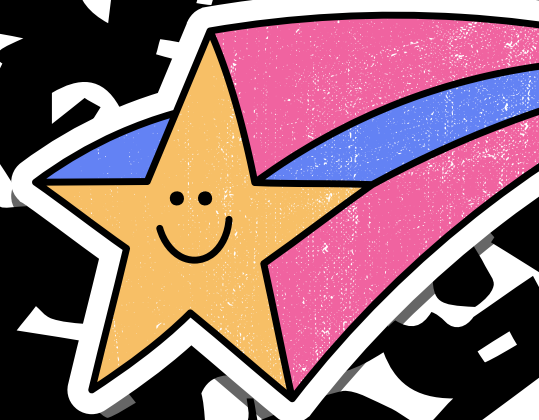


COOL

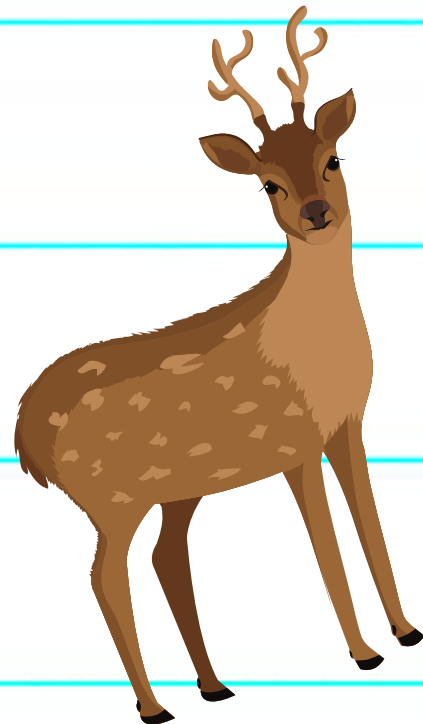
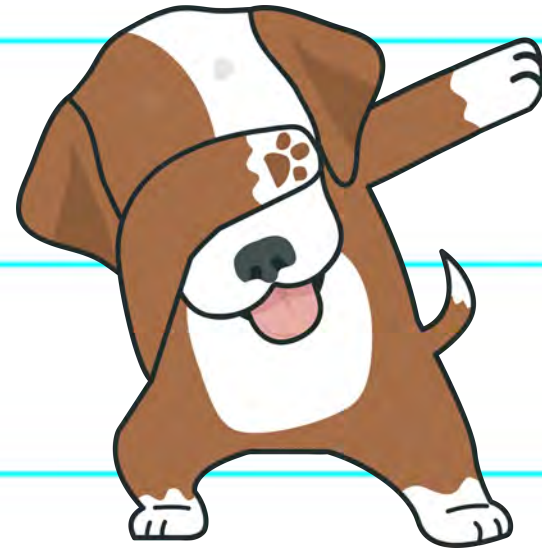
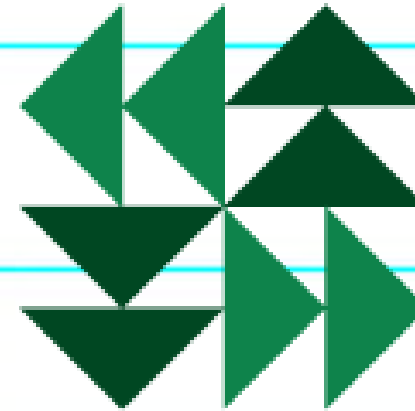
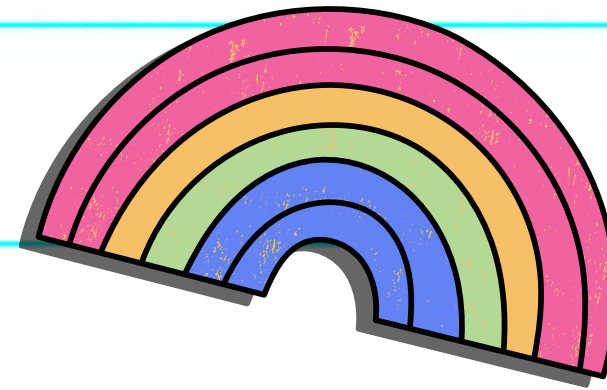
**"BEYOND HIRING:  
STRATEGIES FOR INCLUSIVE  
TALENT LIFECYCLE MANAGEMENT"**

