

Tapping Better the Arab Talent Pool

- Concluding Meeting -



Tel-Aviv – October 31st, 2018

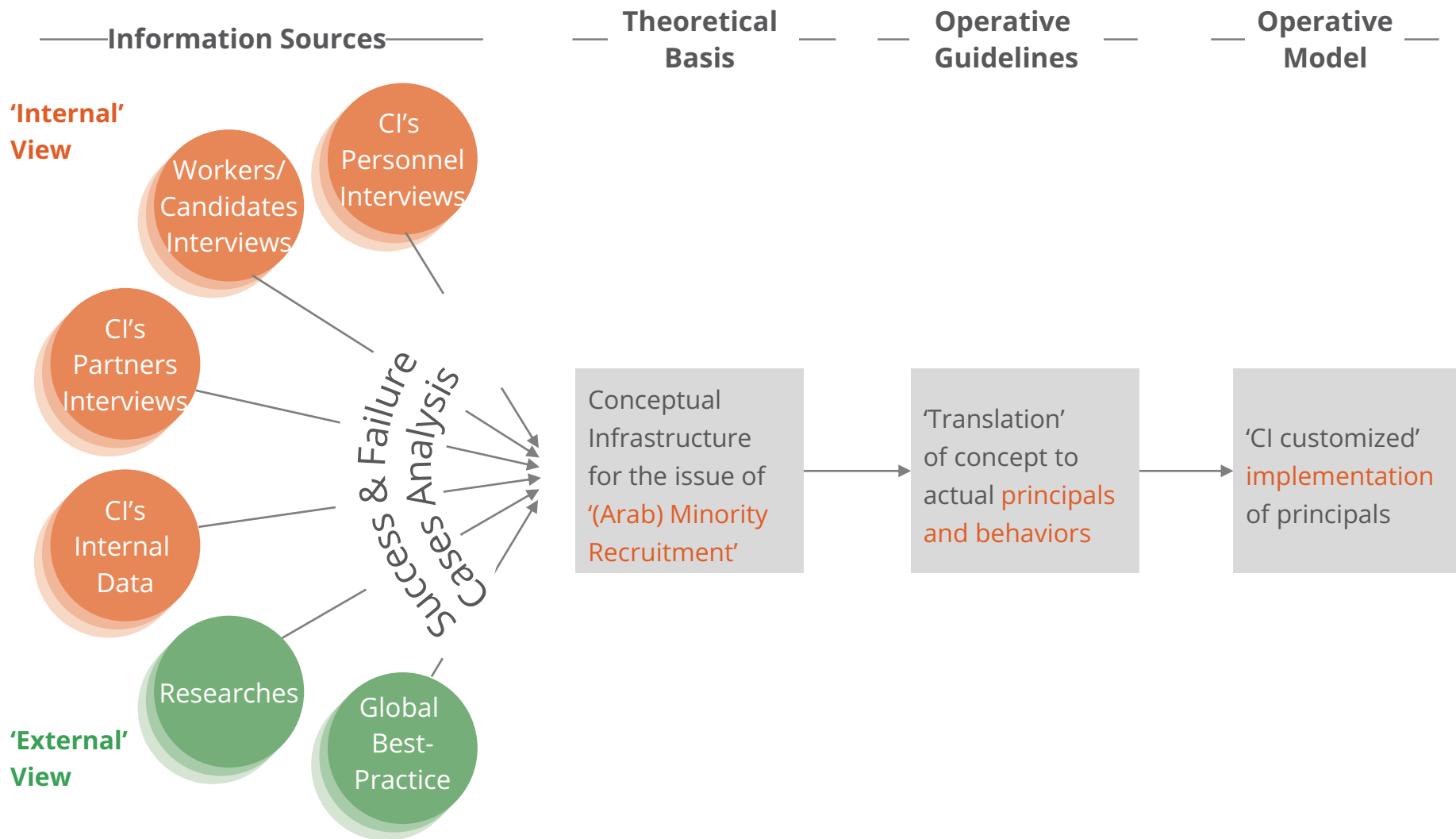
SHALDOR
From Insight to Impact



Agenda

- Process & Information Sources
- Reframing the Challenge
- Theoretical Basis: 'Exposure' & 'Motivation' Among Minorities
- Operative Guidelines: The Need for Recruitment-Marketing
- Practical Implications: What Model should CI Operate?

The Approach: to Leverage Local & International Knowledge, Experience and Insights from Both Successes & Failures



CI Internal & External Data Sources

- **Candidate research**
 - Candidate database analysis
 - Interviews results
 - CI candidate data:
 - Tenuva
 - Osem
 - Hertzog
 - Deloit
 - Strauss water
 - Employment tracking information
 - Kaama's data
- **'Academi' system survey**
- **CI organization information**
 - CI organizational structure 2017
 - CI organizational structure 2018
 - Development, implementation and distribution of relevant candidate tools
 - Arab human resources companies segmentation
 - CI company's bidding document
- **Arabs internet usage analysis, 2015**
- **Campaign research**
 - Campaign analysis
 - Interviews results
 - Advertising and marketing features tracking
 - 'New Campaign' goals and budget, 2018
 - 'New Campaign' workplan, 2018
- **IDC research**
 - Candidate campaign analysis
 - IDC, Academic Arabs survey, 2017
- **Supplemental Forum**
 - Business leadership
 - Mentors
 - Executive committee
- **The Technion Program**
 - Studies in the Haredi Sector, 2014

Benchmarks & Case Studies

Companies Leading in Diversity & Inclusion

- Johnson & Johnson
- Proctor & Gamble
- Coca Cola
- HP (Hewlett Packard)
- Intel
- Cisco
- Mastercard
- EY (Ernest & Young)
- Northwestern University

