



Leadership to a Smarter “We”

Tools and Resources for Smarter Hiring and Recruiting



CONNECTING  TOP TALENT

A Smarter “We”

- The collective outcomes achieved when leaders (the parts) work across boundaries for the larger whole.
- To address the collective problems of our time, we require a level of consciousness different from divisive “us vs. them” mindsets to one of collaboration, partnership, and of leaders working across boundaries for the common good.

We Are Smarter Like This

An interactive,
networked
organization



A stable, robust,
high-performance
system

A Positive-Sum Game

Mission and Vision

To be the Nation's model employer
by leveraging diversity and fostering inclusion
to deliver the best public service.

Workforce Diversity

- A collection of individual attributes that helps agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.
- The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

Dimensions of Diversity



Workplace Inclusion

A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

The New IQ: “Inclusion Quotient”



<https://www.youtube.com/watch?v=xXU2czYzfbI>

What is our

PLAN

for smarter recruitment?



Smarter Recruitment with Data-Driven Diversity



Federal Workforce At-a-Glance Diversity Data

Diversity & Inclusion FEDERAL WORKFORCE AT-A-GLANCE

AGENCY:

CATEGORY:

Government Wide Overview

Pursuant to Executive Order 13583 and to the Government-wide Strategic Plan, which was published on November 17, 2011, the OPM Office of Diversity and Inclusion (ODI) developed a D&I Dashboard for agency use in workforce planning and reporting, with information culled from the Federal Employee Viewpoint Survey and the Enterprise Human Resources Integration data sets.

The Diversity and Inclusion (D&I) Dashboard is a government-specific tool created to provide agencies with demographic data about hiring, group attrition, employee inclusion perceptions, and overall accountability in regard to D&I efforts. One of the goals of the Diversity and Inclusion (D&I) Dashboard is to provide data that is formatted in such a way that anyone can view it, explore it and readily understand it.



Photo from National Aeronautics and Space Administration

Diversity Categories	2010	2011	2012	2013	2014
Native Hawaiian / Pacific Islander	N/A	N/A	N/A	0.4 %	0.4 %
American Indian / Alaskan Native	1.8 %	1.7 %	1.7 %	1.7 %	1.7 %
Asian	4.4 %	4.6 %	4.6 %	4.4 %	4.6 %
White	66.2 %	65.9 %	65.4 %	65.1 %	64.7 %
Black	17.7 %	17.9 %	17.9 %	18.0 %	18.1 %
Hispanic	6.0 %	6.1 %	6.2 %	6.3 %	6.4 %
Female	43.9 %	43.9 %	43.5 %	43.4 %	43.2 %
Male	56.1 %	56.4 %	56.5 %	56.6 %	56.8 %
LGBT (EVS Q. 96)	N/A	N/A	2.2 %	2.7 %	2.6 %

Disability Categories	2010	2011	2012	2013	2014
All Disabilities	7.07 %	7.41 %	8.00 %	8.82 %	8.99 %
Targeted Disabilities	0.95 %	0.96 %	0.99 %	1.02 %	1.07 %
All Disabilities and 30% or More Veterans	10.21 %	10.97 %	11.89 %	12.80 %	13.56 %

<https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/>

Federal Workforce At-a-Glance

Inclusion Metrics

Inclusion

Fostering inclusive work environments and realizing the full potential of our workforce's diversity requires agencies to employ effective management practices. To that end, the Office of Diversity and Inclusion has recently developed a set of change management tools to supplement the inclusion index. The index and tools, referred to jointly as the New Inclusion Quotient (The New IQ) will arm agencies with instruments and practices necessary to support diversity and inclusion more fully. In addition, OPM will continue to promote proven practices in using all workforce data to inform everyday support diversity and inclusion in the workplace.

The New IQ scores are calculated using a subset of 20 questions from the Employment Viewpoint Survey (EVS). This metric is separated into several factors or 5 Inclusive habits: Fair, Open, Cooperative, Supportive, Empowering. Research confirms that workplace inclusion is a contributing factor to employee engagement and organizational performance. One of the major issues facing organizations and the federal government in regard to inclusion is how to properly measure it and improve an inherently intangible aspect of group interaction, which the New IQ scores help accomplish.



Inclusion Categories	2011	2012	2013
Fair Environment	46%	44%	43%
Open Environment	58%	56%	55%
Cooperative Environment	57%	55%	54%
Supportive Environment	74%	74%	74%
Empowering Environment	60%	59%	56%

Federal Workforce At-a-Glance RNO/Gender Menu

Diversity & Inclusion

FEDERAL WORKFORCE AT-A-GLANCE

AGENCY:

CATEGORY:

Government Wide

Pursuant to Executive Order 13597, the President's Council on Diversity and Inclusion (ODI) developed the Diversity and Inclusion (D&I) Dashboard and reporting, with the Enterprise Diversity and Inclusion (D&I) Dashboard. The D&I Dashboard is a government specific tool created to provide agencies with demographic data about hiring, group attrition, employee inclusion perceptions, and overall accountability in regard to D&I efforts. One of the goals of the Diversity and Inclusion (D&I) Dashboard is to provide data that is formatted in such a way that anyone can view it, explore it and readily understand it.

- Overview
- All
- American Indian / Alaskan Native
- Asian
- Black
- Hispanic
- More Than One Race
- Native Hawaiian / Pacific Islander
- White
- Female
- Male



Photo from National Aeronautics and Space Administration

Diversity Categories	2010	2011	2012	2013	2014
Native Hawaiian / Pacific Islander	N/A	N/A	N/A	0.4 %	0.4 %
American Indian / Alaskan Native	1.8 %	1.7 %	1.7 %	1.7 %	1.7 %