With Crystal Egli

Snowsports Industries America



# HELLO!

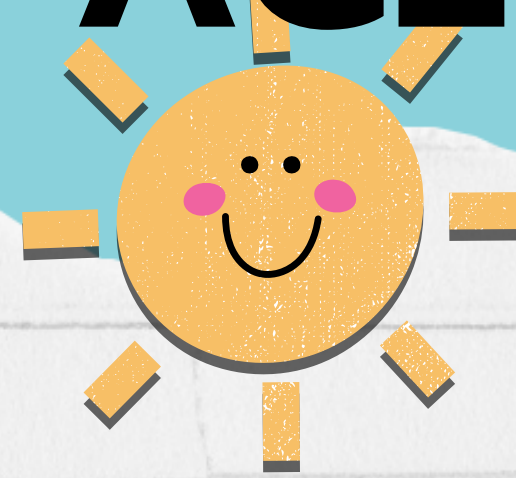


# Who is the Space For?





# AGENDA



**SUPER**



**Introductions**



**Cost of turnover**



**Recruitment Challenges**



**Retention Challenges**



**Attracting Variety**



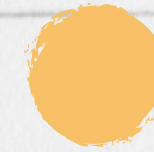
**Inclusive Onboarding**



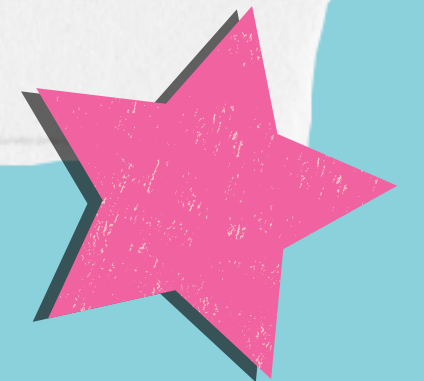
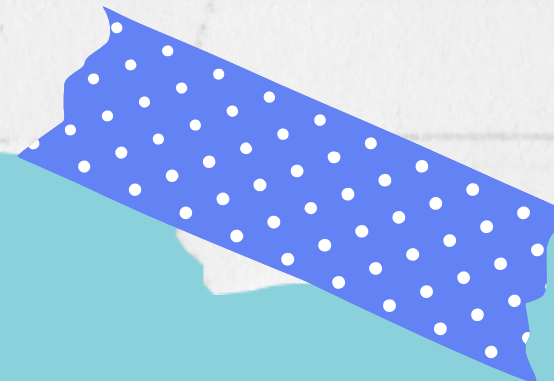
**Staying Engaged**



**BARRIER BASHING!**



**Q&A**







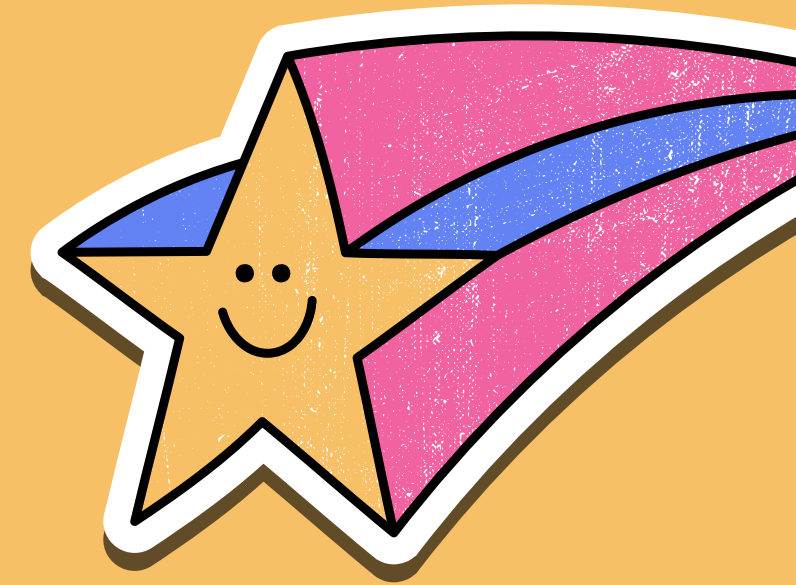
# Cost of Turnover



Money	Time	Morale



# Where is the Turnover?



**Entry level**

**Temp/Seasonal**

**Younger**

**Stress/Physical**

**Limited  
Opportunities**

**Part Time/Gig**



**Demographic statistics  
by type of work -  
coming from Annie,  
hopefully**



# Cost of Turnover

## Entry Level Employee



Money	Time	Morale
16-50% Annual Salary	Orientation	Coverage
Job posts	Training	Cultural acclimation
Background checks	Exit interviews	Domino effect
Administrative costs	Time to productivity	Reputation
Customer service quality	Undocumented knowledge	Annoying