NGOs

- Nemnet
- Young Black Leadership Alliance
- Bridge to Employment
- Scientist Mentoring & Diversity Program (SMPD)
- Sponsors for Educational Opportunities
- Opportunity Network
- Inroads
- Mentor Net
- Charity Navigator

Professional Websites & Blogs – HR Related

- Inc. Magazine
- Diversity Inc.
- Thomson Reuters
- Social Talent
- Fast Company
- Jobvite
- KBIC
- Rally Recruitment Marketing
- Diversity Best Practices
- Undercover Recruiter
- Recruiter Box

Job Boards

- Glassdoor
- The Muse
- Diversity Careers
- Diversity Jobs
- Minority Jobs
- Hispanic Careers

General Media

- New York Times
- Financial Times
- Harvard Business Review

Software & Services – HR & Diversity

- LinkedIn
- SmashFly
- Talent Lyft
- Beamery
- Brazen
- Mya
- Ideal
- Sap SuccessFactors
- Textio
- Joonko
- Mentoring Works!
- Prism Diversity Consulting
- Equal Approach

Universities Career Centers

- University of Michigan
- University of Missouri
- University of Pittsburgh
- Boston College
- Berkley

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The Situation: Matching the Increasing Demand Generated by CI with the Existing Supply, Currently 'Untapped'

CI's Recent Activity has 'Opened Up' a variety of new Positions for Arab Candidates...

- Many 'white collar' positions vs. 'blue collar' in the past
- Many 'staff' positions vs. 'line'
- Many 'Academic' or 'highly skilled' positions vs. 'unskilled' or 'low-skill'
- Positions in the largest Israeli companies, vs. small / family businesses

...But Current Recruitment Solutions are Just Not 'Up to the Task'

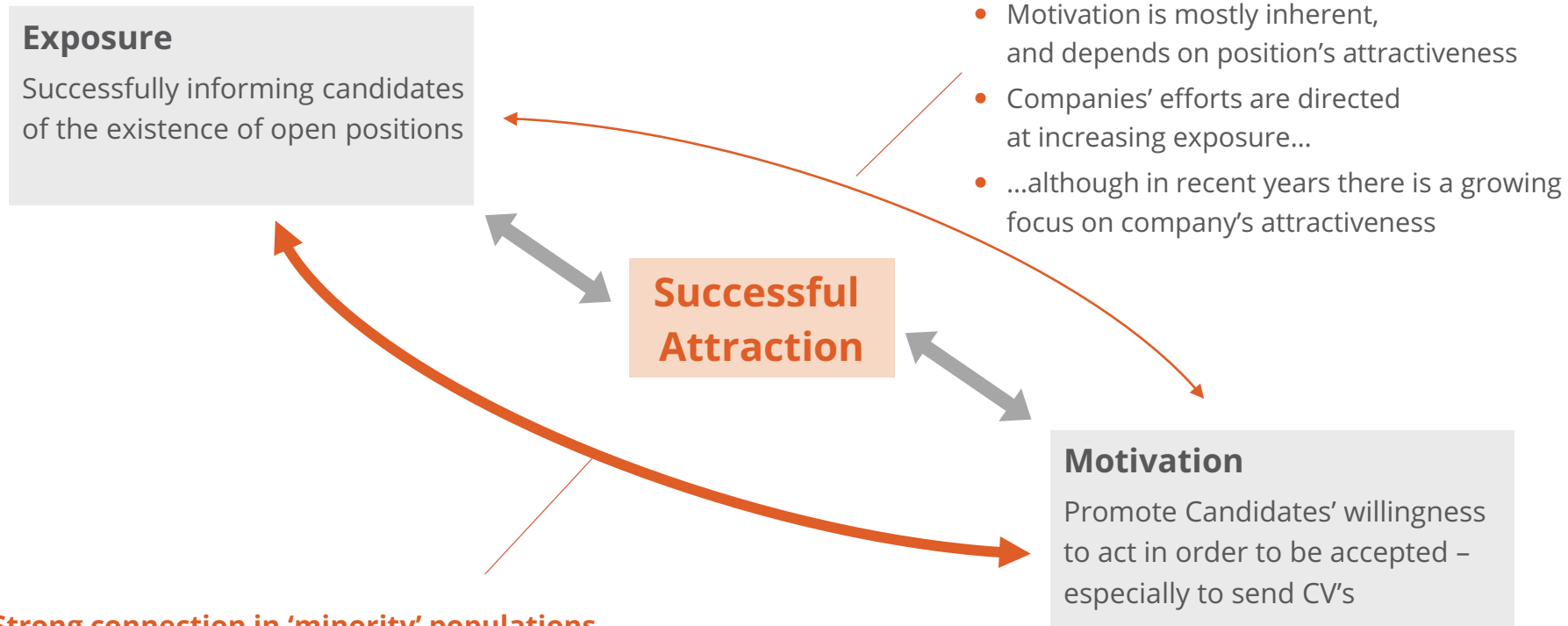
- Most cases of success, are limited to few selected areas - mostly in junior positions...
- ...and are not sufficient vis-à-vis the abundance of opened positions & the "full range" of employers' needs...
- In order to support companies growing needs CI's KAMs invest disproportional & unsustainable efforts

We run the risk of 'losing' the hard earned trust of the companies...

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Success in Candidates Attraction is Based on 'Exposure' & 'Motivation' – Which are Strongly Related among Minorities



Strong connection in 'minority' populations

- Minority population members tend to be **less exposed** to most 'generic' exposure channels...
- ...and **psychological 'barriers'** cause candidates to avoid competing for 'exposed' jobs, usually due to a **feeling of unequal terms** and fear that failure is guaranteed
- '**Generic Exposure**', typically 'majority-directed', tend to **strengthen this feeling**, making candidates feel that jobs are 'not really meant for them'
- To succeed, **exposure should be 'motivation generating'** in nature, focused on preventing these fears

'Generic' Recruitment Efforts

Strive to Maximize 'Exposure', rather than 'Motivation'



'Classic'

Traditional advertising channels.
Typically **printed & traditional media**



'Physical Social Networks'

Using **real-world connections** for marketing and recruiting
(e.g. friends, family, ...)

