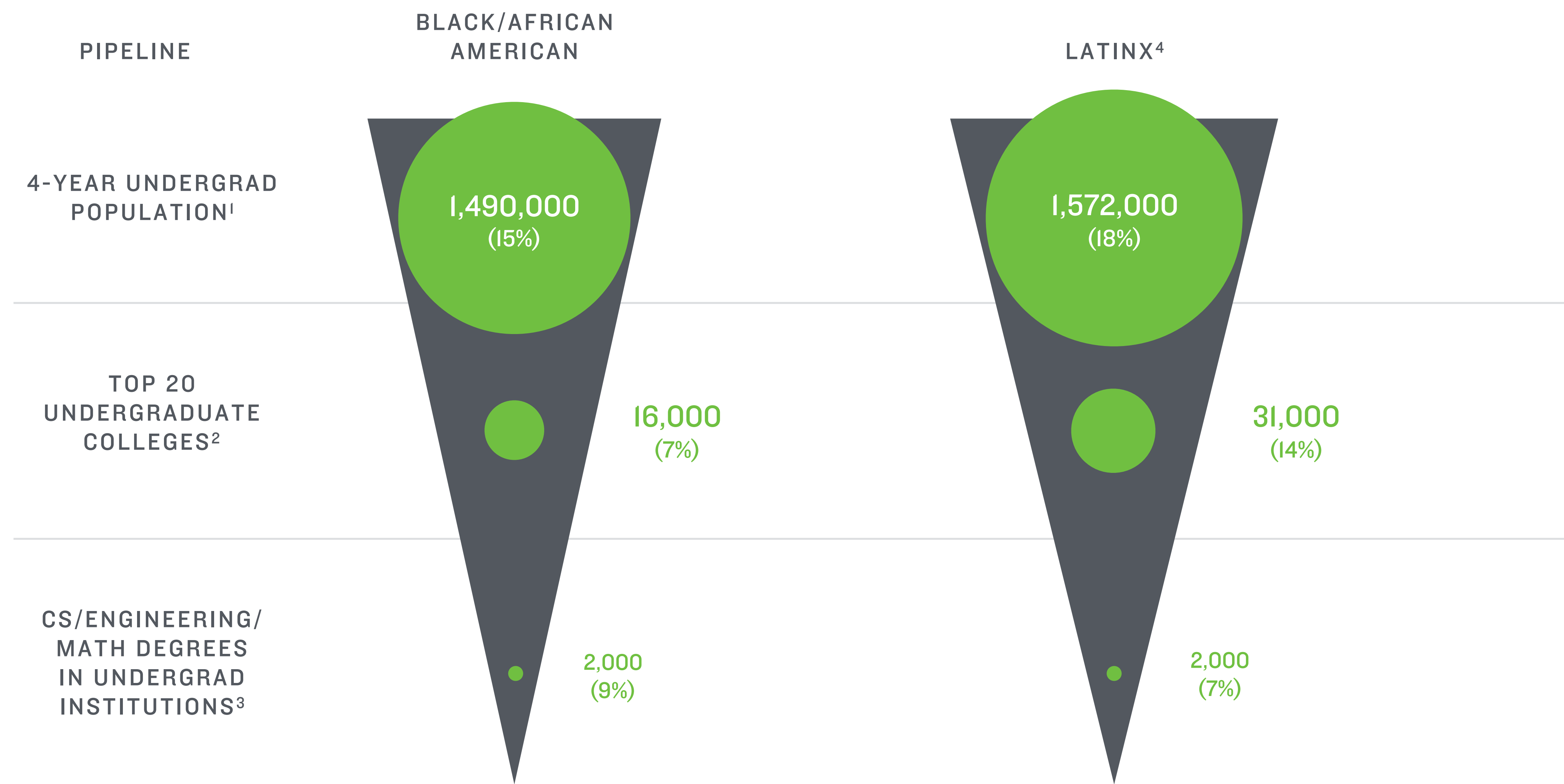
it requires that African American candidates become about

30% of the next **1,000 hires.**



THE TRADITIONAL TALENT PIPELINE IS NARROW

The way companies traditionally source talent is limited, which presents barriers for both the employer and prospective employees. Diversification will require widening the funnel and developing alternate entry points for people of different backgrounds. Here is an example of a hiring pipeline for a technical role, based on traditional criteria.