Hispanic Workforce Representation

Hispanic Workforce Representation

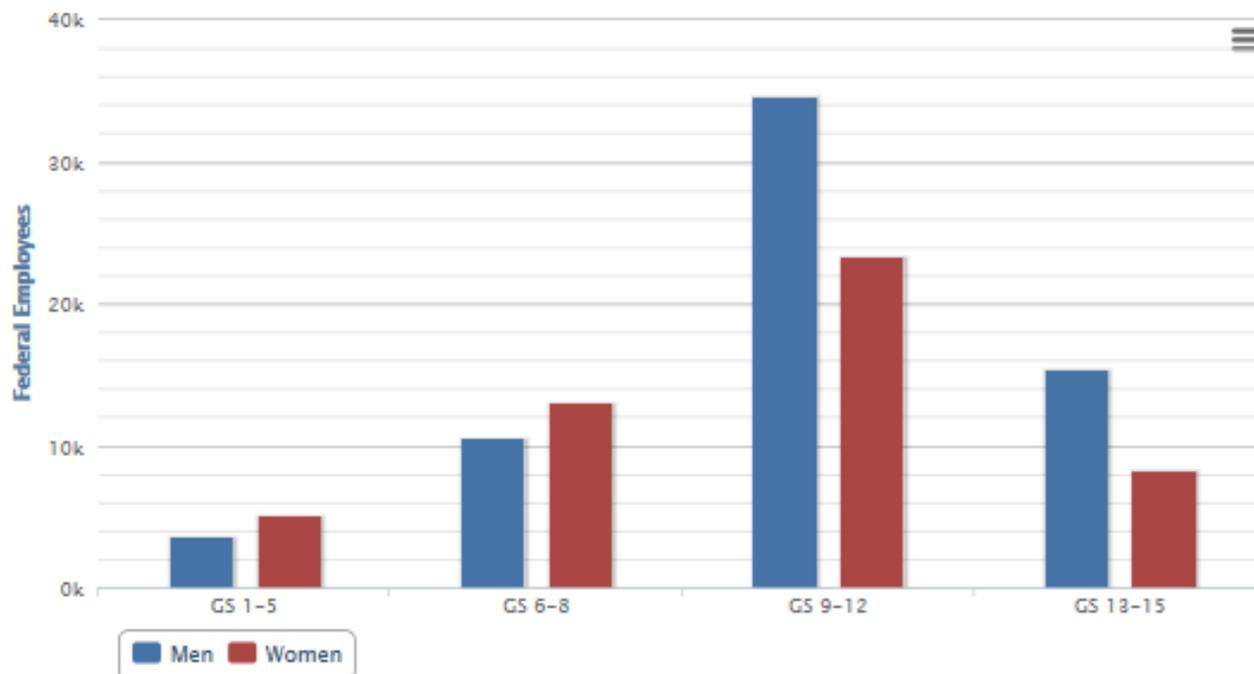
The following bar graph shows the selected demographic group's aggregate workforce representation in the federal government by gender and GS grouping: GS 1-5, GS 6-8, GS 9-12, and GS 13-15. Above the chart you will find the total number of men and the total number of women within this demographic category as well as their percentage of representation.