A typical company will strive to utilize all relevant channels



'Institutional'

Target population is reached via **intermediary mediation body**
(e.g. universities, 3rd party HR, ...)



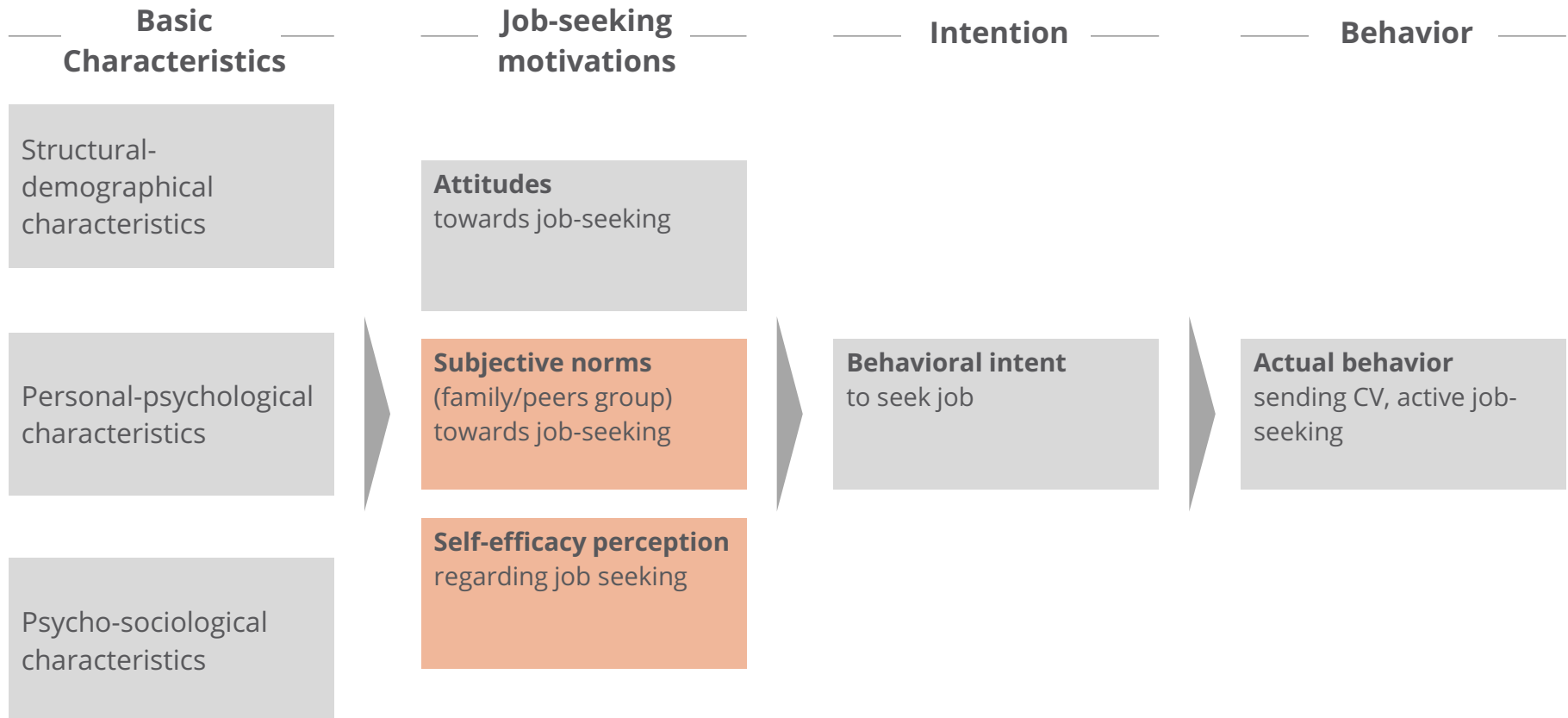
'Digital Social Networks'

Using **digital connections & networks** for marketing
(e.g. Facebook, LinkedIn, ...)

While Many Factors Affects Candidates' Motivation, Only Few Can be Directly Affected by Employers' Behavior...

Psycho-Sociological Model of Candidates' Motivation

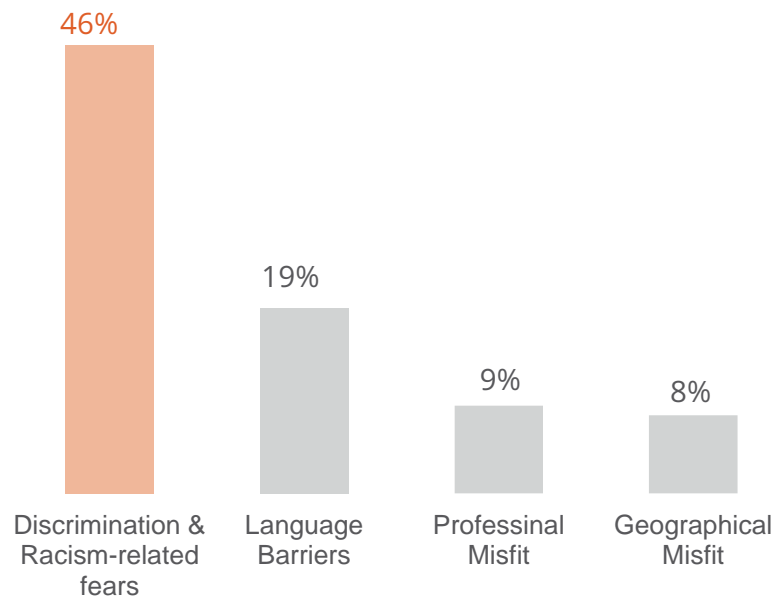
(courtesy of IDC's Applied Center for the Psychology of Social Change)