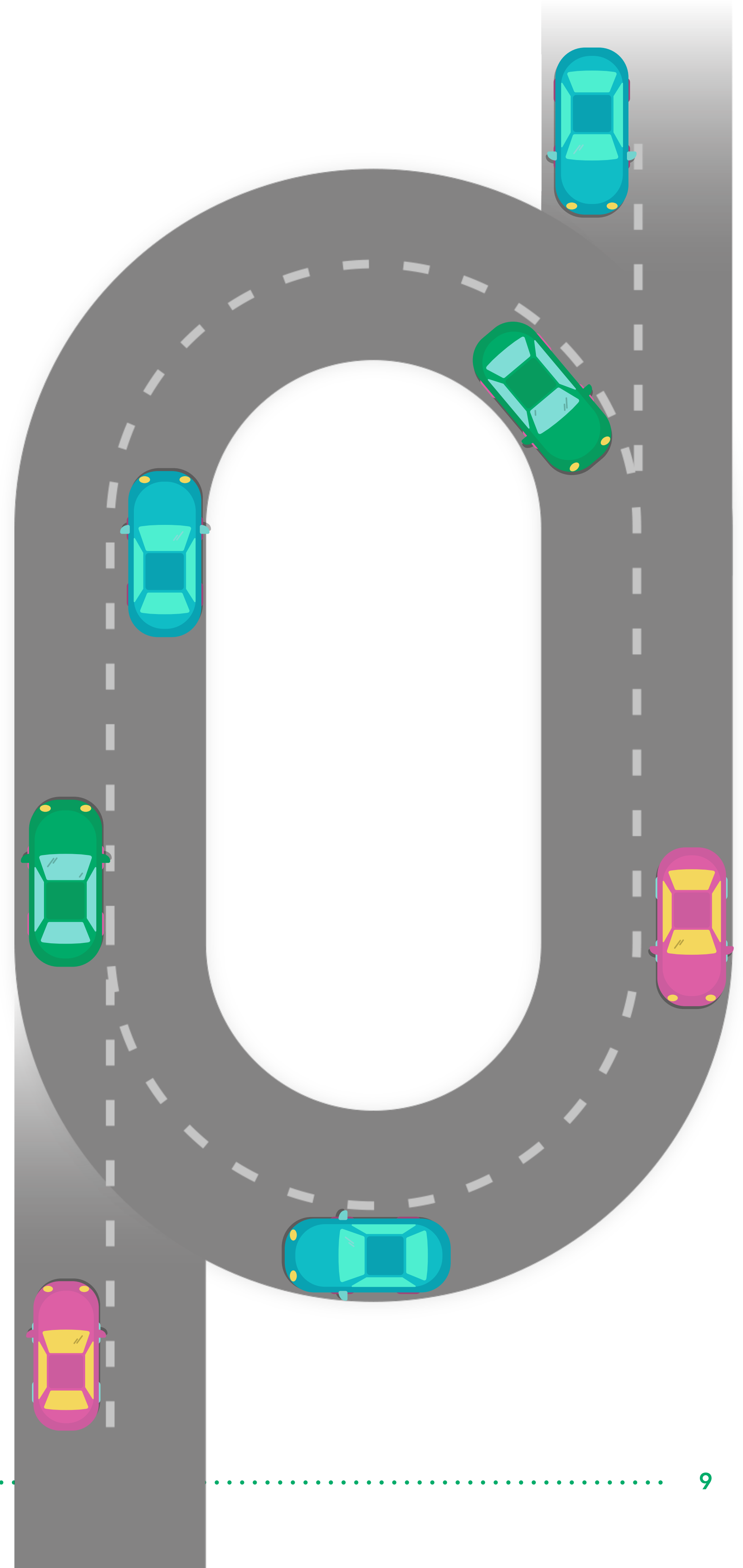
1. 2013 enrollment. 2. *Forbes* top 20 undergrad colleges 2016. 3. Civilians employed aged 25 to 64 with a bachelor's degree or higher level of education. 4. Latinx: A person of Latin American origin or descent (used as a gender-neutral or non-binary alternative to Latino or Latina)
Source: Open Diversity Data, U.S. Census Bureau, National Center for Education Statistics, BCG Analysis

II. ON-RAMPS AS A SOLUTION

WHAT ARE ON-RAMPS?

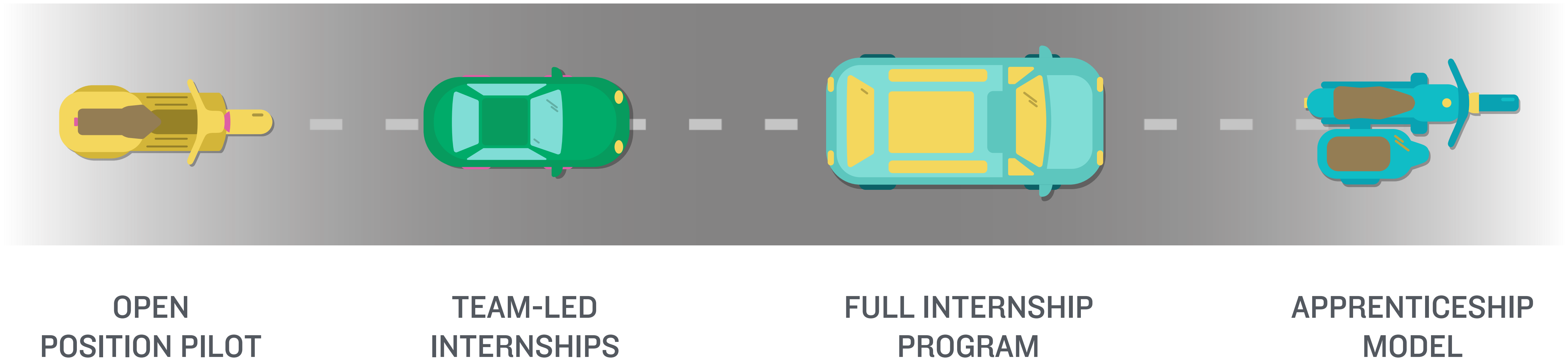
Many Bay Area companies already invest in their communities with the aim of developing future talent and evening the playing field. Some fund local coding academies; others incentivize employees to volunteer in STEM classrooms. And if companies were to go a few steps further by hiring nontraditional candidates, their impact would go that much deeper.