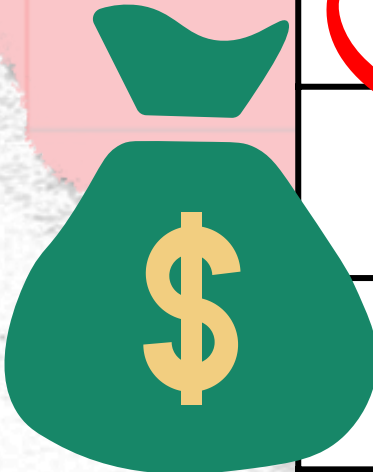


# Cost of Turnover

## Mid Level Manager



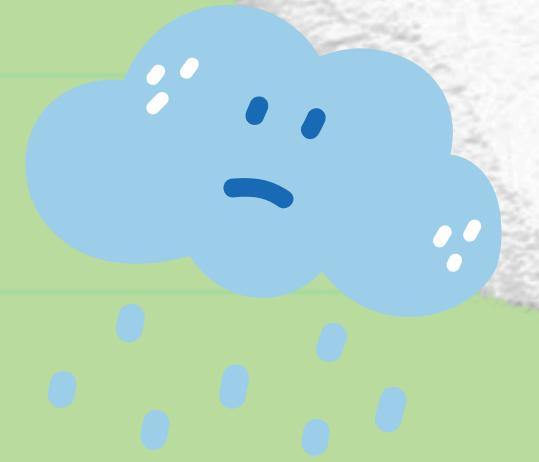
Money	Time	Morale
50%-150% Annual Salary	Training/certifications	Institutional knowledge
Pay outs/severance	Institutional knowledge	Team adjustments
Recruitment costs/fees	Ramp up to full productivity	Decreased productivity
Background checks	Customer/client reassurance	Domino effect
Customer/client departures	Hiring committee	Rumor mill



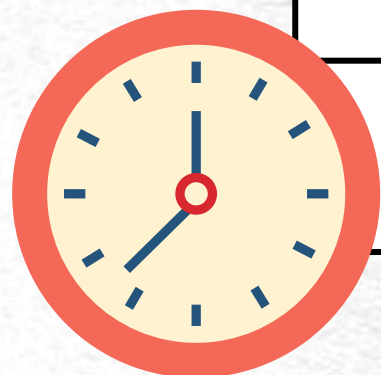


# Cost of Turnover

## Executive Level

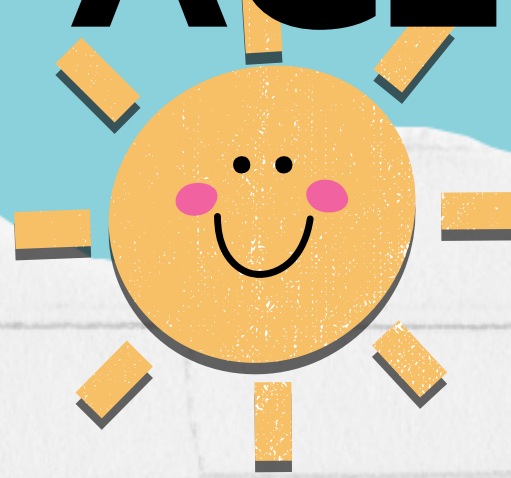


Money	Time	Morale
50%-200% Annual Salary	Extensive onboarding	Leadership coverage
Recruitment firm fees	Leadership training	Leadership vacuum
Funding relationships	Board relationship	Interim leader politics
Legal battles	Strategic planning	External reputation
Severance and/or golden parachute	Lengthy process	Shareholders & media