Main area of influence –
does not require wide social change

...Primary Among them are 'Suspicion' Factors: Feeling of Unequal Terms & Fear that Failure is Guaranteed

Reasons preventing Arabs from sending CVs to 'Jewish' companies (2015, 2017 survey)



"It was my dream to work for X company, but I just kept hearing from everyone around me that **they do not accept Arabs** – so I never applied"

Arab Employee

"We had a round table to understand why candidates don't apply, and all of our Arab employers said – 'Of course they don't apply. **They're sure the game is rigged against them**'"

Company's Recruitment Manager

"If I had to use one word to **describe Arab candidates**, it would be '**Passive**'. It's extremely frustrating, but also understandable. They know for a fact, based on **way too many humiliating experiences**, that they have no chance"

Arab Placement Expert

Candidates feel that jobs are 'not really meant for them',
and refrain from sending their CV's

Thus, In Minority Recruitment, Exposure Channels, Methods, and Tools should be Modified to Generate Motivation



Exposure in an 'intimate' channel is preferable to a 'generic' one

- Specific, customized Facebook/WhatsApp/LinkedIn group
- Specific, targeted college faculty or department
- ...

Exposure in a 'close connection' channel is preferable to a 'distant' one

- Family members
- Friends & acquaintances
- Work-related NGOs focused also on candidates accompaniment
- Minority group member involvement in exposure/recruitment process
- ...

A 'customized' way of exposure is preferable to a 'generic' one

- Language adjustments
- Wording personalization
- personalized visuality
- ...

***What are the Operative Principals & Behaviors
Used by Successful 'Minorities Recruiting' Firms
to Overcome the Exposure/Motivation Issue?***

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The Need for 'Motivation Generating Exposure' Leads Successful Companies to Invest in 'Recruitment Marketing'

While many companies believe that making internal adjustments in recruitment and personnel management is enough to recruit minorities,

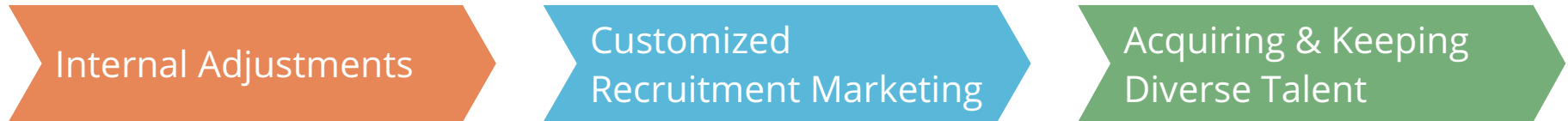
In reality, internal adjustments alone do not solve the 'suspicion' issues – There is also a need to expose candidates to these changes



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In Their Efforts to Create Diversity, Leading Companies Go Through Three Major Phases

Phase I: **Inclusion**

Internal Adjustments

- Appointing a **diversity officer** and setting **goals** for minorities representation
- **Customizing recruitment process** to prevent bias in hiring
- Establishing regulations & training to **prevent bias in treatment** and promotion
- Creating **supportive programs**: mentoring, affinity groups

Phase II: **Awareness**

Customized Recruitment Marketing

- **'Externalizing'** internal adjustment via **'recruitment marketing'** channels
- Emphasizing and giving **visual representation** of inclusion in **all official publications**
- Actively addressing minority populations by **getting involved** in the community
- **Getting in touch** with community organizations in order to address talent

Phase III: **Diversity**

Acquiring & Keeping Diverse Talent

- Approaching candidates by **customized means**
- Approaching candidates via **customized channels**
- **Supporting** diverse candidates & employees to secure success

The main 'mistake' done by unsuccessful companies is to neglect the 'suspicion' issue, by ignoring the need for 'awareness'

At the “Inclusion” Phase, Companies Make Internal Adjustments to Promote Diversity



1

Executive supervisor & clear goals

- Appoint a company executive as **Chief Diversity Officer** (CDO)
- Set diversity goals and plan changes

2

Neutral, unbiased recruitment process

- Train recruiters to **avoid unconscious biases**
- Relay on internal exams rather than candidate background
- **Neutralize recruitment process** via “blind” CV reading & technological tools

3

Unbiased requirements and assessments

- Train staff to **avoid biases in treatment** and promotions
- Use **technological tools** to trace potential biases in treatment and promotions
- Treat diverse views as an advantage

4

Organization support systems

- **Establish Mentoring programs** with top management commitment
- **Establish affinity groups** based on origin or other group features

Some companies conduct the process with the help of specialized firms:



Diversity and anti bias training
& consulting in the US and the UK



An online mentoring platform in Australia

To create an inclusive work environment,
leading companies implement all four adjustment types

Various Technological Tools were Developed to Assist the Implementation of Inclusion



Some solutions eliminate biases in the recruitment process...