By opening up internships and apprenticeships and offering training and mentorship, companies create what we call “on-ramps” for diverse talent. On-ramps lead to entry-level roles with growth opportunity—roles for which skills can be acquired outside of formal higher education.



THE FOUR VEHICLES FOR BUILDING ON-RAMPS

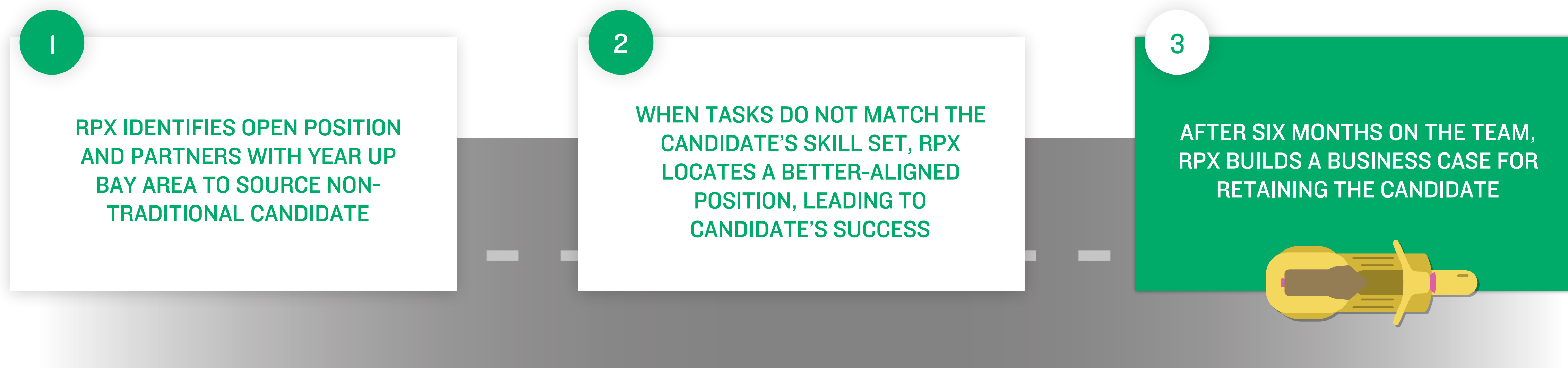
On-ramps look different in different companies. As you'll see in the following case studies, how a company engages non-traditional candidates can and should map to its unique set of resources, capacity and needs.



RPX FILLS OPEN SUPPORT ROLES

RPX provides risk management services to improve the efficiency of patent transactions and lower the cost of patent litigation. While many positions in the company require advanced legal or financial knowledge, its vital support roles call for more fundamental skills.