TOTAL MEN
90,491

TOTAL WOMEN
60,527

% OF MEN
60%

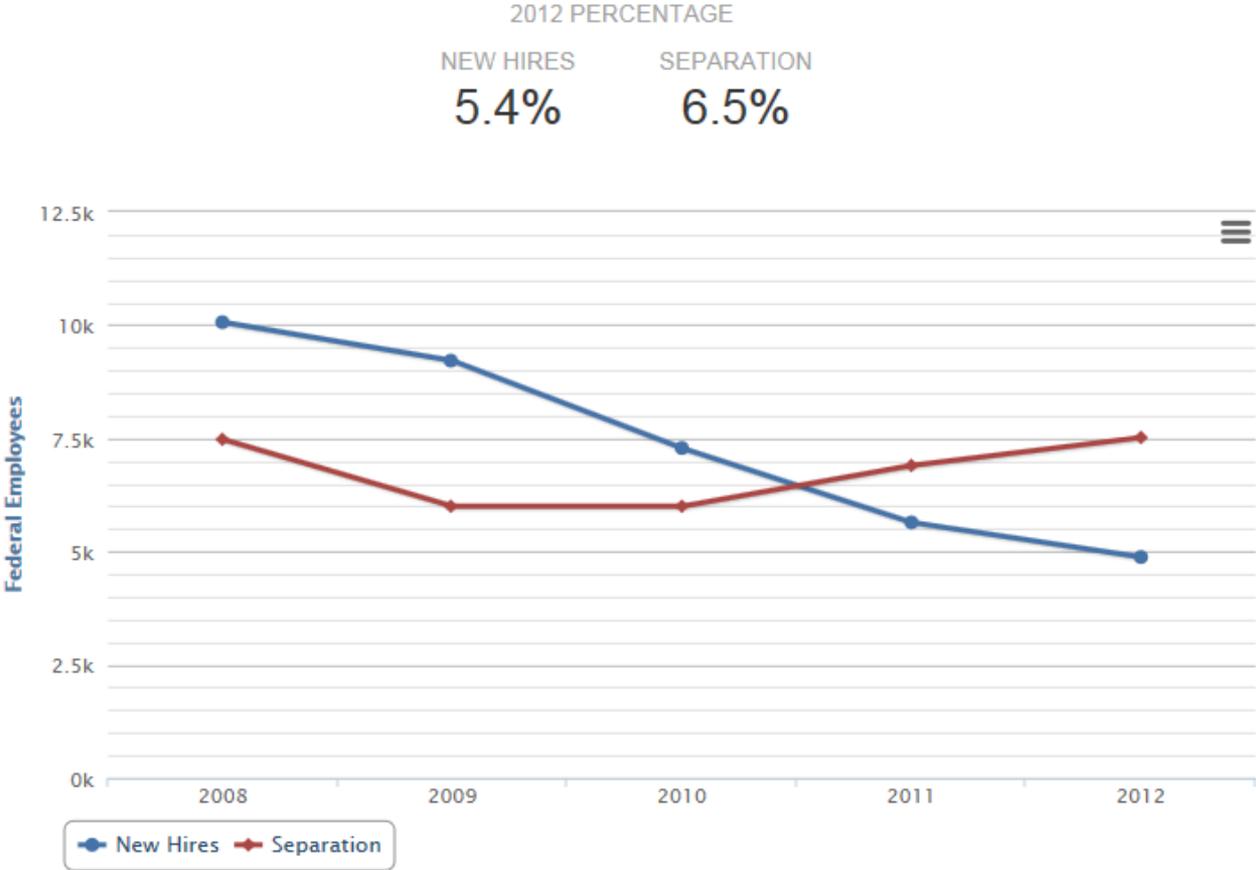
% OF WOMEN
40%



Hispanic New Hires and Separations

Hispanic New Hire Count vs. Separation Counts

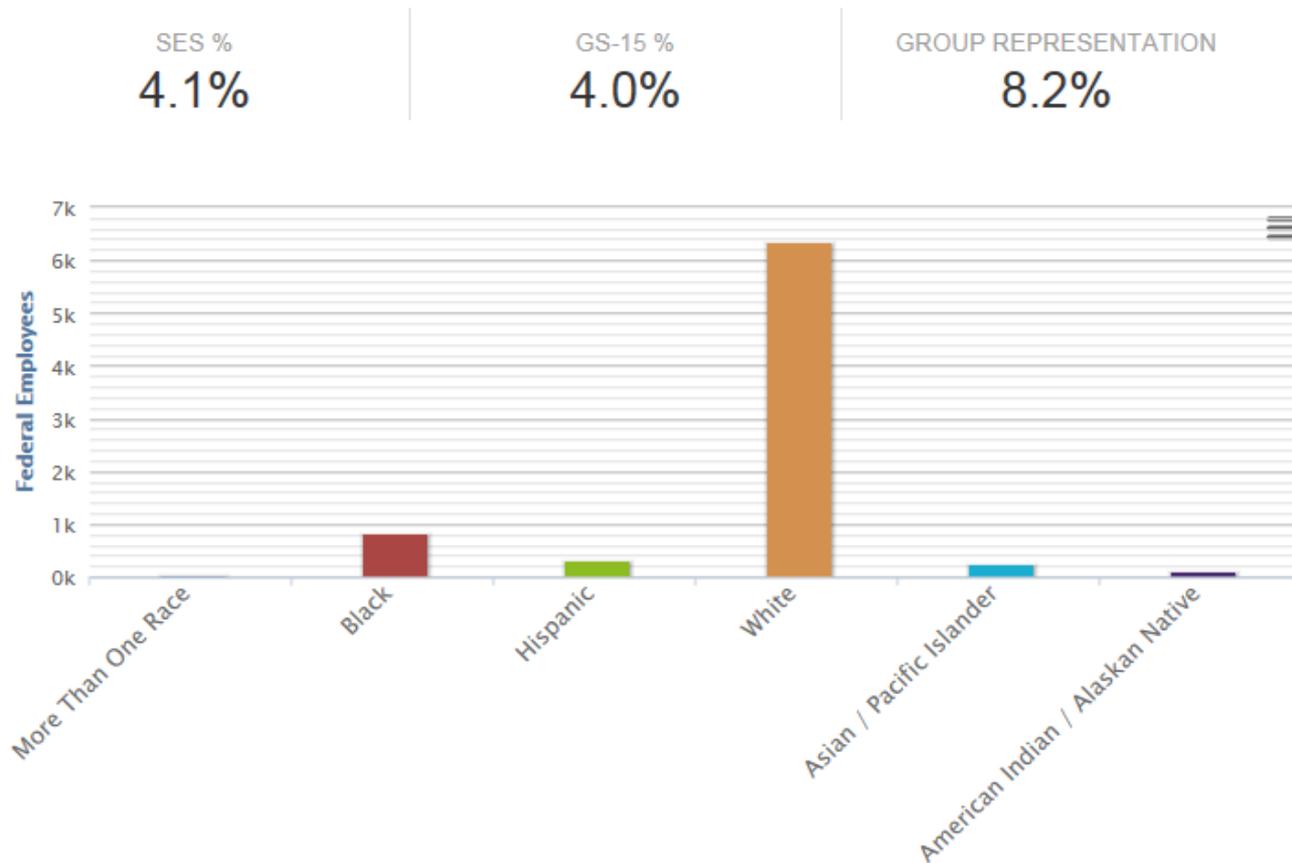
The following line graph shows the selected demographic group's representation of the number of new hires for a given year compared to number of employees separating (i.e., attrition) from the government within a given year.



Hispanic SES

Representation Counts of SES

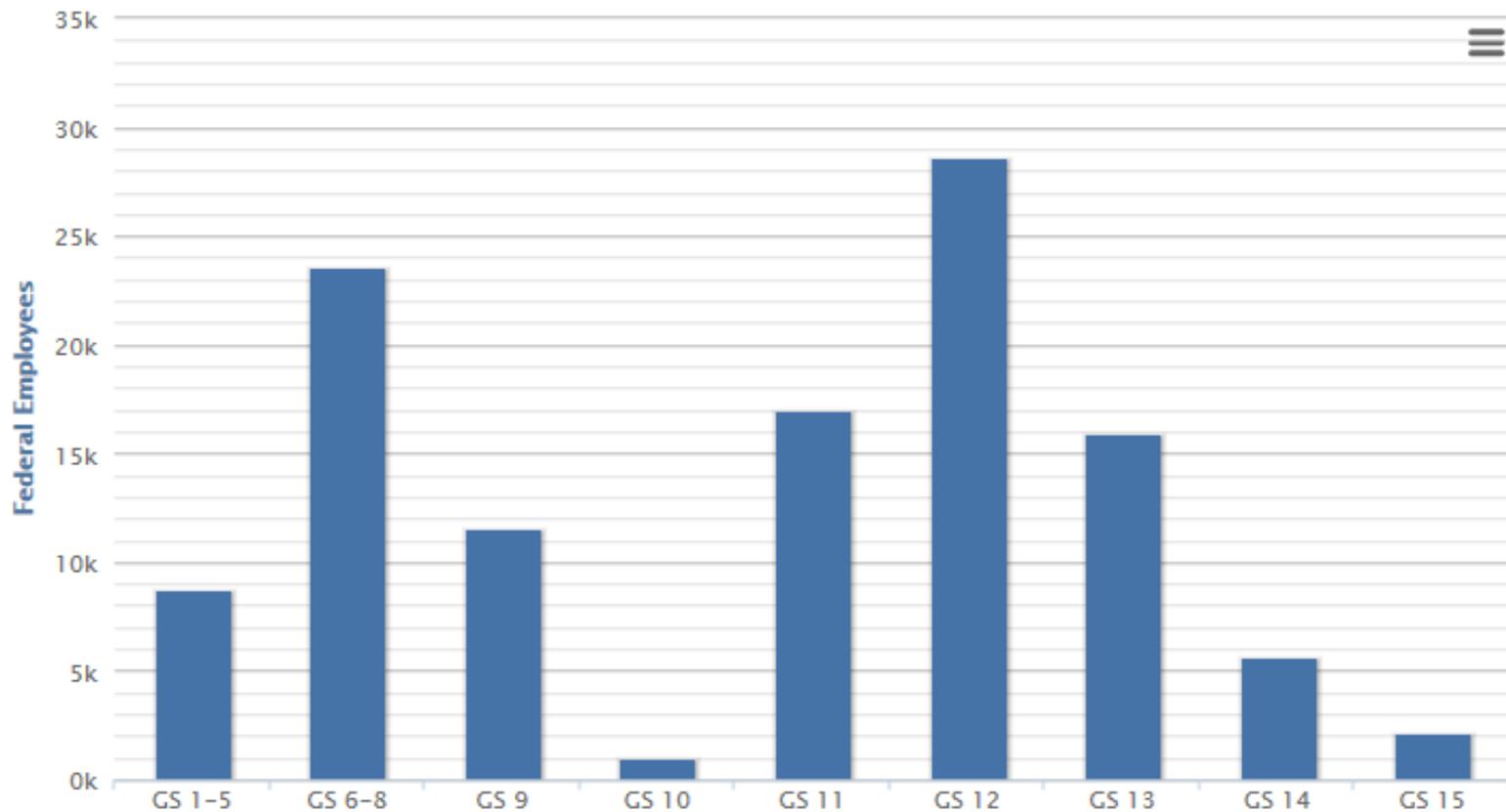
The following bar graph shows the selected demographic group's representation in the Senior Executive Service (SES) compared to other demographic groups for the selected year. Above the chart you will find the selected demographic group's percentage of representation in the SES, the GS-15 pay grade, as well as their percentage of representation overall.