... While others focus on daily treatment and promotions

HR management tools with optional diversity features

Create an **automated, bias-free CV selection** process using AI based recruiting assistants



Integrate **anti-bias tools** into existing HR systems



Diversity oriented tools

Write **neutral recruitment ads** and emails



Follow and report bias in daily work, on top of organization systems



- Actively **locate diverse candidates** on social media
- Follow and report bias in recruitment



At the “Awareness” Phase, Companies Address Minorities via Oriented “Recruitment Marketing” Efforts



Diversity oriented recruitment marketing is executed on different levels, depends on company’s size and interest



- 1** Customized ‘recruitment marketing’ efforts, emphasizing internal adjustments
 - Launching campaigns targeting minority populations
 - Publicizing internal diversity efforts
- 2** Getting involved and addressing relevant communities directly
 - Targeting specific communities
 - Sponsoring community projects
 - Establishing projects
- 3** Cooperating with organizations specialized in minority recruitment
 - Publishing on relevant job boards
 - Establishing connections with NGOs
 - Targeting groups inside social networks

1. Companies Implementing “Inclusion” Adjustments

Invest in ‘Marketing’ Their Efforts to Minority Population

Public campaigns

- General media coverage and publicity
- Dedicated recruitment marketing accounts and ads on social media

Diversity highlighted in the company’s career website

- Direct link to diversity section
- Emphasize of personal stories
- Listing awards for diversity and inclusion

Publications in diversity oriented platforms

- Coverage in industry websites
- Ranked in diversity & inclusion indexes

Notable examples:



“Reinvent Mindsets”
YouTube campaign



HP Careers
@HPCareers



LaChelle Porter-Ainer
Head of Global Digital Support & Contact Centers
LaChelle is responsible for running the many outlets that HP customers use to contact the company for support on a day-to-day basis.



Diversity Best Practices
Johnson & Johnson received the Best in Class Award for employee resource groups by Diversity Best Practices.



Top companies make diversity an essential part of their employer brand

Source: Companies and organizations websites

2. Leading Companies Invest in Establishing Direct Contact with Target Community



Many companies fund and participate in external initiatives

- Mostly **leadership and education** programs
- **Raise awareness** to the company as an employer
- Provide opportunity for **positive publicity & recruitment marketing**
- Create a **talent pool** of potential future employees
- Most programs are for high school or college students, some for advanced research and MBA

Some of the largest also establish exclusive company programs

- Mostly **scholarships and internship** programs
- Create **brand loyalty** and **career commitment**
- Develop 'job readiness' among participants
- Most programs are for students...
- ... But some companies also provide direct **corporate sponsorship for research**



Young Black
Leadership Alliance

Sponsored by



Internship for high
school students



Science Mentoring
& Diversity Program

Sponsored by



Scholarships for
college students



Source: Companies and organizations websites

3. Companies Contact Specialized Recruitment Organizations



Some cooperate with organizations focusing on minorities employment...

...While others utilize platforms focusing on employment in general

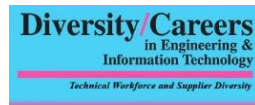
Based on origin or other group features

- Companies can publish via **dedicated Job boards**
- Allows sorting by group type



Based on profession

- Organizations focusing on finding **specific jobs for minorities**
- Organizing **career fares, employer connections**, professional publications



Job boards and websites

- Major Job boards **push towards diversity**
- Provide statistics and reviews to **help diverse candidates** and drive companies to improve



Social networks

- Minority communities have **career oriented groups** inside social networks
- Connecting with those groups can provide **access to diverse candidates**



The organizations function as focused communication channels, sometimes providing content adjustment and other tools

3. Organizations Specialized on Career Preparation

Provide Top Firms with Quality Diverse Candidates



Universities career centers are the main career preparation providers in the US

- Provide resume, cover letter and other documents writing tips & workshops
- Interview preparation materials & mock interviews
- Career planning and consulting
- Job & internship sources
- Some universities provide minority students with customized information...
- ...Such as professional associations, job boards and opportunities.

NGOs focused on promoting minorities education & careers offer various solutions

Education

Sponsors for educational opportunities



- Supports and empowers promising youth from underserved communities
- Provides tutoring starting from schools, throughout college and assists with finding internships & jobs

Internship



Provides excellent ethnically diverse students with quality internships in leading firms

Mentoring



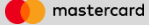








Provides professional mentoring for diverse students in STEM and health fields

All organizations promoting minorities careers in the US focus on internships as a main work-life preparation

Most Companies Reviewed Implement Similar Means for Inclusion & Awareness



									
Chief Diversity Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓
Goals and statistics reported annually	✓	✓	✓	✓	✗	✗ (Gender only)	✗	✓	✗
Technology for neutral recruiting process	✓	✗	✓	✗	✓	✓	✗	✓	✓
Training recruiters against bias	✓	✓	✓	✓	✓	✓	✓	✗	✓
Training managers against bias	✓	✓	✓	✓	✗	✓	✓	✓	✓
Technology to prevent bias in treatment	✗	✗	✗	✓	✗	✗	✓	✓	✗
Employee resource groups	✓	✓	✓	✓	✓	✓	✓	✓	✗
Mentoring programs	✓	✓	✓	✓	✓	✓	✓	✗ (Small scale)	✗ (Some faculties)
Recruitment marketing focused on diversity	✓	✓	✓	✓	✓	✓	✓	✗	✗
Recruitment marketing/ talent brand/Employer brand team	✓	✓	✓	✓	✓	✓	✓	✓	✗ (Part of HR responsibilities)

At the “Diversity” Phase, Companies Leverage Changes to Approach, Acquire and Keep Suitable Candidates



Leverage Awareness

Leverage Inclusion

Approach by customized means

- Landing pages in candidate’s language
- Visual representations of diversity
- Neutral and familiar phrasing

Approach via customized channels

- Community platforms and programs
- Specialized organizations
- Relevant social media channels

Support candidates to secure success

- Publish interview preparation materials in the career website
- Mentoring programs and affinity groups
- Unbiased treatment and promotions