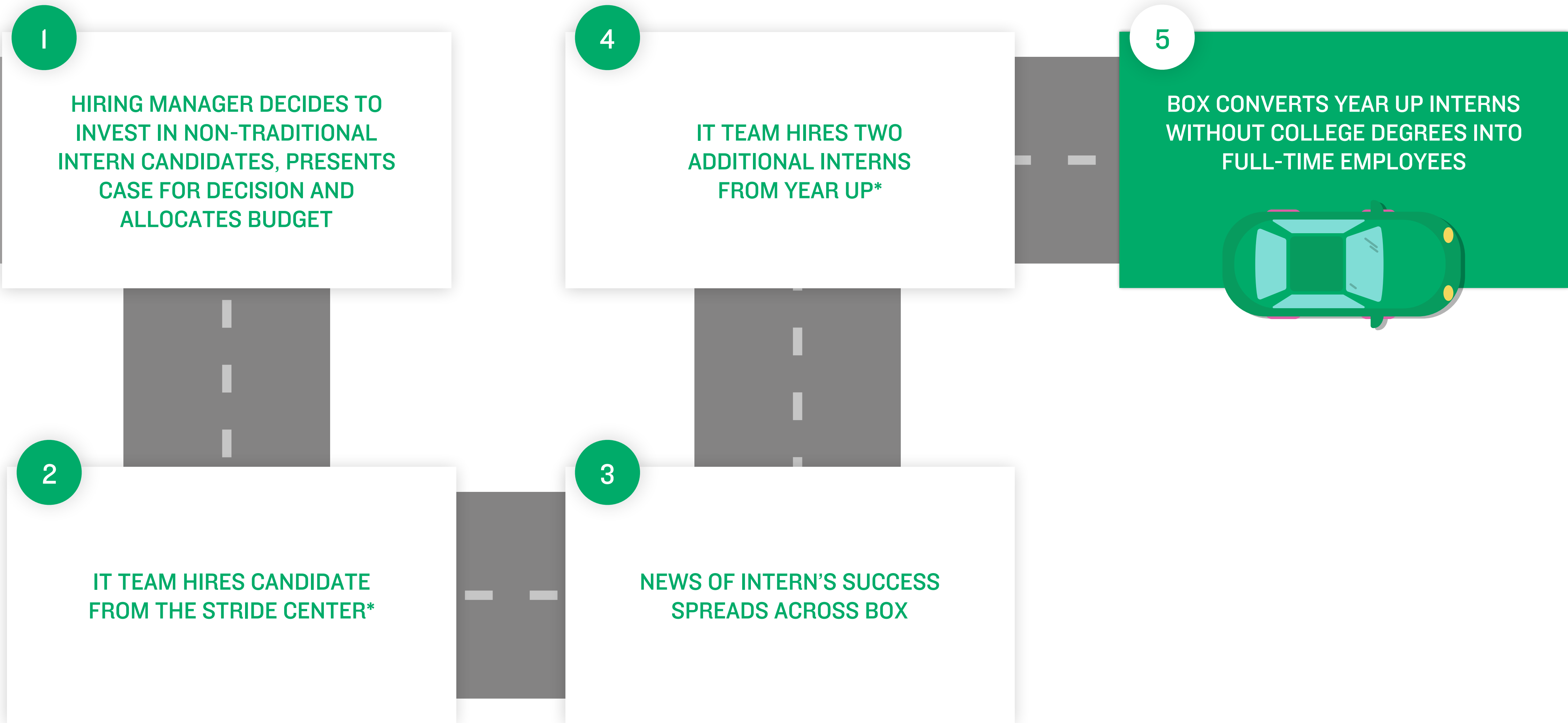
OPEN POSITION PILOT



BOX TESTS INTERNSHIPS

Cloud content management company Box created internship opportunities on its IT team. “You have a pot of money and two options,” said a department hiring manager. “You can hire a traditional college grad, or hire from a workforce development program and make a deeper impact.” Today, a third of the IT team is comprised of those who entered via non-traditional routes.

TEAM-LED INTERNSHIPS

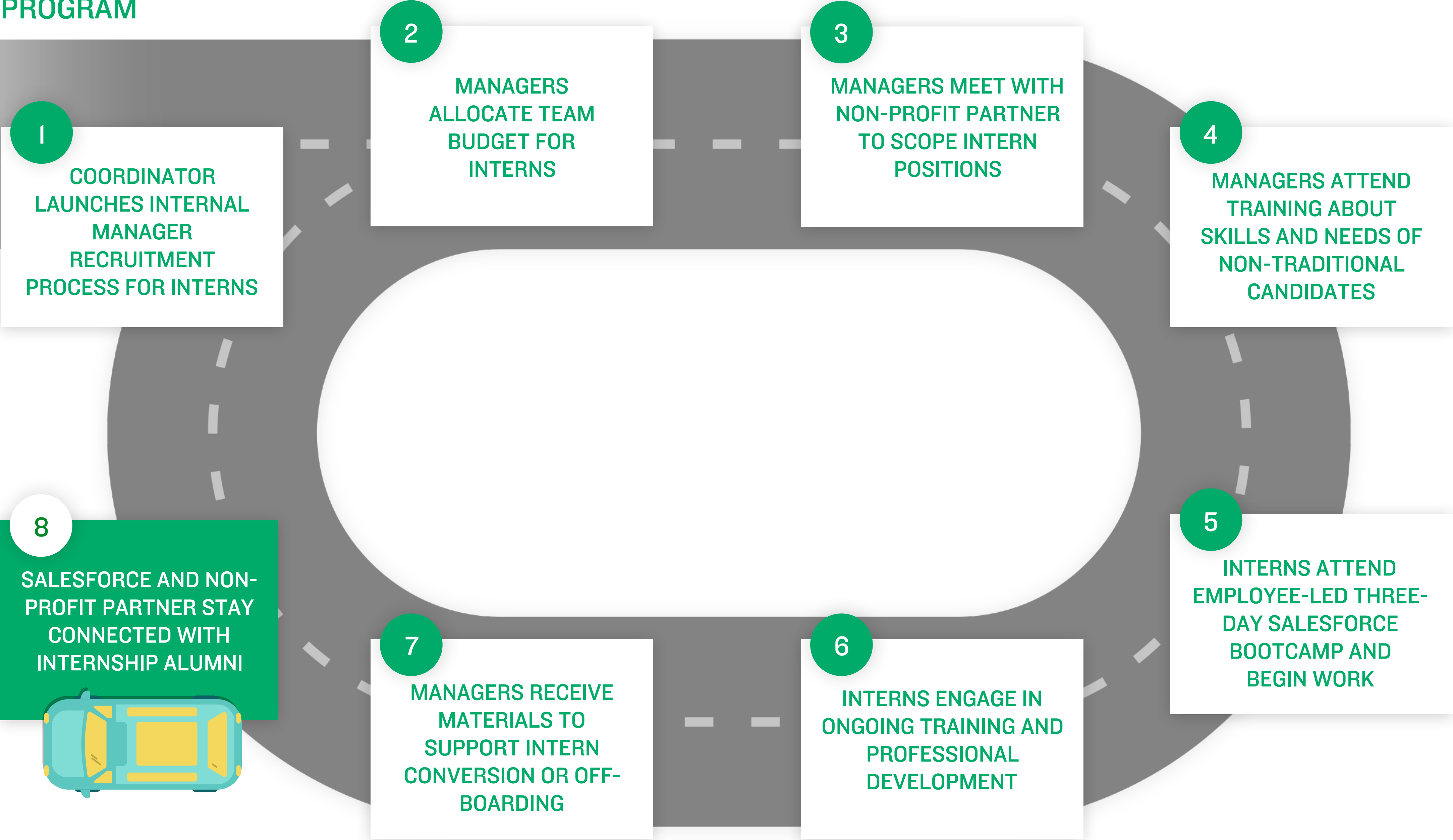


* Learn more about Year Up and The Stride Center in the Playbook Appendix, page 26.

SALESFORCE FORMS BIANNUAL INTERNSHIP CYCLE

Salesforce is a rapidly growing customer relationship management platform, operating at scale with frequent openings. The company has created a formalized internship hiring cycle, open to candidates who have completed non-profit workforce training programs.

