Strategic Recruiting: Values-Guided Hiring

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The program of Dr. Croft’s NSERC Chair for Women in Science and Engineering BC/Yukon Region
Our mission is to advance engineering and science as welcoming careers that serve our world through holistic understanding and creative, appropriate and sustainable solutions.

www.wwest.ca
Why diversity?

What is the equation for success? How do I attract and pick the right talent?
Business Case Summary

- Access of employers to a broader talent pool
- Increased innovation potential and market development
- Stronger financial performance
- Improved governance
- Greater return on human resource investment

The chart plots the collective intelligence scores of the 192 teams in the study against the percentage of women those teams contained. The red bars indicate the range of scores in the group of teams at each level, and the blue circles, the average. Teams with more women tended to fall above the average; teams with more men tended to fall below it.

Female hurricanes are deadlier than male hurricanes

Kiju Jung, Sharon Shavitt, Madhu Viswanathan, and Joseph M. Hilbe

Editorial by Susan T. Fluke, Princeton University, Princeton, NJ, and approved May 14, 2014 (received for review February 13, 2014)

Abstract

Do people judge hurricane risks in the context of gender-based expectations? We use more than six decades of death rates from US hurricanes to show that feminine-named hurricanes cause significantly more deaths than do masculine-named hurricanes. Laboratory experiments indicate that this is because hurricane names lead to gender-based expectations about severity, and this, in turn, guides respondents' judgments of death risk.
Our premise

Engineering as a profession needs the best and brightest of our entire community

We don’t need policies about women in engineering – we need good people policies

The best solutions are informed by the research and backed up with facts

People want to help, but they don’t know what to do
Start from values.
This is about good *people* policies.
Attracting a diverse pool

Selecting to reflect your values

The interview

Attracting a diverse pool
Attracting a diverse pool

Selecting to reflect your values

The interview

Corporate Image

Attracting a diverse pool
Careers

Why Choose for Your Career?

Learn more

Key Links
Career Opportunities
Core Values & Code of Conduct
GRI Performance
Unearth Your Potential (PDF 2.6 MB)
Submit Your Resume

Calendar

Why

Jobs & Internships

Locations

We are looking for Journeyperson Industrial Mechanics/Millwrights and Heavy Duty Mechanics at our Rocanville... http://t.co/ynaHSQHGFb

Career Opportunities

MAY 20 2015  Licensed Journeyperson Industrial Mechanics (Underground)
CAREERS

Investing in the future

BC Hydro provides a work environment that includes challenging careers with opportunities for growth. We live by six core values: safety, integrity, service, accountability, teamwork and ingenuity. We’re dedicated to being one of B.C.’s top employers.

An award-winning workplace

In 2015, BC Hydro has been chosen for the following nationally-recognized awards:
CAREERS

VIEW ALL JOB POSTINGS

The acquisition was finalized on May 6th, 2015. This fact certainly makes our company one of the most attractive places to work in the oil and gas sector.

We are an organization with strong values and a focus on attracting and developing the best talent available. We are committed to conducting business safely and in a socially and environmentally responsible manner. Our employees are driven, tackle opportunities to do challenging work, have a bias for results and thrive in a fast-paced, high-energy work environment. Our people see everyday as an opportunity to be leaders within our communities and the industry.

As an international oil and gas company, our business takes us around the world in search of exploration and development opportunities. Headquartered in Canada, our two main operating...
Find your #dreamjob in Canada!

Salesforce.com's social and mobile cloud technologies are helping companies connect with their customers, partners and employees in entirely new ways and revolutionizing the way businesses sell, service, market, and succeed. Our first Canadian office opened in 2005 and we have a deep commitment to the success of our customers countrywide. Our rapid growth and exciting culture make working at salesforce.com a true #dreamjob!

Teams in Canada

Learn about the roles in Canada by clicking on a team from the office below.
“Kmart was excited to reveal they would be open earlier than ever Thanksgiving 2013 and would stay open through all of Black Friday.”

Source: Business Insider
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Attraction a diverse pool

The Job Description
Gendered wording subtly signals who belongs and who doesn’t. Below are examples of language in job advertisements and qualities of candidates.