Could be achieved via digital platforms
Such as



Recruitment marketing platform, provides personalized career pages



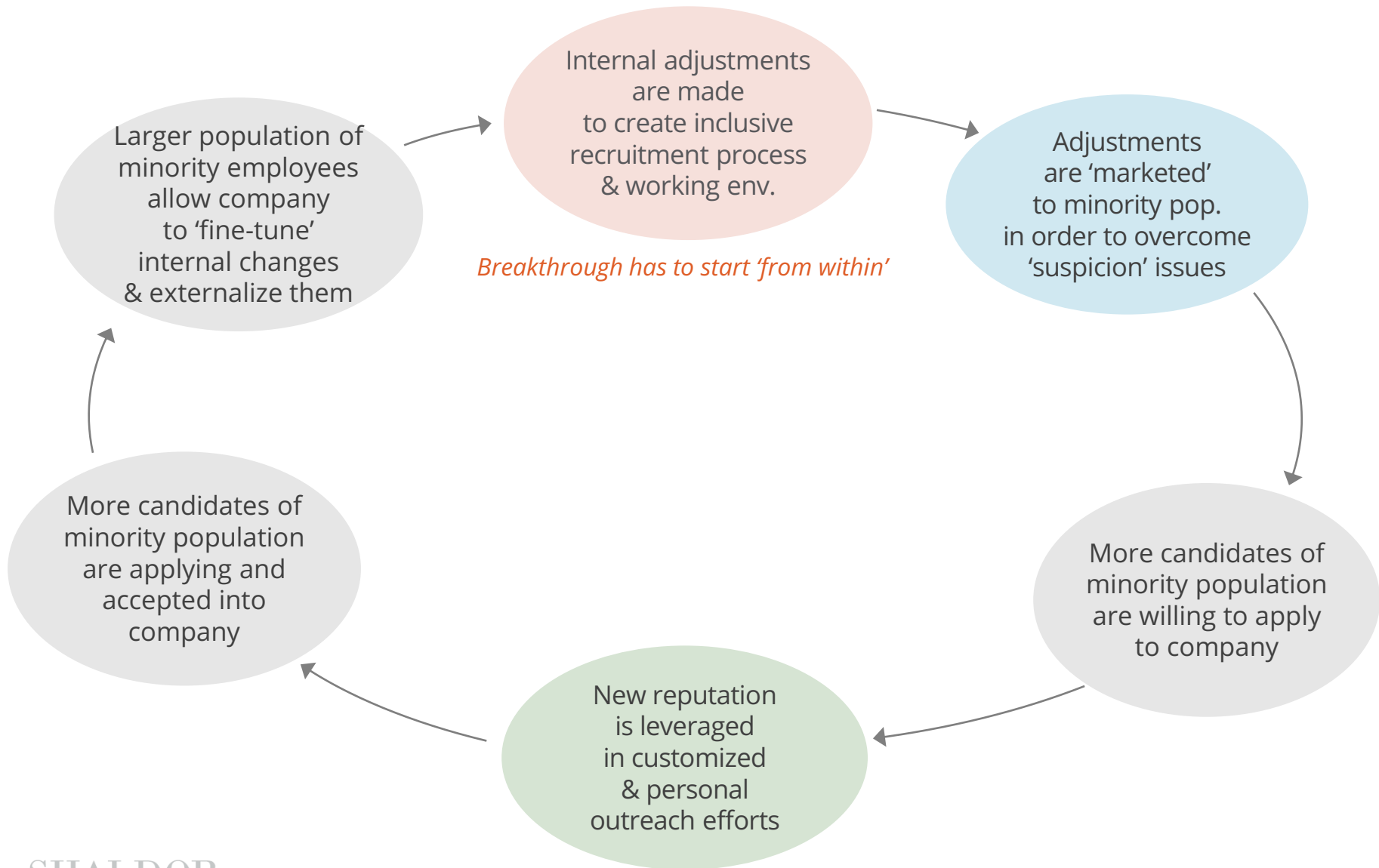
Automatically locates diverse groups on LinkedIn



Provides easy access to materials and lifts barriers

Customized targeting and real commitment to inclusion establish the trust necessary to recruit diverse populations

Successful Completion of all Phases Tends to Generate a Self-Sustaining Process



The 'Self Sustaining' Nature of Successful Process is Reflected in All Aspects of It

"We had a very problematic candidate. We just couldn't understand what is the problem with her. But **at the moment we asked an Arab employee, he said 'ah, that's why she does that'** and explained to us everything, so we could easily tell she wasn't what we wanted"

Companies find it easier to adjust to actual employees (rather than potential)

"The main factor for me to **determine if that company is serious** when trying to recruit me is simple – do they have Arab employees? **If I could see them** – if they came to my university, for example – I won't have any doubts"

The existence of minority employees eases recruitment-marketing

"By far, the **most effective channel for us is 'friend brings a friend'**. We know from our employees in which groups to advertise and how to write ads – but **nothing can compare to what they do** with their own networks"

The existence of minority employees generates direct 'intimate' channel

"There are certain companies that everybody know that they recruit Arabs. **They don't have to do any special efforts** – everybody know that"

Presence of minority employees creates positive reputation by itself

How to 'Translate'
those 'Business Internal' Principals & Behaviors
Into the Operative Model of CI?

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Vis-à-vis the Required Changes, CI's Efforts are Currently Focused on 'Internal Changes'

Phase I: **Inclusion**

Internal Adjustments

- CI's current (successful) focus area
- KAMs main 'business' – and should stay exclusively so
- It is possible to 'step-up' internal changes within companies by utilizing tech. based tools



Automated, bias-free CV selection process



Neutral recruitment ads and emails

Phase II: **Awareness**

Customized Recruitment Marketing

- Develop & manage models and tools of 'customized recruitment marketing'...
...externalizing the changes done by the companies
- Develop & manage models and tools of 'internal involvement' in the Arab community
...utilize the associations capabilities and connections to the possible maximum

Phase III: **Diversity**

Acquiring & Keeping Diverse Talent

- Develop and manage 'head-hunting' models and tools...
- ...capable of leveraging 'recruitment marketing' efforts...
- ...mainly in digital and physical social networks
- Utilize the associations capabilities and connections to the possible maximum

