



DEI LAB Report Out

Hiring: Recruitment
of Black and
Minority Talent

Today's Agenda

- Intro to Lab Participants
- Purpose and Objectives
- Our Approach
- In Scope vs. Out of Scope
- Deliverables
- Lessons Learned
- Next Steps

Lab Participants



Sathu Alagappan (she/her)
Director DEI & Engagement
Safelite Group



Billy Cardamon (he/him)
Executive Director, Sr. HR Business
Advisor & Co-Chair of Columbus
Market DEI Council
JPMorgan Chase



Marques Highland (he/him)
Director – Strategic Institutional
Relationships
Diamond Hill



Jordan Keiser (she/her)
Diversity, Equity & Inclusion Programs
Manager
Quantum Health



Tara Plazarin (she/her)
VP, Global Talent
Greif



Britt Schmidt (she/her)
Chief Legal Talent & Inclusion Officer
Vorys, Sater, Seymour and Pease LLP



Meagan M. Tener (she/her)
Director, Team Member Resources
Corna Kokosing Construction

DEI Lab Purpose and Objectives

- Operationalizing inequality in **Career Mobility** through the Recruitment of Black and minority talent
 - *Gap: Black residents with a four-year degree are nearly 40% less likely than white residents with a four-year degree to have a job that pays \$30 per hour or more.*
- To help DEI and talent acquisition leaders work together to (1) identify overlooked and untapped sources of Black and minority talent and (2) build partnerships with those entities as a group.

COLUMBUS
DEI
LABS

Process Map

Full Cycle Recruiting in 6 Steps



White Board Work

Step 1

Preparing					
Workforce Planning	Requisition Management/Approval	Intake Session	Inclusive Hiring Training	Panel	Interview Questions
Meet with HM to assess needs based on current or future projects	Validate/approve requisition	Understand requirements	Unconscious bias	Determine interview panel	Review screening questions
	Create Requisition	Define qualifications	Interviewing tips		Review role of each interviewer
		Understand current talent pool	Goals and expectations		
		Understand current team/org structure and talent gaps	Values, DEI alignment		
		Review total rewards needs, compensation range			
		Validate/update JD and JP			