# AGENDA



**SUPER**



**Introductions**



**Cost of turnover**



**Recruitment Challenges**



**Retention Challenges**



**Attracting Variety**



**Inclusive Onboarding**



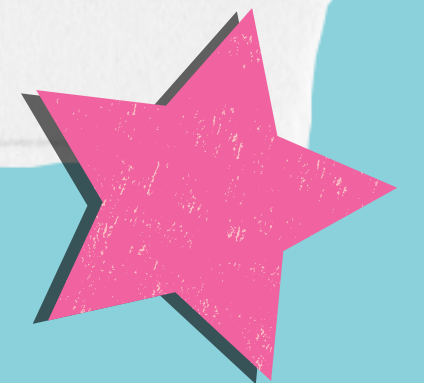
**Staying Engaged**



**BARRIER BASHING!**



**Q&A**





# Recruitment Challenges

*(DEI specifically)*



**Bias, discrimination**

**Fear of making a mistake**

**Scarcity of time**

**Can't find anyone of that demographic**

**Recommendation based hiring**

**Perceptions of motivation**

**Not sure where to start**



**Competing priorities**

**Legal compliance in hiring practices**

**Lack of diversity in leadership**

**Passive resistance**

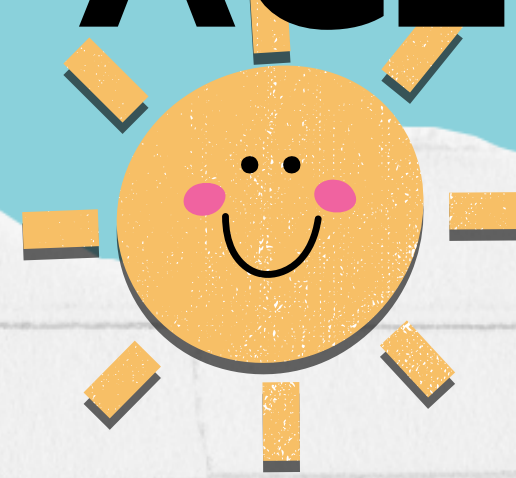
**Active resistance**

**Resource allocation**





# AGENDA



**SUPER**



**Introductions**



**Cost of turnover**



**Recruitment Challenges**



**Retention Challenges**



**Attracting Variety**



**Inclusive Onboarding**



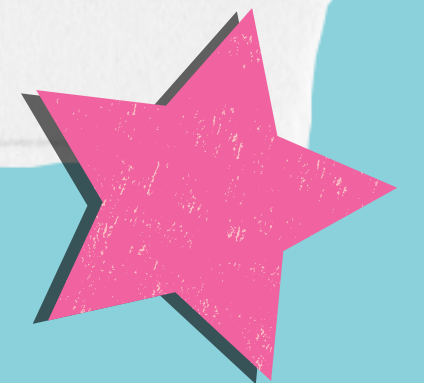
**Staying Engaged**



**BARRIER BASHING!**




**Q&A**

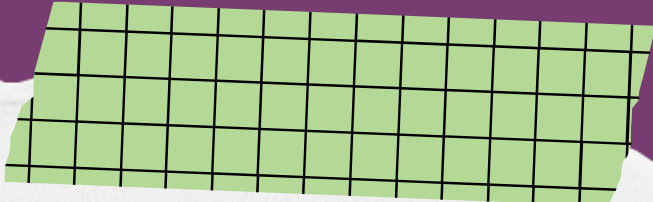


# Retention Challenges

## *(DEI specifically)*



- Fear of making a mistake**
- Validating subjective complaints**
- Equality prioritized over equity**
- Cost of accommodations**
- No budget for interpreters**
- "Where does it stop" mentality**
- Employee hiding the truth**



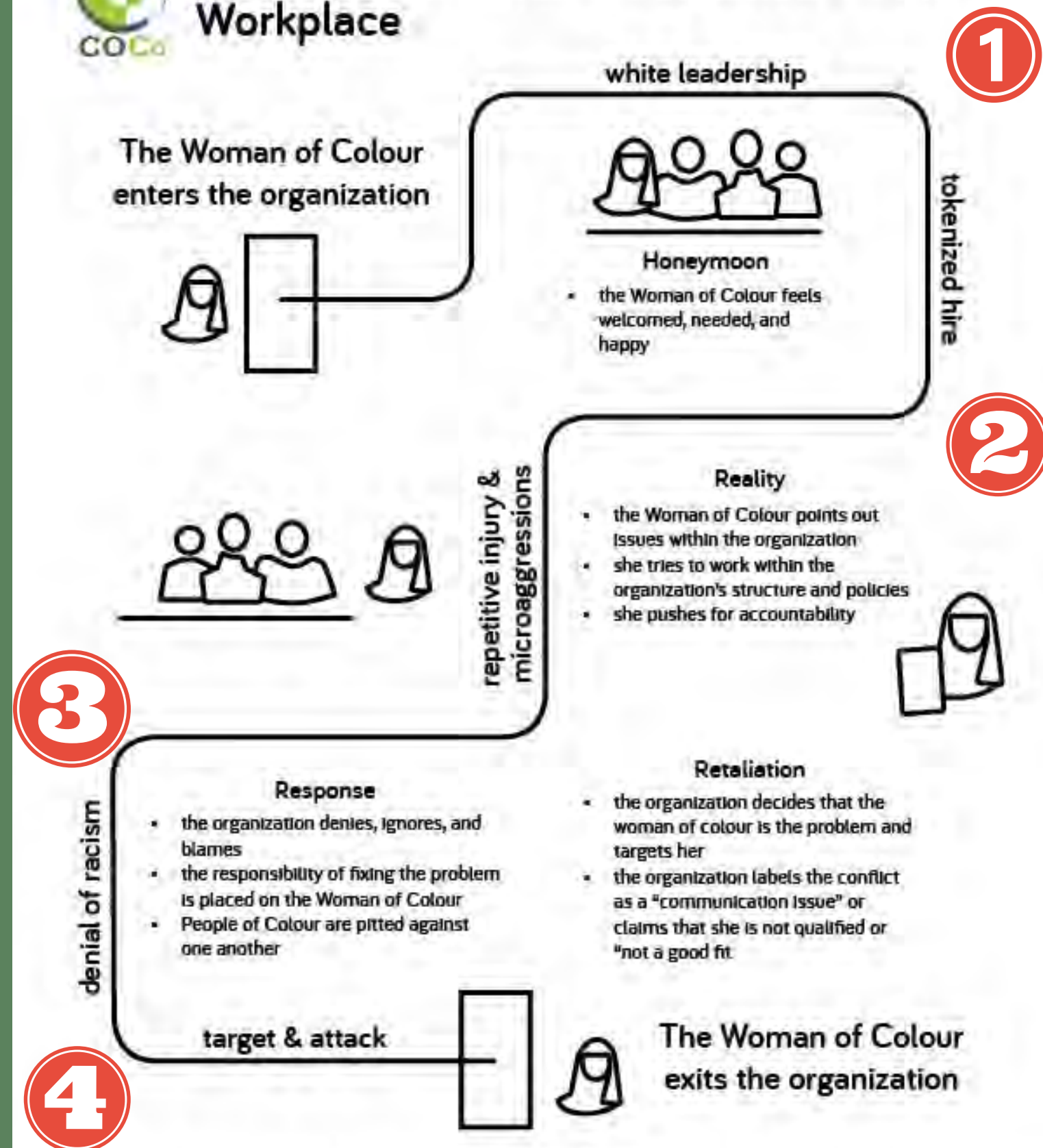
- Internalized oppression**
- Spacial logistics (lactation, prayer, etc.)**
- Another agency owns the infrastructure**
- "Change takes time" mentality**
- Lack of urgency for others**
- People have to think now**