Hispanic GS Level

Workforce Representation Counts by GS Level

The following bar graph shows the selected demographic group's aggregate workforce representation by the following GS grouping: GS 1-5, GS 6-8, GS-9, GS-10, GS-11, GS-12, GS-13, GS-14 and GS-15.



Federal Workforce At-a-Glance Agency Menu

Diversity & Inclusion

FEDERAL WORKFORCE AT-A-GLANCE

AGENCY: Government Wide

CATEGORY: Government Wide

Government Wide

Pursuant to Executive Order 12812, which was published in the Federal Register, Inclusion (ODI) developed a plan for diversity and reporting, with the Enterprise Inclusion Plan. The Diversity and Inclusion Plan provide agencies with a framework for inclusion perception and reporting, with the goals of the Diversity and Inclusion Plan formatted in such a manner as to be consistent with the Enterprise Inclusion Plan.

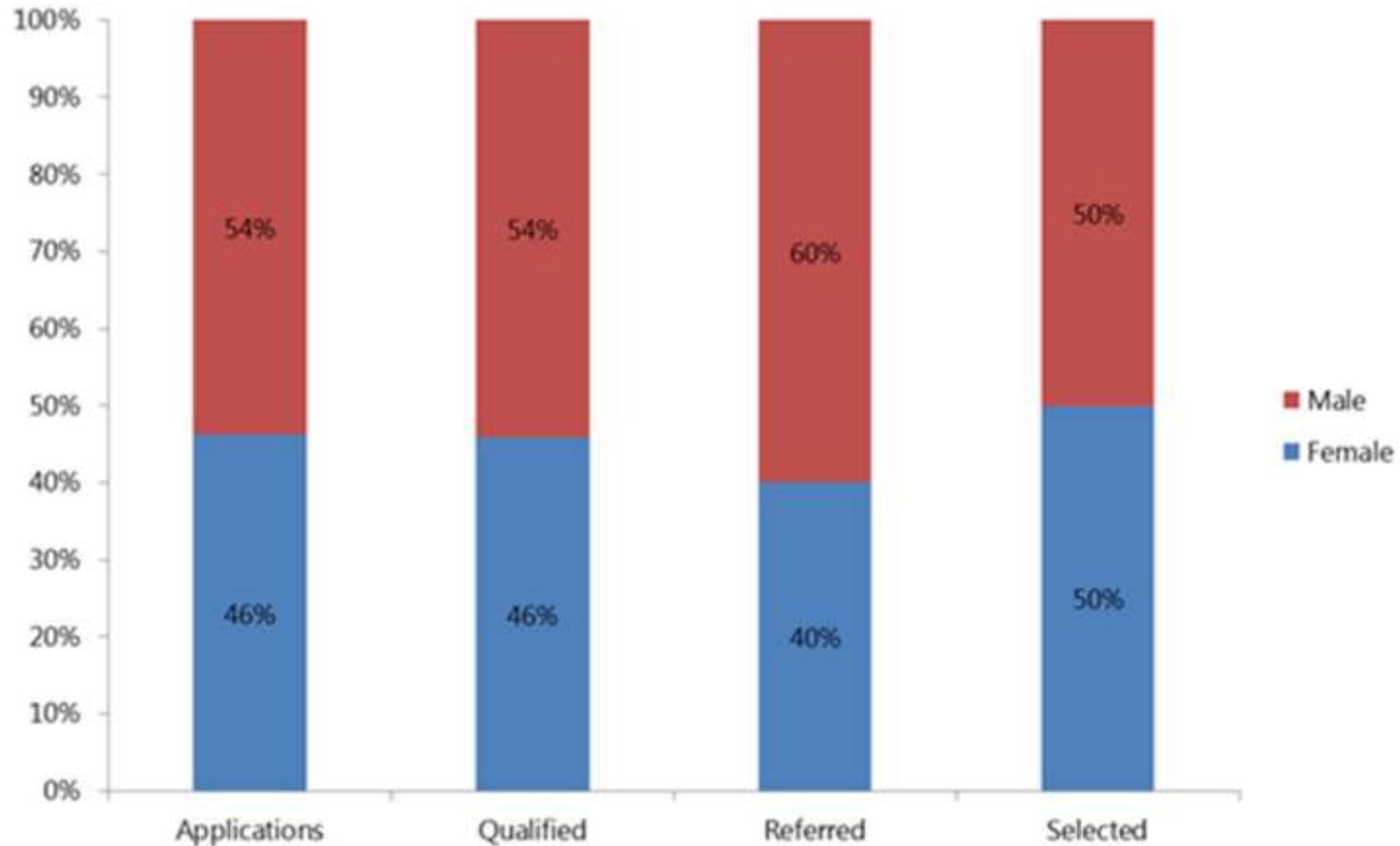
- Broadcasting Board Of Governors
- Commission On Civil Rights
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation For National And Community Service
- Court Services And Offender Supervision Agency For The District Of Columbia
- Department Of Agriculture
- Department Of Commerce
- Department Of Defense
- Department Of Education
- Department Of Energy
- Department Of Health And Human Services
- Department Of Homeland Security
- Department Of Housing And Urban Development
- Department Of Justice
- Department Of Labor
- Department Of State
- Department Of The Air Force
- Department Of The Army