CI's Current Primary Effort

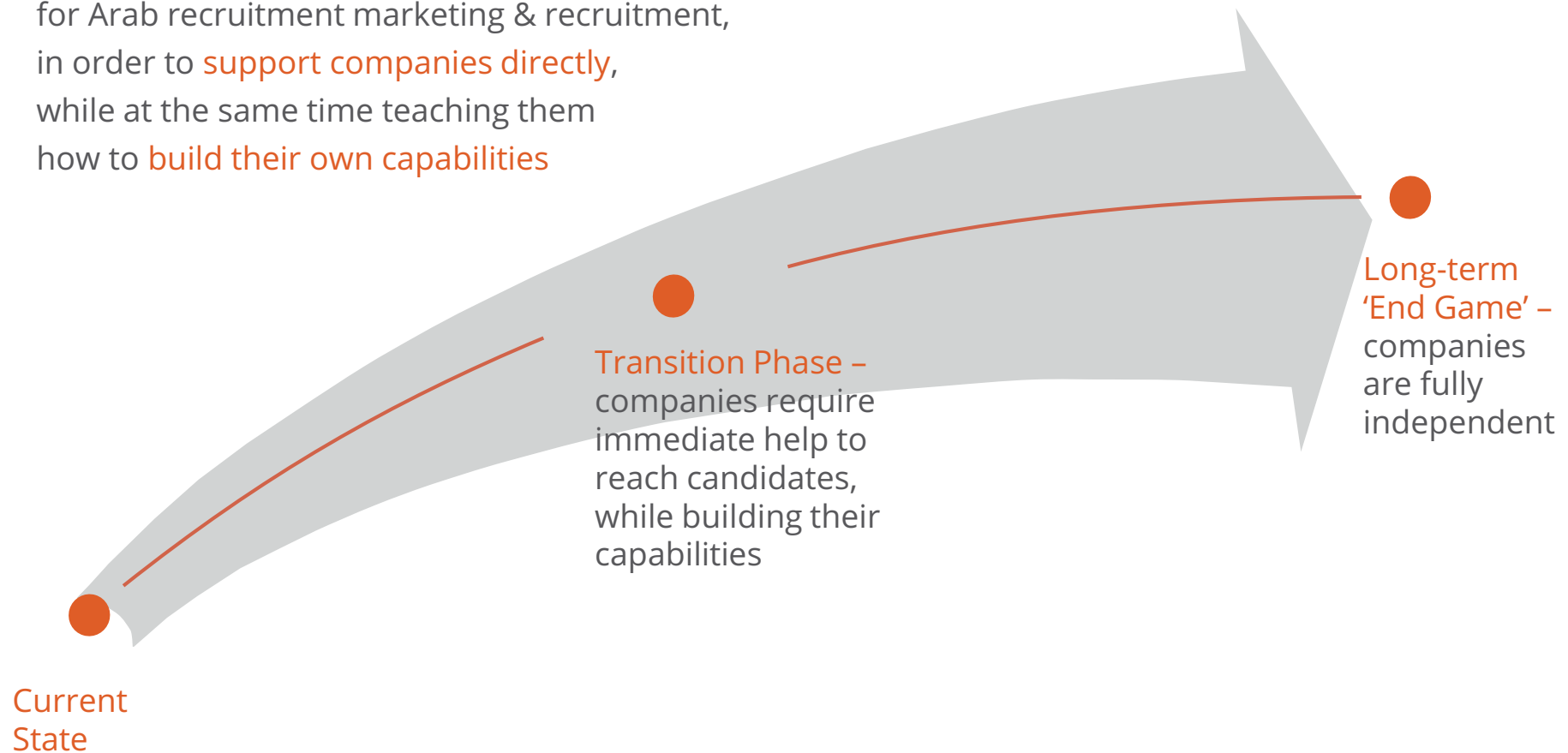


CI's Added Efforts, with Companies 'after the 1st Phase'



The Answer: Continuity of CI's Current 'Center of Excellence' Model – Build Capabilities Internally, in Order to Teach Them

In the transition phase,
CI will **internally develop the capabilities**
for Arab recruitment marketing & recruitment,
in order to **support companies directly**,
while at the same time teaching them
how to **build their own capabilities**



**What are the Required Capabilities
in Recruitment Marketing & Recruitment?**

Recruitment Model Capabilities Were Learned from Benchmark Companies 'Comparable' to CI's Partners

CI's Partners specific recruitments needs and characteristics...

- CI works with the **largest companies** in the Israeli economy...
- ...most of which have opened **various positions** for Arabs, in many **different areas**
- The Israeli economy is in a state of **'full employment'**, meaning that in many cases there is a **shortage of employees**...
- ...especially in **'high added value' positions**, which are the **core of CI's** focus