## The "Problem" Woman of Colour in the Workplace



Adapted from "The Chronicle of the Problem Woman of Color in a Non-Profit" by the Safehouse Progressive Alliance for Nonviolence  
[www.coco-net.org](http://www.coco-net.org)

## 1. Honeymoon

- Welcome

## 2. Reality

- Points out issues

## 3. Response

- Denial

## 4. Retaliation

- Exit

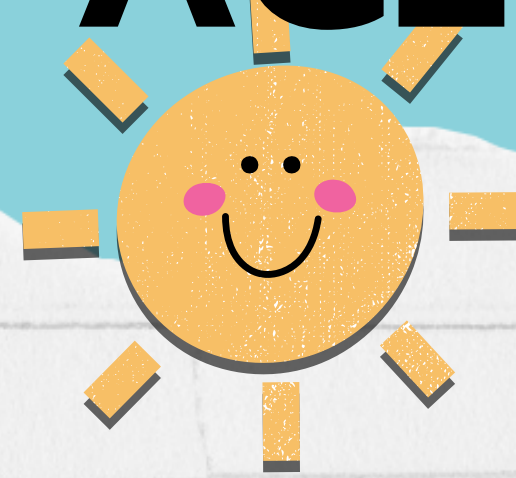


# ALTERNATIVES

1. Stay quiet
2. Don't rock the boat
3. Continue being harmed



# AGENDA



**SUPER**



**Introductions**



**Cost of turnover**



**Recruitment Challenges**



**Retention Challenges**



**Attracting Variety**



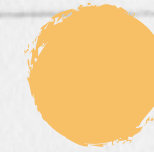
**Inclusive Onboarding**



**Staying Engaged**



**BARRIER BASHING!**



**Q&A**

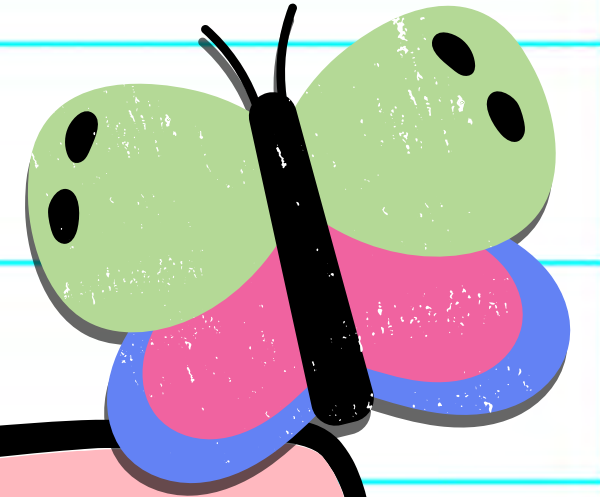


# ATTRACTING VARIETY



REMINDER

*A singular  
individual  
is NOT "diverse"*





# ATTRACTING VARIETY



*"Diversity" implies  
they will NOT  
seem like  
the perfect  
candidate*

# ATTRACTING VARIETY



REMINDER



If you are hiring  
"for diversity",  
a marginalized  
background is now  
a qualification