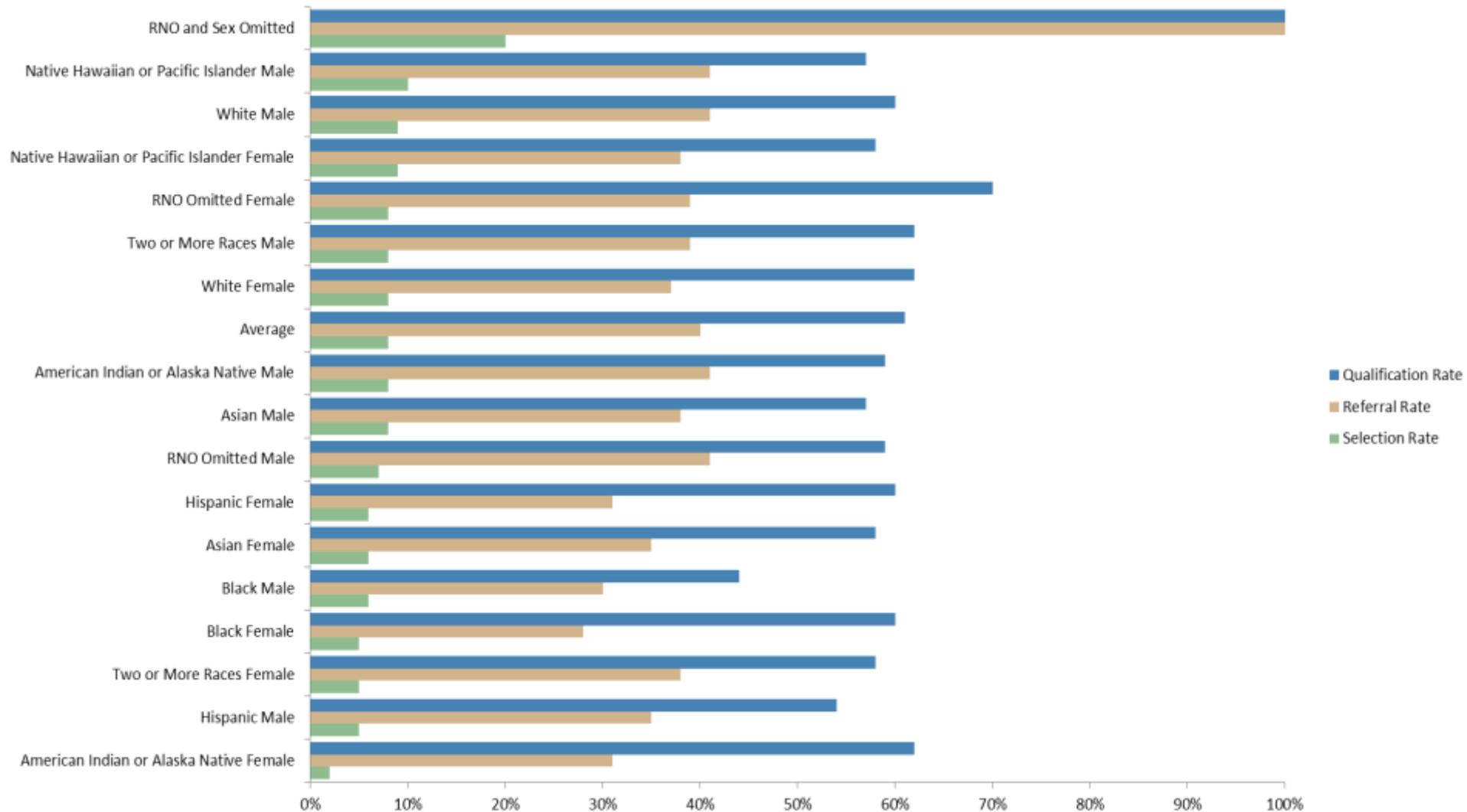
cs and Space Administration

Sample Agency Applicant Flow Data Analysis

Applicant Flow by Gender for each step of the recruitment process.