**Feminine**
- a company’s “excellence” in the market
- “understand markets to establish appropriate selling prices”
- “We are committed to providing top quality health care that is sympathetic to the needs or our patients”

**Mascutine**
- a company’s “dominance” in the market
- “analyze markets to determine appropriate selling prices”
- “We are determined to deliver superior medical treatment tailored to each individual patient”

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**Source:**

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**Sample Gendered Words**

<table>
<thead>
<tr>
<th>Feminine</th>
<th>Masculine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affectionate</td>
<td>Active</td>
</tr>
<tr>
<td>Cheer*</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Commit*</td>
<td>Aggress*</td>
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<tr>
<td>Communal</td>
<td>Ambitio*</td>
</tr>
<tr>
<td>Compassion*</td>
<td>Analy*</td>
</tr>
<tr>
<td>Connect*</td>
<td>Assert*</td>
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<tr>
<td>Considerate</td>
<td>Athlet*</td>
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<td>Cooperat*</td>
<td>Autonom*</td>
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<tr>
<td>Depend*</td>
<td>Challeng*</td>
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<td>Emotona*</td>
<td>Compet*</td>
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<tr>
<td>Empath*</td>
<td>Confident</td>
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<td>Flatterable</td>
<td>Courag*</td>
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<td>Gentle</td>
<td>Decision*</td>
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<td>Honest</td>
<td>Decide</td>
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<tr>
<td>Interdependen*</td>
<td>Decisive</td>
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<td>Interpersona*</td>
<td>Determin*</td>
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<td>Kind</td>
<td>Domina*</td>
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<td>Kinship</td>
<td>Force*</td>
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<td>Loyal*</td>
<td>Hierarch*</td>
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<td>Nurtur*</td>
<td>Hostil*</td>
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<tr>
<td>Pleasant*</td>
<td>Independen*</td>
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<tr>
<td>Polite</td>
<td>Individual*</td>
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<td>Quiet*</td>
<td>Intellect*</td>
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<tr>
<td>Respon*</td>
<td>Lead*</td>
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<tr>
<td>Sensitiv*</td>
<td>Logic</td>
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<tr>
<td>Submissive</td>
<td>Objective</td>
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<tr>
<td>Support*</td>
<td>Opinion</td>
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<tr>
<td>Sympath*</td>
<td>Outspoken</td>
</tr>
<tr>
<td>Tender*</td>
<td>Persist</td>
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<tr>
<td>Together*</td>
<td>Principle*</td>
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<tr>
<td>Trust*</td>
<td>Stubborn</td>
</tr>
<tr>
<td>Understand*</td>
<td>Superior</td>
</tr>
<tr>
<td>Warm*</td>
<td>Self-confiden*</td>
</tr>
</tbody>
</table>
WARM LANGUAGE & PUBLIC (DIS)APPROVAL

AS CONGRESS’S LANGUAGE GOES NEGATIVE SO DOES THEIR APPROVAL

1996 YEAR 2014

6 MONTH LAG

PROSOCIAL LANGUAGE
PUBLIC APPROVAL RATING
Attracting a diverse pool

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The interview

Be Real
Position your company as the employer of choice.
Attracting a diverse pool

Selecting to reflect your values

The interview

Attracting a diverse pool

The Team
Be Real
Bring it back to values.
Total compensation
Attracting a diverse pool

The interview

Selecting to reflect your values

Attracting a diverse pool

Back to values
The chart plots the collective intelligence scores of the 192 teams in the study against the percentage of women those teams contained. The red bars indicate the range of scores in the group of teams at each level, and the blue circles, the average. Teams with more women tended to fall above the average; teams with more men tended to fall below it.

Implicit bias
Implicit Bias

Implicit Bias: the assumptions and conclusions we jump to without thinking

Women are 50% more likely to advance in an orchestra audition if they can’t be seen.

US science professors were asked to evaluate a CV for a lab manager:

- The male candidate was offered a higher salary...
- ...more mentorship
- ...and was rated more “competent” and “hireable.”

The catch? Other than the names at the top, the CVs were identical.
Select metrics on actual job needs
Anonymize resumes
Close the loop
Questions?
Optional activity

Describe a job.

As a group, brainstorm appropriate metrics.
ENGENDERING ENGINEERING SUCCESS

Elizabeth Croft
UBC (Mech. Eng.)
NSERC CWSE (BC/Yukon)

Toni Schmader
UBC (Soc. Psych.)
Canada Research Chair (Soc. Psych.)

Michelle Inness
U. Alberta (Business)

Valerie Davidson
U. Guelph (Engineering)
Former NSERC CWSE (Ontario)

et. al.
Engendering Engineering Success will study, develop and disseminate policies, practices and interventions that both support and reflect the real situation of women working in engineering careers.
Organizational Policies and Practices:
1 hour commitment from HR-type person

Employee Experiences:
Enroll in mixed-sex groups (2+) of engineers who work closely together
4 hours each over 2-3 weeks; all online

GET INVOLVED

wwest.ca/ees