**Wow!**

# RECRUITMENT TIPS

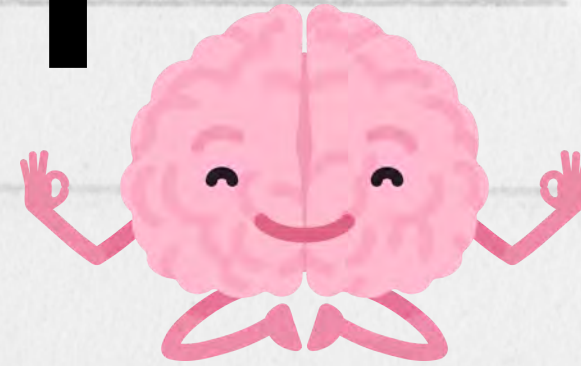
- 1. Prepare for pushback**
- 2. Abandon scarcity mindset**
- 3. Market research**
- 4. Are ya'll ready...?**
- 5. Listen, Believe, Support**

**COOL**





# RECRUITMENT TIPS



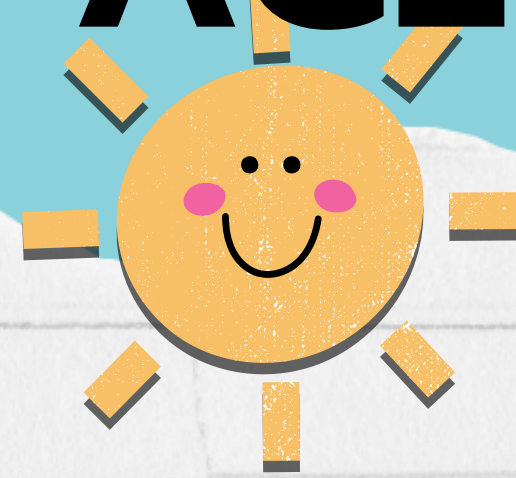
1. Adjust website info
2. Adjust job description language
3. Adjust qualifications\*gas\*
4. Adjust interview questions



**FUN**



# AGENDA



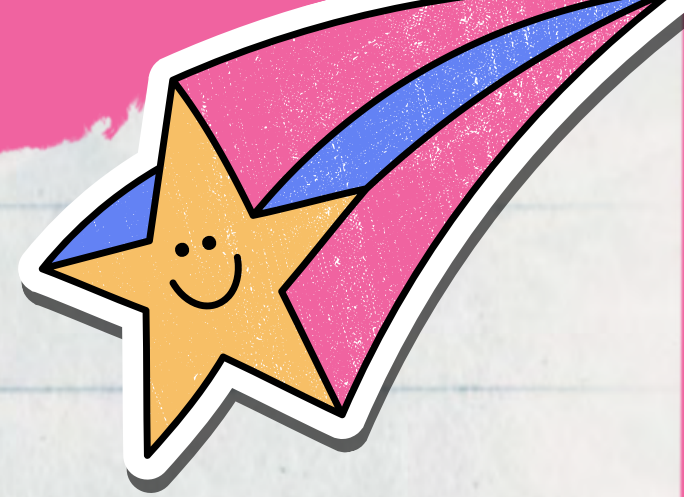
**SUPER**

- ✓ **Introductions**
  - ✓ **Cost of turnover**
  - ✓ **Recruitment Challenges**
  - ✓ **Retention Challenges**
  - ✓ **Attracting Variety**
- NEXT >**
- **Inclusive Onboarding**
  - **Staying Engaged**
  - **BARRIER BASHING!**
  - **Q&A**