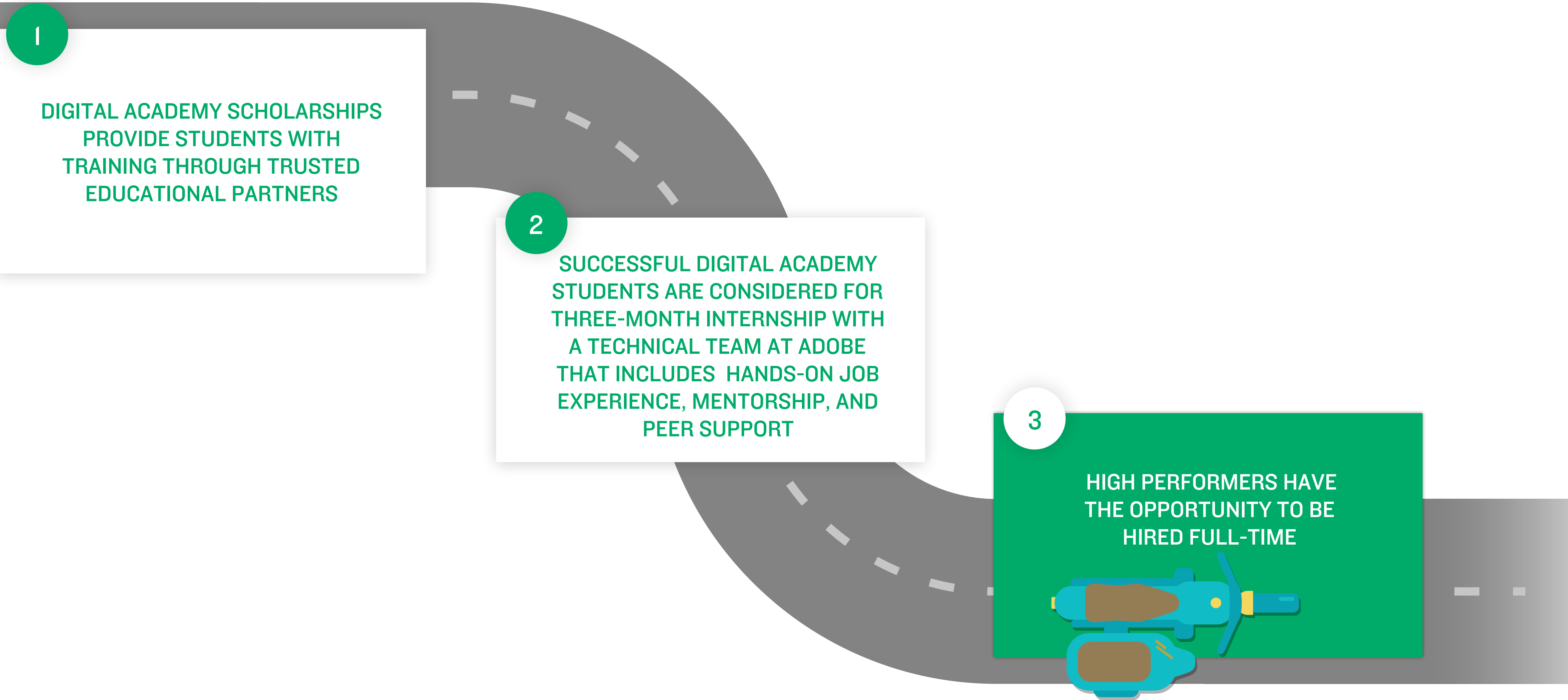
FULL INTERNSHIP PROGRAM



ADOBE HELPS HIGH-POTENTIAL TALENT THRIVE IN TECH CAREERS

Adobe Digital Academy offers non-traditional candidates the education and experience they need to launch successful careers in web development

APPRENTICESHIP MODEL*



* Adobe's Digital Academy is an immersive internship. Apprenticeships are defined as a combination of classroom based training and on-the-job training to help candidates learn a highly skilled occupation.


FACTORS FOR SUCCESS

Companies with successful on-ramps tend to have several things in common:




WILLINGNESS TO
TAKE RISKS

Leadership buys in to the idea of piloting new recruitment and hiring strategies, and budget is allocated to support both managers and candidates in adapting existing practices




ALIGNED
EXPECTATIONS

Companies work with non-profit partners upfront to match candidates with realistic and appropriate roles, identify skills gaps and ensure that candidates are familiar with company norms



CLEAR
ADVANCEMENT
OPPORTUNITIES

Career ladders are outlined upon hiring and discussed at performance reviews so that both candidate and company know what is required for upward mobility

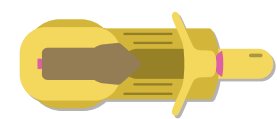


COMMITMENT TO
LEARNING

Companies debrief lessons learned after each pilot or hiring cycle and refine programs accordingly

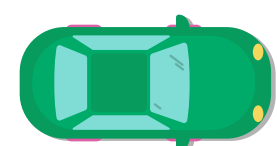
STEPS TO CONSIDER FOR ON-RAMPS, BY ARCHETYPE

If you've chosen one of the on-ramp archetypes, here are some steps to consider.