...Lead to studying required capabilities from certain companies

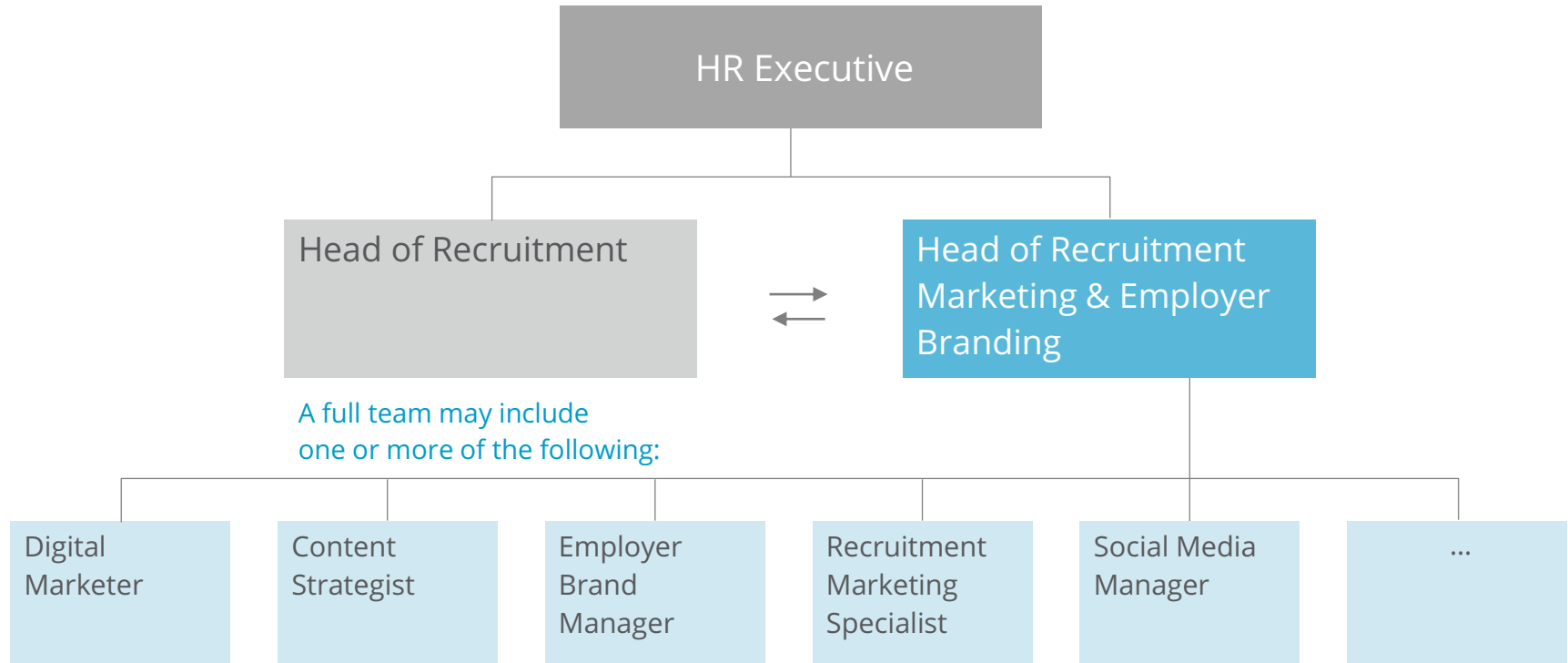
- Large companies with **diverse & complicated** recruitment needs



- Companies operating in a **highly-competitive** recruitment environment



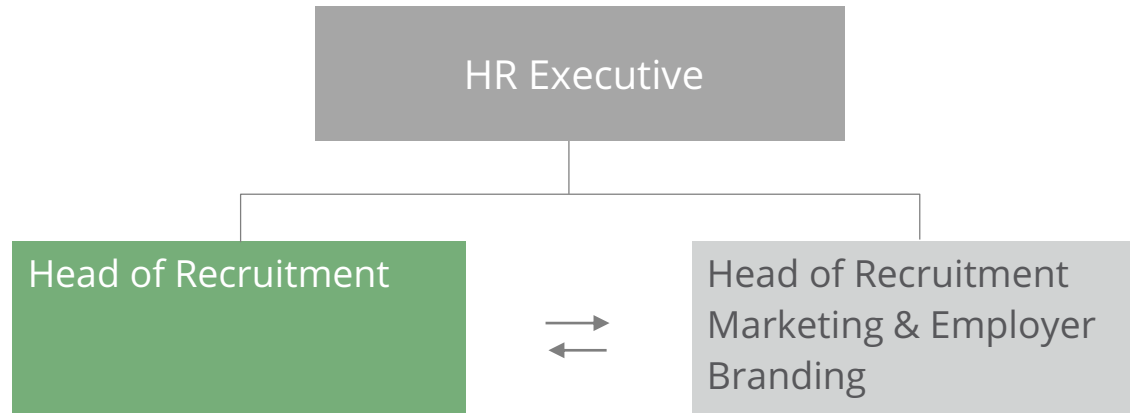
Recruitment-Marketing Require Unique Capabilities, Usually under a Specialized Unit...



- While team size depends on the company's scale and the level of competition for talent...
- ...most companies present or make use of the full-scale of capabilities
- Smaller companies tend to rely on marketing departments for some capabilities...
- ...but in high-competition fields (e.g. tech), even smaller companies have dedicated teams

Source: Beamery, SmashFly, Brazen, LinkedIn global recruiting trends report 2017

...While Already-Existing 'Recruitment' Functions Require Customized Recruitment & Support Methods



Recruiting team should learn/develop:

...Customized channels of approach

- Specialized 'head-hunting' capabilities
- Relevant social media channels
- Community platforms and programs
- Specialized organizations utilization

...Customized means of approach

- Neutral and 'marketing friendly' language, emphasizing intended approach to Arab candidates
- Development of 'visual language' supporting written one
- Development of relevant content templates

...Excellent candidates support system

- Mentoring & affinity groups
- Aggregation & alignment of all candidates' preparation efforts, and de.t of required supplements
- Direct connection, separate from KAMs, to partners rec. departments

In Order to Act as a 'Center of Excellence, CI Should Build All Capabilities Internally, Alongside the Ability to Teach Them

CI's new RM Team and Existing Recruitment Team Should Have Relevant 'Professional' Capabilities

- Employer-brand management
- Recruitment marketing strategy
- Recruitment marketing content
- Social media marketing
- Digital marketing
- Collaboration management
- Programs management
- Specialized head hunting
- Social media recruitment
- Recruitment-content
- HR dev. Management
- ...

...But its language, culture & tools should focus on Teach & Transfer capabilities

- Strong training and guidance capabilities
- A certain professional 'distance', with emphasize on partners responsibility
- Focus on new tools development, with preference to 'out-source' developed ones
- High standards, focused on quality of processes rather than results
- ...



**Many of the 'Teach & Transfer' Capabilities
Already Exist within CI**