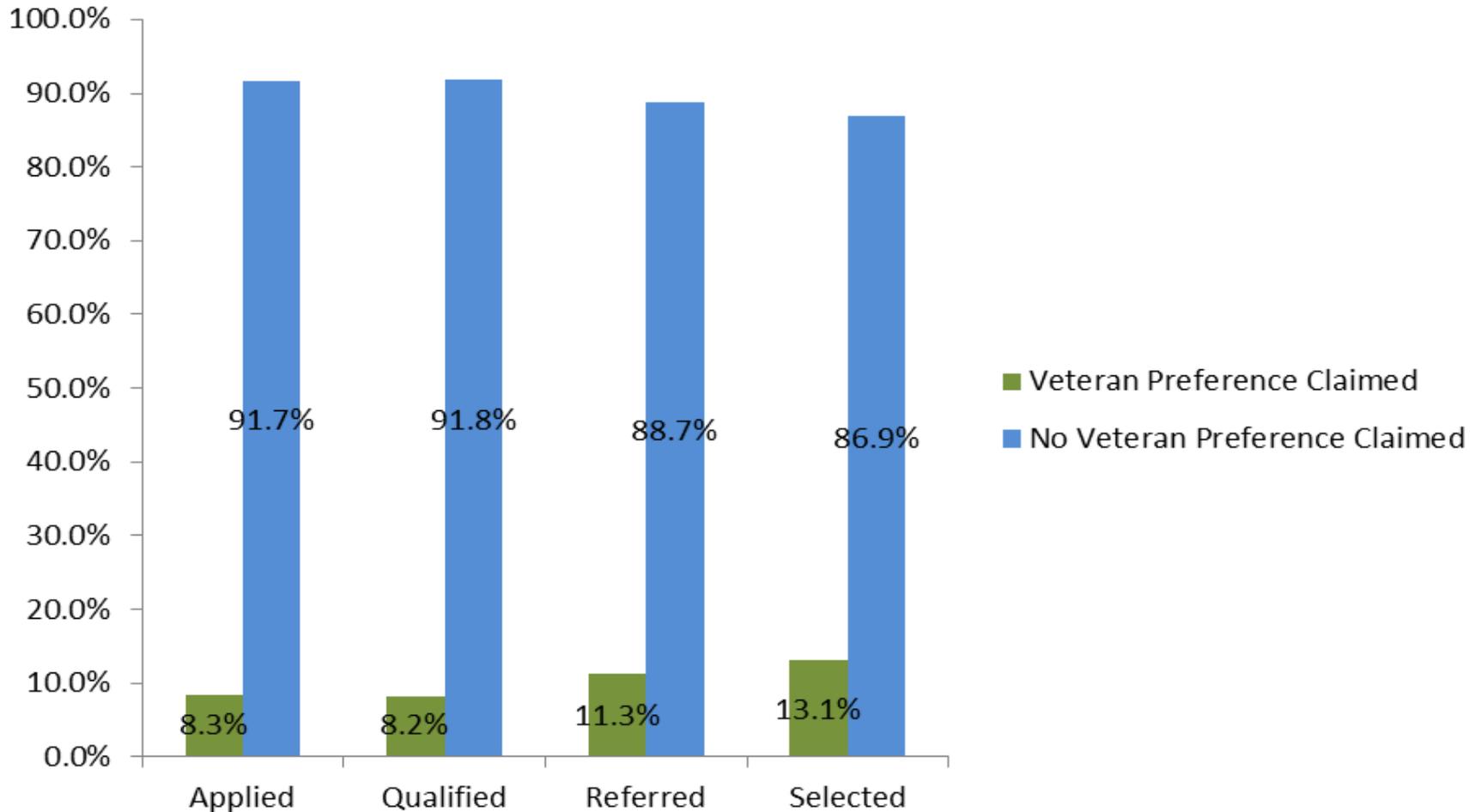


Application to Selection Rates by RNO and Gender



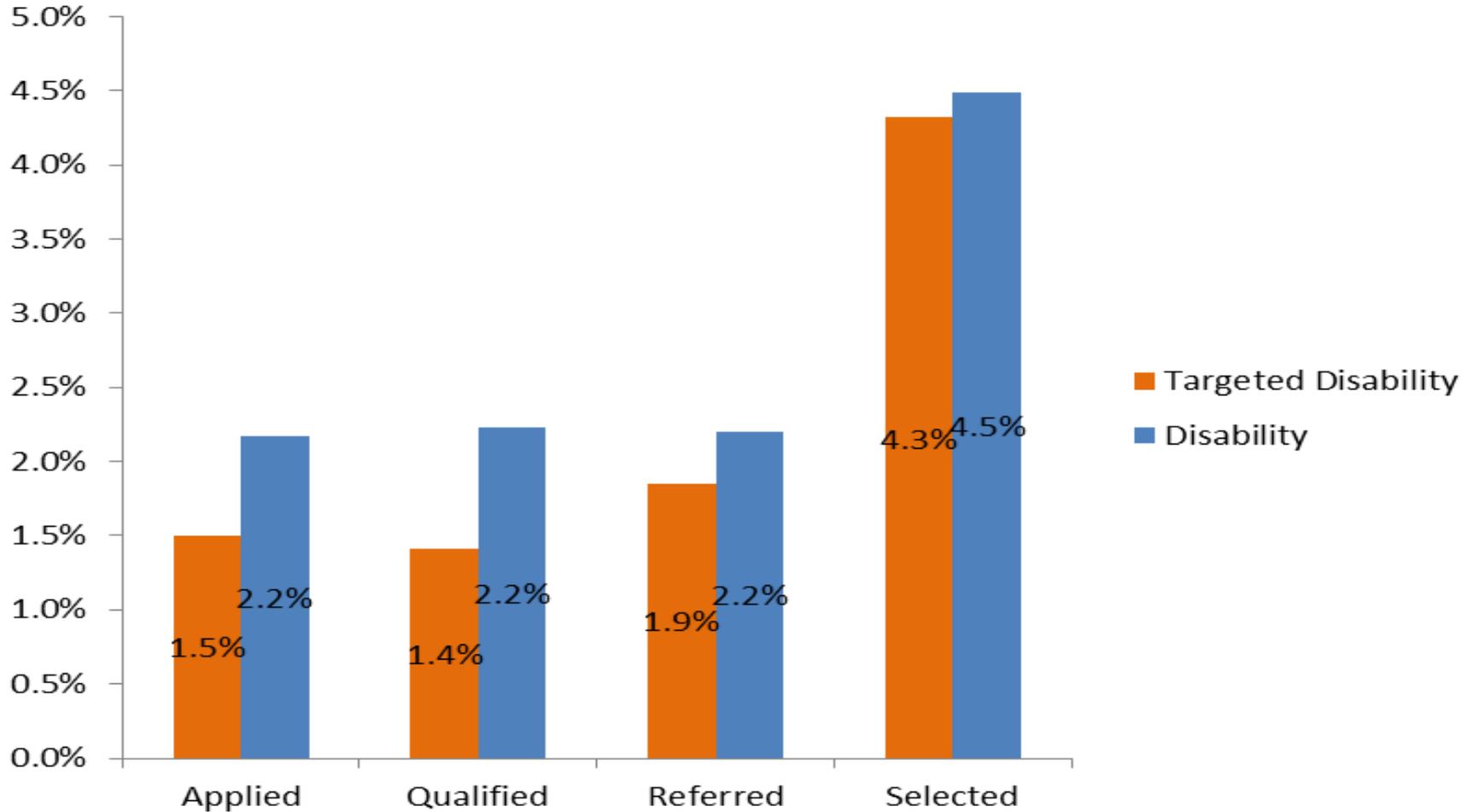
Sample Agency Applicant Flow Data Analysis