# Inclusive Onboarding



## **Customize Welcome/Orientation**

1. Yes, it takes more time
2. Consider the audience
3. Assign mentor/buddy



# Inclusive Onboarding



## Diversity & Inclusion Training

1. Start on day 1!
2. Invite everyone to join the committee
3. Set expectations now



# Inclusive Onboarding

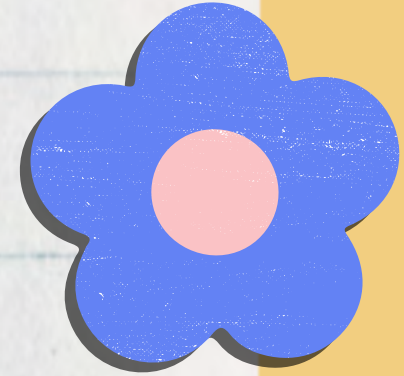
## Cultural Sensitivity & Awareness

1. Include culturally specific examples
2. Floating holiday policy
3. Outline consequences



# **Inclusive Onboarding**

## **Affinity Groups & Employee Resource Networks**



1. Have them!
2. Defend them!
3. Fund them!

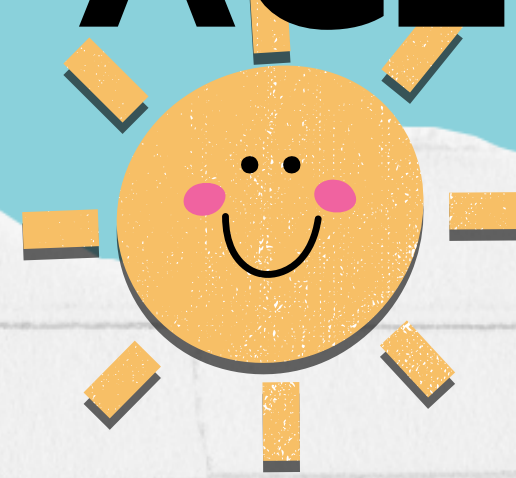


# Inclusive Onboarding

## Feedback & Continuous Improvement

1. You will get it wrong
2. Ask before offer
3. Believe & execute

# AGENDA



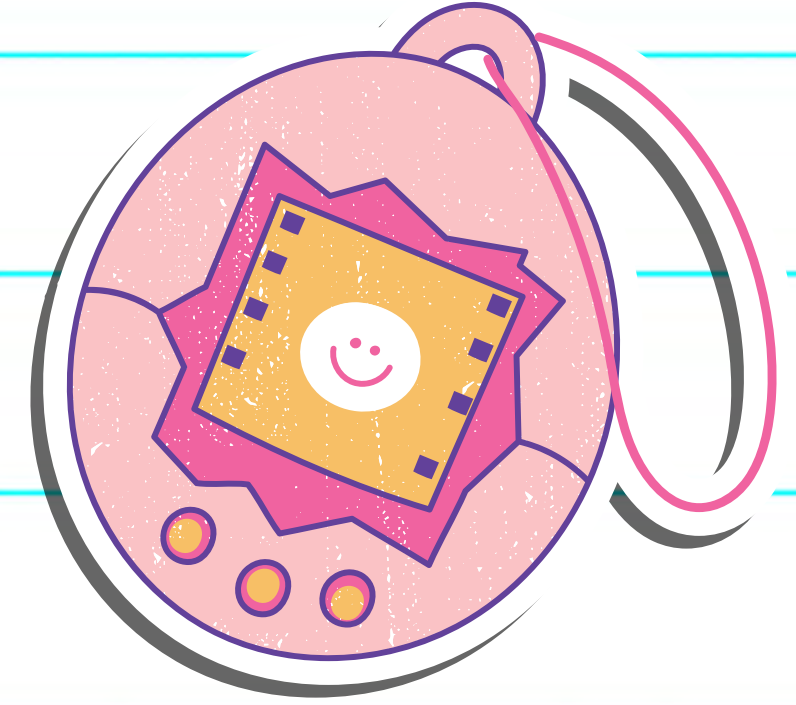
**SUPER**

- ✓ **Introductions**
- ✓ **Cost of turnover**
- ✓ **Recruitment Challenges**
- ✓ **Retention Challenges**
- ✓ **Attracting Variety**
- ✓ **Inclusive Onboarding**
- NEXT >** **Staying Engaged**
- **BARRIER BASHING!**
- **Q&A**





# Staying Engaged



**1** *Anticipate pushback*

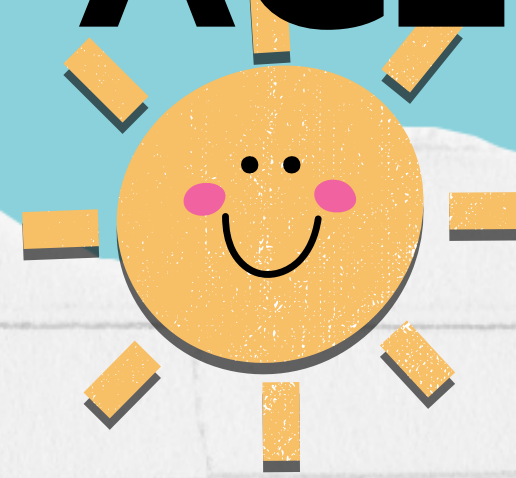
**2** *Data & economics*

**3** *Prepare to defend*

**4** *Remember your Why*

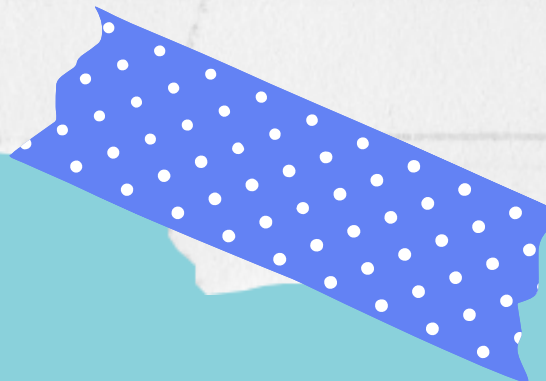


# AGENDA



**SUPER**

- ✓ **Introductions**
  - ✓ **Cost of turnover**
  - ✓ **Recruitment Challenges**
  - ✓ **Retention Challenges**
  - ✓ **Attracting Variety**
- NEXT >**
- ✓ **Inclusive Onboarding**
  - ✓ **Staying Engaged**
  - BARRIER BASHING!**
  - **Q&A**