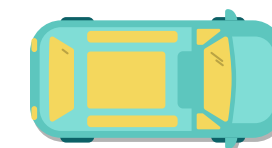
PILOT FOR OPEN POSITIONS

- ☐ Identify open roles in support functions or creative entry points
- ☐ Work with non-profits to find suitable candidates
- ☐ Include new hires in affinity groups, mentorship and training opportunities
- ☐ Build career ladder for employee to skill up and advance to higher positions



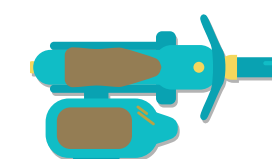
TEAM-LED INTERNSHIPS

- ☐ Work with team leads to identify talent needs
- ☐ Create realistic assessment of skills needed in role
- ☐ Commit to hiring small number of interns to start
- ☐ Work with non-profits to build program that fits your needs
- ☐ Support interns with dedicated mentors and skills trainings
- ☐ Provide opportunities for conversion to full-time/other advancement



FULL INTERNSHIP PROGRAM

- ☐ Designate one or two company-wide intern program coordinators
- ☐ Launch internal campaign one or two times a year for each team to reserve interns
- ☐ Connect face to face with manager to discuss skills needed
- ☐ Build appropriate on-boarding material for roles and tenures
- ☐ Train host managers in how to ensure intern success and full-time conversion



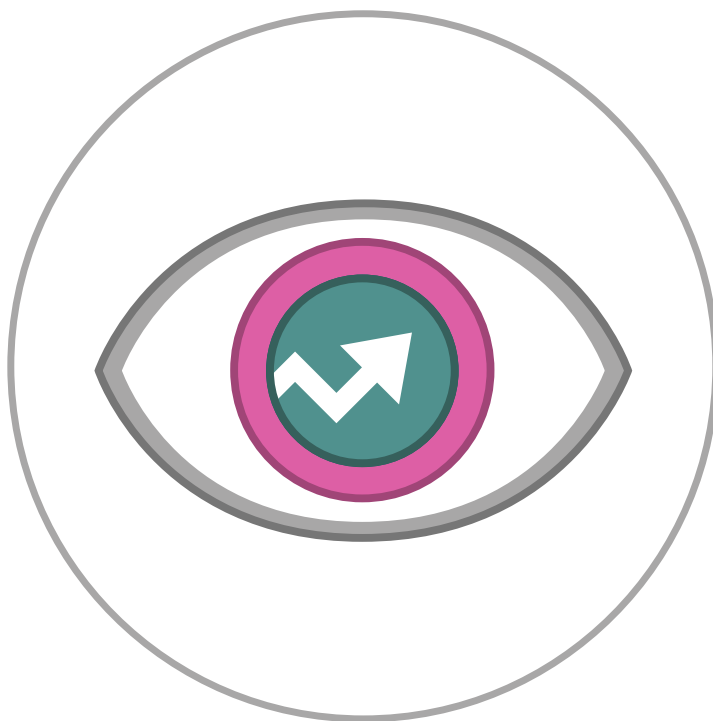
APPRENTICESHIP MODEL

- ☐ Create skills-based vs. credential-based job application
- ☐ Post application on job boards focused on diverse talent or share through non-profit and bootcamp networks
- ☐ Assign apprentices to teams with real projects and dedicated mentors
- ☐ Establish regular checkpoints to assess progress toward full-time conversion
- ☐ Identify skills gaps and provide trainings to fill them

IV. BIG PICTURE: DIVERSITY + INCLUSION

RETAINING A DIVERSE WORKFORCE

When it comes to long-term diversity and inclusion across a company, on-ramps are only one part of the equation. While there is no single path to ensuring lasting success, some companies' initial efforts have provided a core set of promising practices.



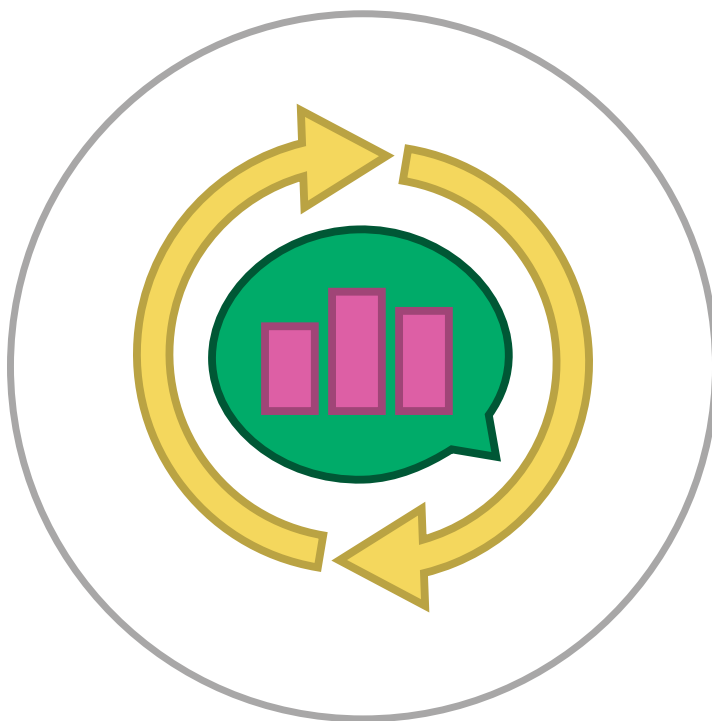
VISION +
GOAL SETTING



RECRUITING



TALENT
DEVELOPMENT



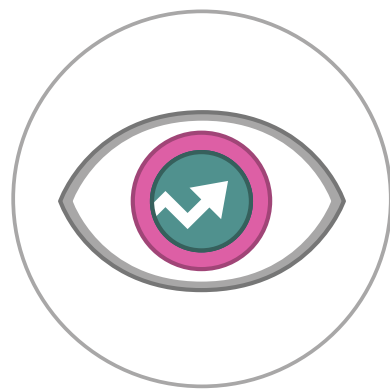
METRICS, FEEDBACK
+ ACCOUNTABILITY
SYSTEMS