Applicant Flow by Veteran Preference

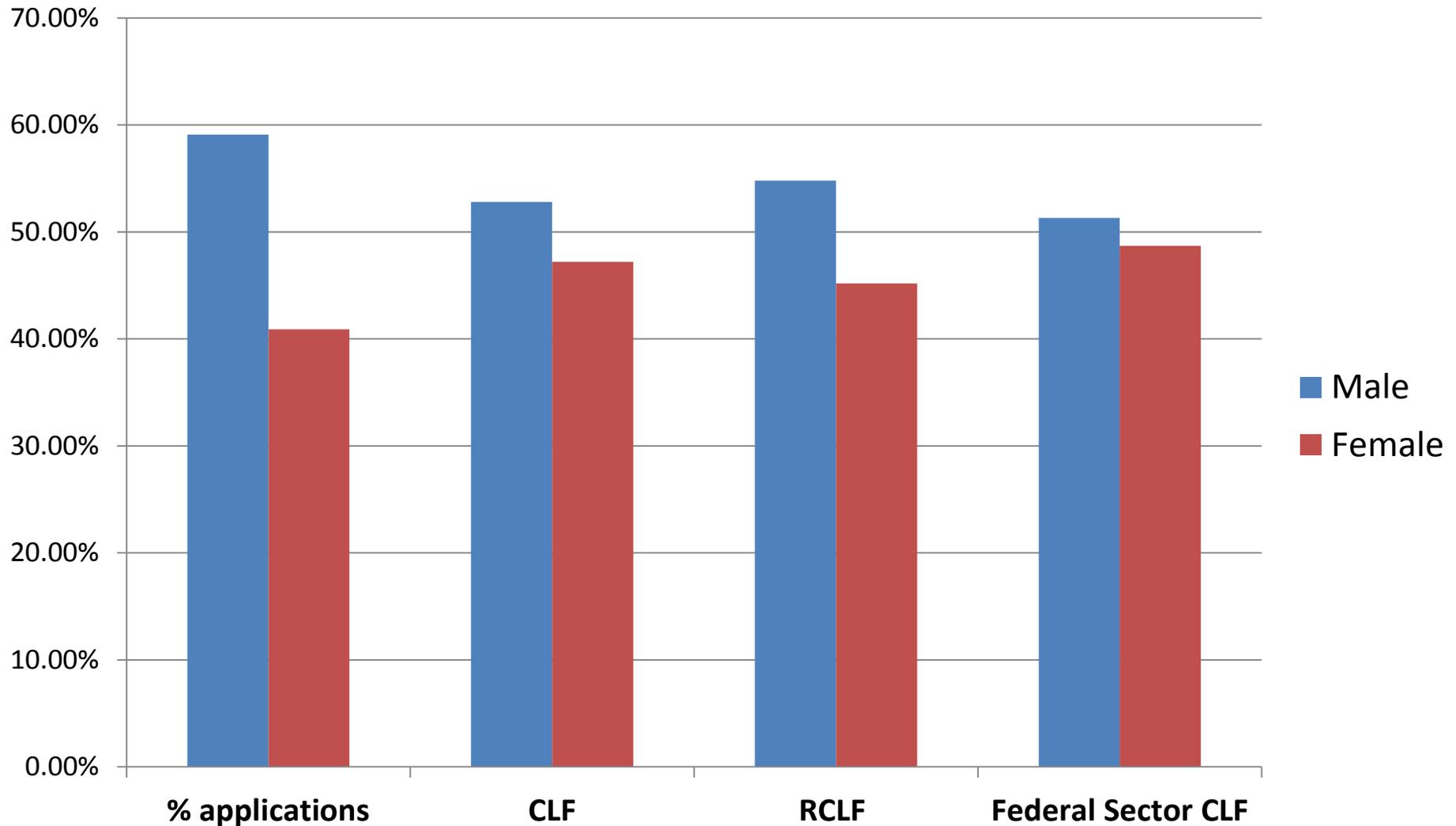


Sample Agency Applicant Flow Data Analysis

Applicant Flow by Disability



Civilian Labor Force Data as a Benchmark

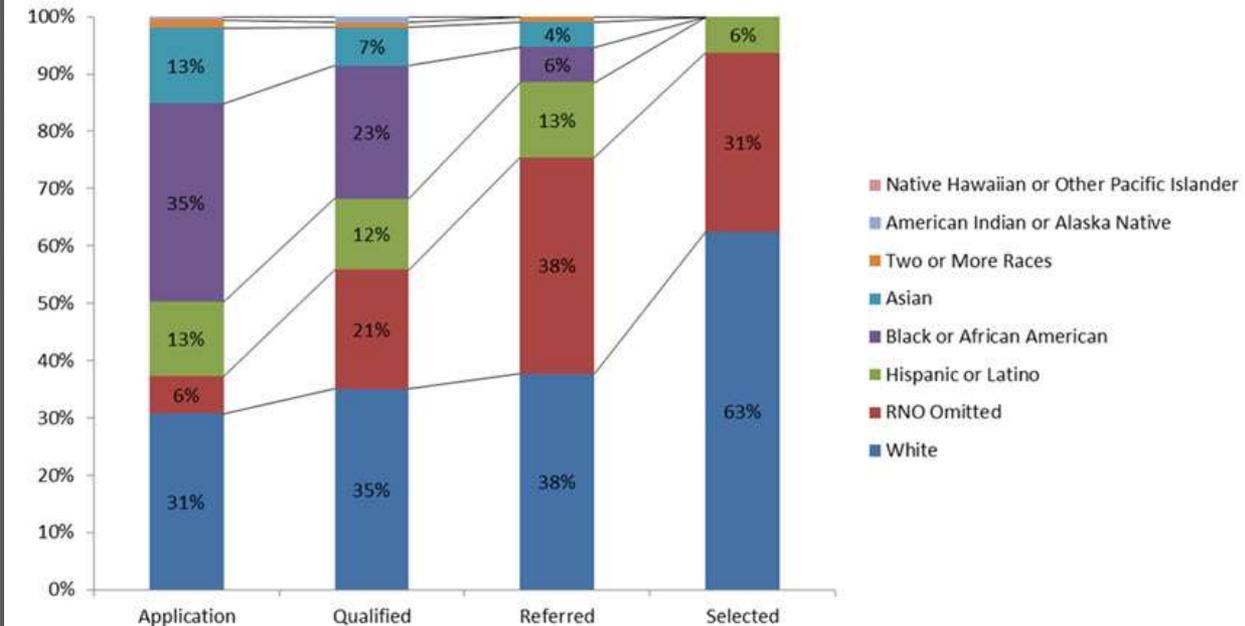


New Summary Reports Available in Spring 2016

Applicant Flow by Sex, Race/Ethnicity, and Veterans Status

	Applied		Qualified		Referred		Selected	
	Count	% of Applied	Count	% of Qualified	Count	% of Referred	Count	% of Selected
Sex								
Male	17,950	38%	13,195	34%	7,978	30%	96	17%
Female	15,454	33%	11,897	31%	5,115	19%	135	23%
Sex Omitted	13,651	29%	13,644	35%	13,631	51%	348	60%
Race/Ethnicity								
American Indian or Alaska Native	365	1%	264	1%	160	1%	3	1%
Asian	1,836							