# BARRIER BASHING!

STEP 1:  
GET A PIECE  
OF PAPER



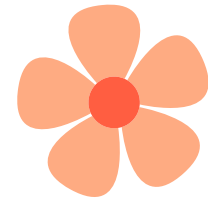
# STEP 2:

WRITE 1 THING YOU WANT TO  
CHANGE/IMPLEMENT  
REGARDING INCLUSIVE HIRING  
PRACTICES

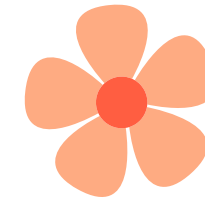


# EXAMPLE:

Identify a more  
diverse  
candidate pool



Goal: Have our  
workforce reflect the  
demographics in our  
region



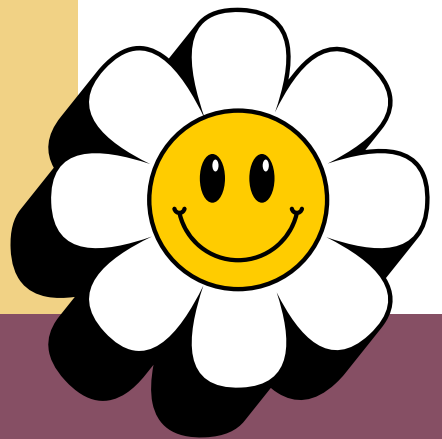
Change the  
language in job  
announcements

LEAVE A LOT OF SPACE  
UNDER EACH ONE

# STEP 3:

FOR EACH INITIATIVE,  
WRITE UNDERNEATH:

B  
S  
B  
S  
B  
S



THIS STANDS FOR...

BARRIER:

SOLUTION:

BARRIER:

SOLUTION:

BARRIER:

SOLUTION:



# EXAMPLE:



**I want to: Identify a more diverse candidate pool**

**B:**

**S:**

**B:**

**S:**

**B:**

**S:**

# STEP 4:

NEXT TO THE FIRST "B",  
WRITE A POTENTIAL BARRIER  
TO YOUR INITIAL GOAL



# EXAMPLE:

**I want to: Identify a more diverse candidate pool**

**B: Our hiring timelines are very short**

**S:**

**B:**

**S:**

**B:**

**S:**

# STEP 5:

FOR THE NEXT "5", WRITE A  
POTENTIAL SOLUTION  
TO THAT BARRIER





# EXAMPLE:

**I want to: Identify a more diverse candidate pool**

**B: Our hiring timelines are very short**

**S: Create a system to make the timeline more efficient**

**B:**

**S:**

**B:**

**S:**

# STEP 6:

REPEAT UNTIL YOU HAVE 3  
SETS OF 'BS'





# EXAMPLE:

**I want to: Identify a more diverse candidate pool**

**B: Our hiring timelines are very short**

**S: Create a system to make the timeline more efficient**

**B: No time to develop a new system**

**S: Ask my supervisor if I can make this a priority**

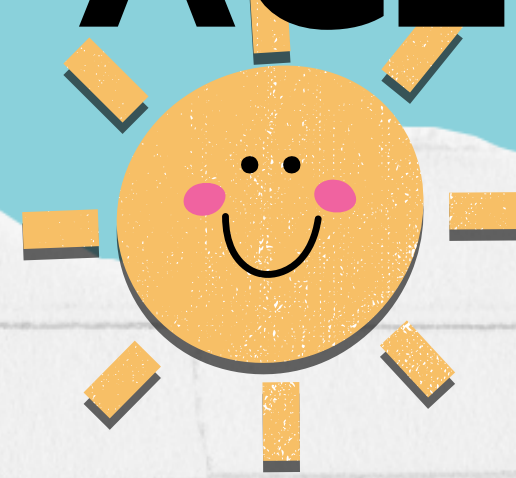
**B: My supervisor says No**

**S: Take this issue to the DEI committee**

# LET'S DISCUSS!



# AGENDA



**SUPER**

- ✓ **Introductions**
- ✓ **Cost of turnover**
- ✓ **Recruitment Challenges**
- ✓ **Retention Challenges**
- ✓ **Attracting Variety**
- ✓ **Inclusive Onboarding**
- ✓ **Staying Engaged**
- ✓ **BARRIER BASHING!**
- NEXT** > **Q&A**





*Dream*

THANK YOU!

CRYSTAL EGLI

[info@CrystalEgli.com](mailto:info@CrystalEgli.com)

Q & A