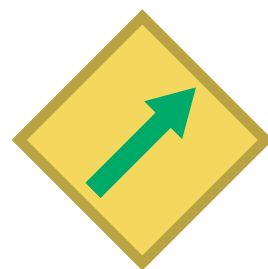
ORGANIZATION
STRUCTURES

VISION + GOAL SETTING

A clear vision can align your organization on your collective commitment to diversity and inclusion efforts.



CASE STUDY: POPSUGAR’s journey showcases one way to use a vision statement to build organizational momentum around diversity and inclusion.



Company launches a survey to assess employee perception of its diversity and inclusion efforts



Low employee participation shows that employees need a better understanding of what diversity and inclusion means to POPSUGAR and how to assess progress



Co-founder writes formal vision statement to promote shared understanding of POPSUGAR’s diversity and inclusion objectives and culture



Co-founders read statement aloud at all-hands meeting to align team on language and affirm collective commitment



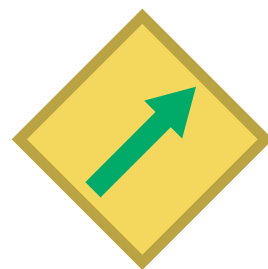
Issues of diversity and inclusion are now openly discussed among employees and at virtually every all-hands meeting

RECRUITING

Hiring diverse talent requires a shift in traditional recruiting practices that may be unintentionally exclusive.



CASE STUDY: Box is working to standardize their hiring process and work with external partners to identify and hire non-traditional talent.



People Team (HR) drafts new hiring criteria that rely less on imperfect proxies for candidate qualification (i.e., holding a specific degree), enabling hiring managers to reach out to a broader pool of candidates, trusting that the system will select the most qualified candidates



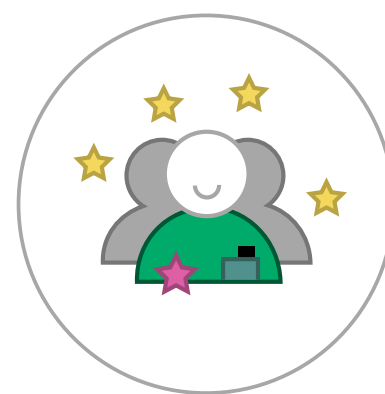
CEO rewrites company-wide hiring philosophy to expand the criteria that all hiring managers use to assess a candidate's potential



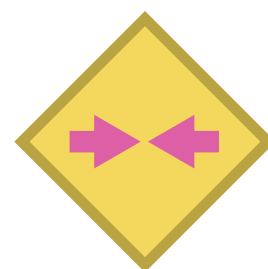
Box partners with local non-profits and specialty vendors who add candidates from non-traditional pathways in recruitment for new hires

TALENT DEVELOPMENT

Establishing inclusive company-wide systems like mentorship programs, employee resource groups (ERGs)/affinity groups and clear pathways for promotion support a sense of belonging among all employees, including those from non-traditional backgrounds.

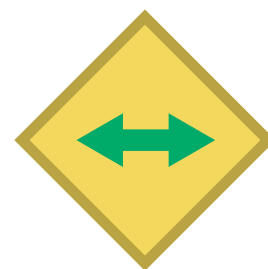


CASE STUDY: Okta’s joint internal and external approach helps employees connect, learn and grow.



Internal: ERGs at Okta

- Executive leadership champions ERGs
- Funds allocated from corporate budget and sponsor’s department budget for speakers, events and scholarships
- ERGs maintain a blog about stories, issues and supports for members of the group



External: Outsourced mentorship programs

- Mentors are assigned from outside Okta for a year-long program
- External vendor matches mentorship pairs, eliminating internal company politics and reducing fatigue on senior employees
- Mentorship has been shown to improve retention and even promotion

METRICS, FEEDBACK + ACCOUNTABILITY SYSTEMS

Data can be used to set clear metrics behind a company’s diversity and inclusion efforts and to analyze ongoing decision-making for bias. Many companies include diversity-based hiring and promotion targets as part of managers’ performance reviews and offer incentives for meeting them.



CASE STUDY: RPX analyzes initial promotion and compensation recommendations to identify instances of potential bias before finalizing decisions.



Data is cut by demographic and analyzed for potential bias.



If potential bias is detected, the findings are escalated to leadership and adjustments are made



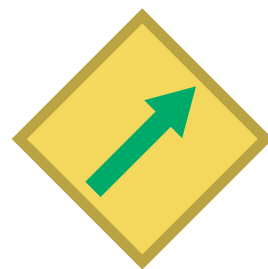
If there is no evidence of potential bias, decisions are finalized and communicated

ORGANIZATIONAL STRUCTURES

Successful companies build intentional structures throughout the organization to support diversity and inclusion efforts.