Black or African American	10,883							
Hispanic or Latino	5,194							
Native Hawaiian or Other Pacific Islander	103							
White	14,285							
Two or More Races	500							
Race/Ethnicity Omitted	13,889							
Veteran Status								
Veteran Status Claimed	3,889							
None Claimed	43,166							

Applicant Flow by Race/Ethnicity Categories

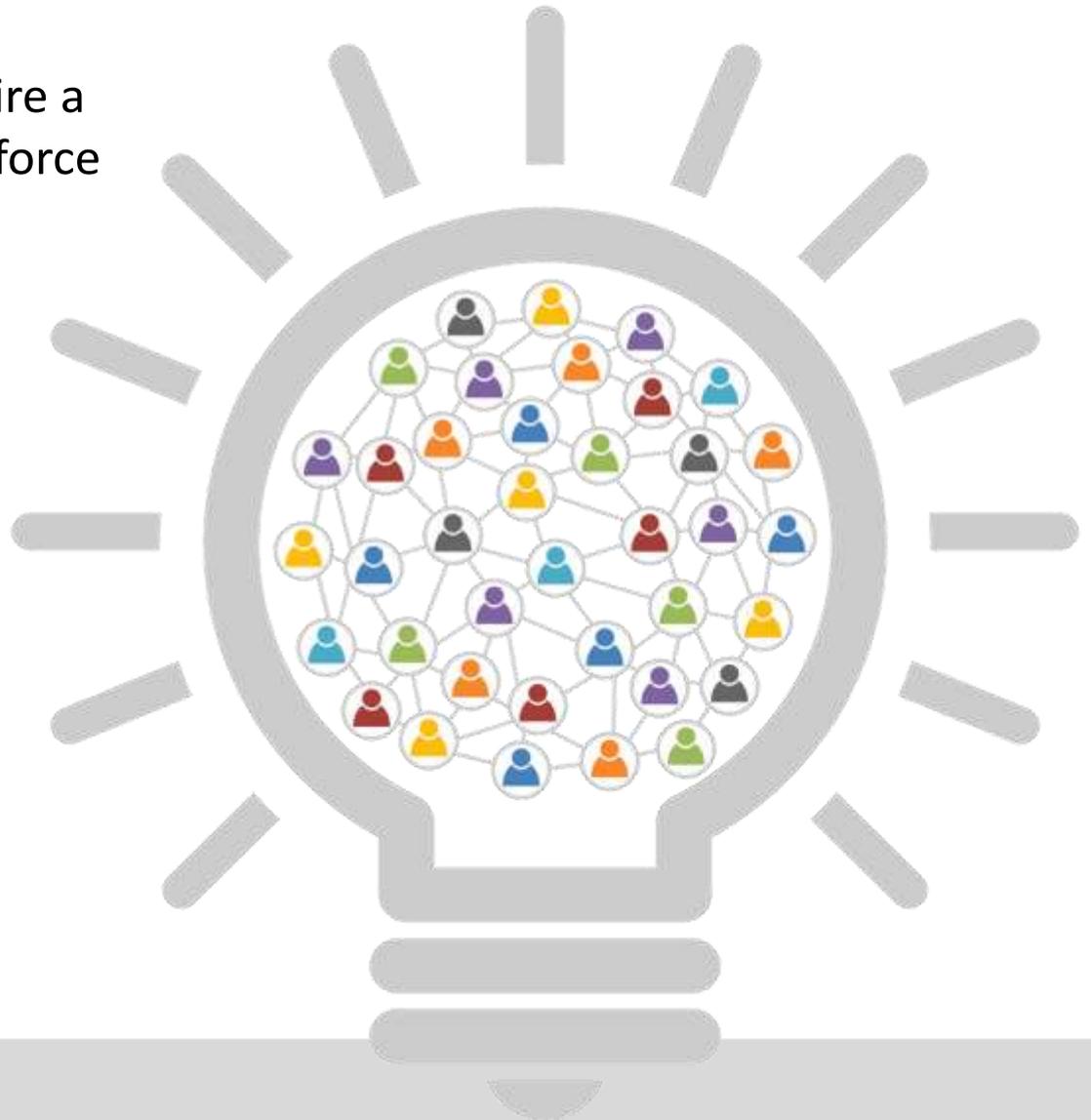


A Smarter “We”

Federal agencies recruit and hire a diverse, high performing workforce that reflects the diversity of all segments of American society.

Priority: Design and perform strategic outreach and recruitment to reach all segments of society.

Priority: Use strategic hiring initiatives, and a collaborative data-driven strategy.



Questions?