CASE STUDY: Dropbox has dedicated staff, engaged employees and executive support behind its diversity and inclusion efforts.



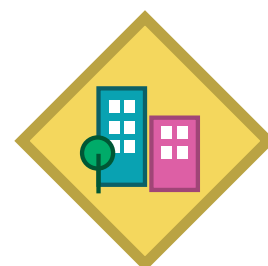
Dropbox Diversity Team

- Dropbox has a Head of Diversity, Equity and Inclusion (DEI), a role that develops specific strategies to embed diversity and inclusion into day-to-day operations, processes and employee development
- The DEI team promotes a culture of inclusion through developing internal programs and supporting employee resource groups (ERGs)
- The Diversity + University Recruiting team focuses on attracting top talent from all backgrounds and perspectives



Employee Resource Groups (ERGs)

- ERGs serve as communities where employees can teach, learn and grow
- Members of leadership serve as executive sponsors to deepen impact by weighing in on annual goals, program development and budget



Volunteering

- Full-time Dropboxers can take time off to volunteer, a paid benefit known as VTO

DIVERSITY + INCLUSION SELF-ASSESSMENT

Which of the following diversity and inclusion practices have you tried?



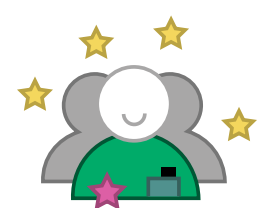
VISION + GOAL SETTING

- ☐ Create a formal diversity and inclusion written statement
- ☐ Establish diversity and inclusion values statement
- ☐ Show leadership commitment
- ☐ Set specific diversity and inclusion goals



RECRUITING

- ☐ Broaden outreach for talent to non-traditional pools
- ☐ Rethink job descriptions
- ☐ Identify and work to eliminate bias in interview process
- ☐ Build on-ramps through internships, apprenticeships or creative entry points



TALENT DEVELOPMENT

- ☐ Foster employee resource groups (ERGs)
- ☐ Establish formal/informal mentorship programs
- ☐ Consider vendors to establish external mentorships
- ☐ Set promotion and compensation goals



METRICS, FEEDBACK + ACCOUNTABILITY SYSTEMS

- ☐ Track workforce demographics
- ☐ Track employee morale by demographic group
- ☐ Solicit ongoing feedback
- ☐ Hold executive leadership accountable for goals
- ☐ Publish external reports on progress



ORGANIZATION STRUCTURES

- ☐ Hire dedicated diversity and inclusion lead
- ☐ Embed employee champions across all teams
- ☐ Earmark funding for diversity and inclusion efforts
- ☐ Identify dedicated executive sponsors
- ☐ Conduct unconscious bias training for all employees
- ☐ Create hiring manager-specific training

V. APPENDIX

PROSPECTIVE NON-PROFIT WORKFORCE DEVELOPMENT PARTNERS

The following are organizations referenced in the Playbook and funded by Tipping Point Community. This is not intended as an exhaustive list.

GENESYS WORKS

Target demographic: Low-to moderate-income high school students, at least 16 years old
Level of education: High school juniors who are on track to graduate
Program offering: Genesys Works provides eight weeks of technical and professional skills training for clients followed by a year-long internship at a corporate partner site. After program completion, Genesys Works provides college and career coaching and alumni support.
Contact: Call (415) 442-0280 or email gwba@ba.genesysworks.org

THE STRIDE CENTER

Target demographic: Low-income individuals looking to work in the IT sector
Level of education: Various
Program offering: The Stride Center provides training and coaching and works with regional companies to place qualified candidates in full-time IT roles.
Contact: Call (510) 234-1300 to identify possible IT roles and discuss partnership opportunities

UPWARDLY GLOBAL

Target demographic: International workers who have been in the country less than five years, are English fluent and have U.S. work authorization
Level of education: Bachelor’s degree or higher from non-U.S. institution along with computer skills
Program offering: Upwardly Global provides training and coaching support to clients and works with regional companies to place qualified candidates in full-time roles.
Contact: Call (415) 834-9901 for a talent consultation

YEAR UP

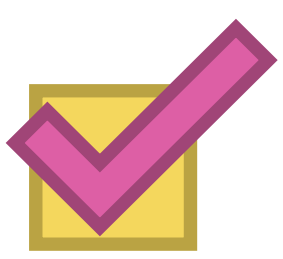
Target demographic: Young adults (18–24 years old), low to moderate income, who have U.S. work authorization
Level of education: High school graduate/GED recipient
Program offering: Year Up provides six months of technical and professional skills training for clients. Once clients complete training, they are paired with professional mentors and placed in a six-month corporate internship with an educational stipend.
Contact: Call (855) YEARUP1 or email internships@yearup.org

WHAT CAN I DO TODAY?



If you are an individual employee or affinity group:

- Present a call to action to leadership to establish formal executive sponsorship and support
- Share this guide, including the checklist on page 24, with colleagues to start a conversation on building a diversity and inclusion program
- Meet with fellow passionate employees or ERGs to identify opportunities to influence diversity and inclusion practices



If you are a diversity + inclusion, HR, recruiting or CSR professional:

- Complete self-assessment of your organization’s diversity and inclusion and on-ramps efforts on pages 16 and 24
- Set up a meeting with the fellow leaders to discuss how you can work together to reach your company’s diversity and inclusion goals
- Meet with individual teams to determine how efforts can be spread across your organization

THANK YOU