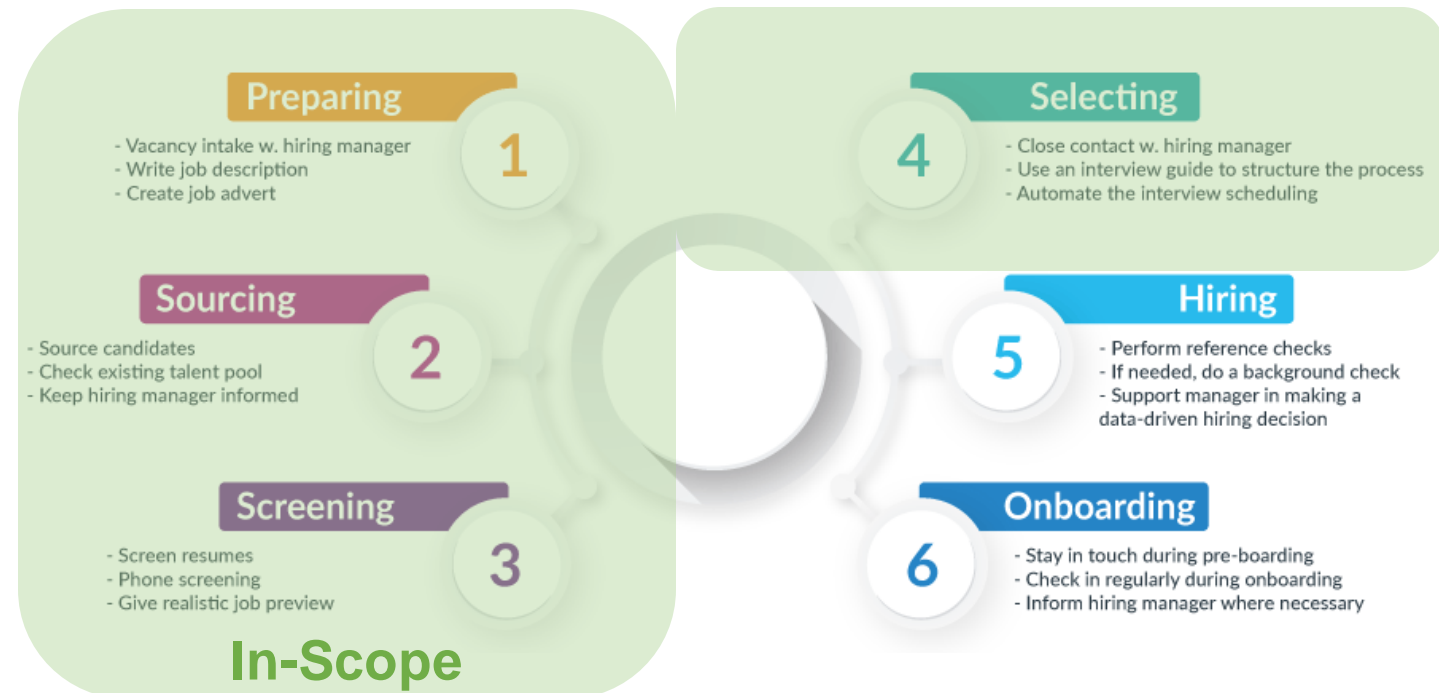
Step 2

Sourcing					
Determine Sourcing Focus	Create Sourcing Plan	Review posting locations	Refresh training	Post Role	Misc
LinkedIn	Determine internal/external strategy	Ensure diversity of locations	Review bias training	Internal and external (if required)	Measure channel effectiveness
Job Boards	Understand external recruiter alignment and expectations	Understand expectations of each channel			Weekly check in with manager
Professional Organizations	Work with ERGs				
College referral programs	Review existing pipeline				
Career Fairs	Share plan and expectations with HM				
Alumni Network					
Tailoring search strings					
Review previous applicants					
Community Development Programs					
HBCUs					
Multi-tier schools					
Vocational Schools					
Co-op/intern programs					
Strategic partnerships					
Employee referrals					

In Scope vs. Out of Scope

- **IN SCOPE:** Narrowed focus to first four steps in Full Cycle Recruiting Process (*combining steps 3 & 4*)
- **OUT OF SCOPE:** Foundational elements (e.g., Training, Culture definition, etc.)

Full Cycle Recruiting in 6 Steps



DEI Recruiting Toolkit

- Vacancy intake w. hiring manager
- Write job description
- Create job advert

Areas of focus: PREPARING

1. Align to DEI Goals
2. Skills Based Hiring
3. Growth Opportunities
4. Rethink Traditional Role Expectations
5. Inclusive Hiring Practices

Best Practices for Diversity Hiring¹
Introduction
This document is focused on the Full Cycle of Recruiting to integrate DEI best practices into your organization. Specifically focused on the front end of the cycle – steps 1-4. Providing overall methodology and guidance in addition to tools and resources.

CLIENT INTAKE FORM

First time/Long time since working with Hiring Manager Meeting Date:

Requisition Number Unconscious Bias

Job Title **What is an Unconscious Bias?**
Bias is an inclination or prejudice for or against one person or group, including unconscious feelings that play a strong part in influencing our judgement of certain people or groups. We all have them. They do not make us bad people, but we do need to constantly interrupt them to ensure we make good decisions.

Why is this important?
➢ Unconscious biases play a strong part in influencing our judgement and can be a reason why we miss talent
➢ To stop ourselves from falling prey to the dangers of unconscious biases we must make the unconscious conscious

Posting Details **Actions you can take:**
➢ Acknowledge that we all have biases because it is then that we can start to address them
➢ Hold each other accountable: Say something when you feel someone is being influenced by an unconscious bias
➢ Take a personal inventory to understand your own biases by testing where you lean, your automatic in-groups/out-groups
➢ Identify if there are patterns to people that you favor
➢ Get comfortable with being uncomfortable!

Common phrases to help interrupt bias:
➢ Give me more examples
➢ Help me to understand
➢ Tell me more
➢ Who has similar/different experiences
➢ Explain what you mean by "gut" reaction
➢ We might be overlooking some things
➢ Another consideration/perspective to consider is
➢ While we are on that topic

Preparing for t
1. Create a Talent Manager t
• If a replacement

2. If applicable Manager t
3. Review and

Do you anticipate the next 3 months' Justification of pos
• If a replacement

Is travel Required? What perc Domestic,
Insert Link to th

Familiarize/Remind yourself of these types of bias as you begin your evaluation process to keep them top-of-mind:

Unconscious Bias	Consideration	Self-Reflection		Notes
Similarity	Are you more open, engaging and forgiving to those you are similar with or see parts of yourself in them?	Y	N	
Affinity	When you see someone that you feel an affinity with (same college, grew up in the same hometown or reminds you of someone) does it play out a bit more than it would with someone else?	Y	N	
Halo Effect	Do you see one great thing about a person and let that significant thing affect your opinion of everything else about that person?	Y	N	
Horns Effect	Does one bad thing about a person cloud your opinions of their other attributes? (opposite of halo effect)	Y	N	
Beauty	Is your view of success influenced by physical attributes a person may have? (i.e. while 60% of CEOs in the US are over 6 foot, only 15% of the total population is over 6 foot tall.)	Y	N	
Confirmation	Are you prone to making initial judgements about a person and subconsciously look for evidence to back up our own opinions of that person?	Y	N	
Descriptive	Do you find that you select by default what you think you already know based on a description? (i.e. who do you picture when asked to describe a leader)	Y	N	
Recall	Are you likely to remember situations and facts differently than they occurred to validate our thinking and reasoning? (i.e. recall good stuff for those you favor)	Y	N	
Recency	Are you overly affected by information that was presented later (more recently) rather than earlier in any given selection or talent discussion?	Y	N	
Conformity/Group Think	Do you tend to go along with the group rather than voice your own opinion if the majority is leaning a certain way towards an employee?	Y	N	
In-groups/Out-groups	Are you more accepting or flexible for those "in-group" over "Out-group" individuals? (i.e. is there a pattern of favoring or seeing their potential)	Y	N	
Intuition/Gut Instinct	Do you make a judgement of an individual based on perception, sixth sense or initial gut reaction?	Y	N	
Competency/Likeability	Is your view of select competencies more positive for men than women? (i.e. aggressiveness)	Y	N	

DEI Recruiting Toolkit

- Vacancy intake w. hiring manager
- Write job description
- Create job advert



CLIENT INTAKE FORM

First time/Long time since working with Hiring Manager Meeting Date:

Requisition Number	Hiring Manager	Target Start Date
Job Title	Delegate / Additional Partners / Interviewers	

Posting Details

Position Code	Job Code	Officer Title	Cost Center	Location

Preparing for the Client Intake meeting:

- Create a Talent Acquisition DEI Playbook to review with the Recruiter & Hiring Manager to understand their responsibilities and call to action.
 - This Talent Acquisition DEI Playbook will help Hiring Managers, Recruiters, Recruiting Managers, HR Business Advisors, and the Sourcing team execute against the organization's DEI global framework by defining team expectations and outlining each position's responsibilities and expectations for success. For all of Talent Acquisition and its client partners, this playbook is your go-to guide for instructional information and supporting resources to intentionally drive diverse slates, recruit inclusively, and meet our firm's DEI goals year over year.
- If applicable to the role, pull Affirmative Action reports and/or partner with your Recruiting Manager to discuss data and potential need for diverse sourcing support.
- Review and select the questions on this form as applicable for the discussion.

Do you anticipate any additional openings for this same position in the next 3 months?

Justification of posting

- If a replacement position, is incumbent still in role?

Is travel Required? Yes/No

What percentage? 25, 50, 75, or 100

Domestic, International or Local?

<Insert Link> to the DEI Goals and Access the Affirmative

Unconscious Bias

What is an Unconscious Bias?

Bias is an inclination or prejudice for or against one person or group, including unconscious feelings that play a strong part in influencing our judgement of certain people or groups. We all have them. They do not make us bad people, but we do need to constantly interrupt them to ensure we make good decisions.

Actions you can take:

- > Acknowledge that we all have biases because it is then that we can start to address them
- > Hold each other accountable: Say something when you feel someone is being influenced by an unconscious bias
- > Take a personal inventory to understand your own biases by testing where you lean, your automatic in-groups/out-groups
- > Identify if there are patterns to people that you favor
- > Get comfortable with being uncomfortable!

Why is this Important?

- > Unconscious biases play a strong part in influencing our judgement and can be a reason why we miss talent
- > To stop ourselves from falling prey to the dangers of unconscious biases we must make the unconscious conscious

Common phrases to help interrupt bias:

- > Give me more examples
- > Help me to understand
- > Tell me more
- > Who has similar/different experiences
- > Explain what you mean by "gut" reaction
- > We might be overlooking some things
- > Another consideration/perspective to consider is
- > While we are on that topic

Familiarize/Remind yourself of these types of bias as you begin your evaluation process to keep them top-of-mind:

Unconscious Bias	Consideration	Self-Reflection	Notes
Similarity	Are you more open, engaging and forgiving to those you are similar with or see parts of yourself in them?	Y N	
Affinity	When you see someone that you feel an affinity with (same college, grew up in the same hometown or reminds you of someone) does it play out a bit more than it would with someone else?	Y N	
Halo Effect	Do you see one great thing about a person and let that significant thing affect your opinion of everything else about that person?	Y N	
Horns Effect	Does one bad thing about a person cloud your opinions of their other attributes? (opposite of halo effect)	Y N	
Beauty	Is your view of success influenced by physical attributes a person may have? (i.e. while 60% of CEOs in the US are over 6 foot, only 15% of the total population is over 6 foot tall.)	Y N	
Confirmation	Are you prone to making initial judgements about a person and subconsciously look for evidence to back up our own opinions of that person?	Y N	
Descriptive	Do you find that you select by default what you think you already know based on a description? (i.e. who do you picture when asked to describe a leader)	Y N	
Recall	Are you likely to remember situations and facts differently than they occurred to validate our thinking and reasoning? (i.e. recall good stuff for those you favor)	Y N	
Recency	Are you overly affected by information that was presented later (more recently) rather than earlier in any given selection or talent discussion?	Y N	
Conformity/Group Think	Do you tend to go along with the group rather than voice your own opinion if the majority is leaning a certain way towards an employee?	Y N	
In-groups/Out-groups	Are you more accepting or flexible for those "in-group" over "out-group" individuals? (i.e. is there a pattern of favoring or seeing their potential)	Y N	
Intuition/Gut Instinct	Do you make a judgement of an individual based on perception, sixth sense or initial gut reaction?	Y N	
Competency/Likeability	Is your view of select competencies more positive for men than women? (i.e. aggressiveness)	Y N	



Sourcing Survey

Sourcing

2

- Source candidates
- Check existing talent pool
- Keep hiring manager informed

1. Identify Current Internal & External Sources for Black and Minority Talent
2. Generate Ideas and Share Resources Among Members
3. Identify Gaps in Current Sourcing Practices and Evaluate Effectiveness of Current Sourcing Practices
4. Enhance Existing Sourcing Practices for Black and Minority Talent
5. Build New Partnerships to Expand Sourcing for Black and Minority Talent

DEI Recruitment
Sourcing Survey:



Summary of Survey Responses

Most common diverse talent sourcing strategies (80% or more of the respondents)

Internal Diverse Talent Sourcing Efforts

- Internships*
- ERGs*
- Employee Referral Programs
- Leadership Development Programs

External Diverse Talent Sourcing Efforts

- Job Boards & Career Fairs*
- HBCUs*
- Sponsorships
- Association Memberships

Summary of Survey Responses

Least common diverse talent sourcing strategies (50% or fewer of the respondents)

Internal Diverse Talent Sourcing Efforts

- **Fellowships***
- **Networking with Prior Applicants***
- Scholarships
- Alumni Network

External Diverse Talent Sourcing Efforts

- **Vocational & Technical Schools***
- Support of Civic/Charitable Efforts
- Technology Platforms
- Community Development Programs

**20% or fewer response rate*

DEI Recruiting Toolkit

Screening

- Screen resumes
- Phone screening
- Give realistic job preview

3

Selecting

- Close contact w. hiring manager
- Use an interview guide to structure the process
- Automate the interview scheduling

4

Area of focus: Inclusive Interviewing

1. Overview
2. Training
3. Sample Questions
4. Dos/Don't
5. Additional Resources

DEI Sample Interview Questions

Valuing Diversity Competency-based interviewing questions:

1. Diversity department into a past t
2. Think of i style than y
3. Working: me about a happened?
4. Tell me a problem th

Full list of D

1. Tell incl
2. Tell wit
3. Des
4. Can bas
5. Wh app
6. Pler abo
7. Wh
8. Des pro
9. Wh relij
10. How raci
11. How imp
12. Wh hav
13. Tell acti
14. Wh spe
15. Des
16. Tell

The chart below offers some guidelines as to specific questions you may and may not ask during the interview. As a precaution, check with your TA Partner, Recruiter or HR Business Partner if you are unsure about whether or not certain types of questions would be appropriate to ask. (From Harvard)

TOPIC	CANNOT ASK	CAN ASK
	• About foreign addresses	• How long have you lived in

TOPIC	Additional Resources
Address/Length of Residence	
Age	
Arrest and Conviction	
Attendance, Reliability	

Inclusive Interviewing

1. How to Create an Inclusive Interview Process? <https://www.glassdoor.com/blog/2019/04/08/how-to-create-an-inclusive-interview-process/>
2. Tools for Conducting Equitable Hiring Practices <https://www.wasa.com/complete-guide-to-equitable-hiring-practices/>
3. 3 Benefits to Making Inclusive Interviewing a Priority <https://www.shrm.org/hr-trends/newsroom/2019/03/27/3-benefits-to-making-inclusive-interviewing-a-priority.aspx>
4. 5 Tips for Creating an Inclusive Interview Panel <https://www.glassdoor.com/blog/2019/04/08/how-to-create-an-inclusive-interview-panel/>
5. Checklist for Interviewing <https://www.glassdoor.com/blog/2019/04/08/how-to-create-an-inclusive-interview-panel/>
6. Diverse Interview Panels <https://www.glassdoor.com/blog/2019/04/08/how-to-create-an-inclusive-interview-panel/>
7. 10 Diverse Interview Candidates <https://www.glassdoor.com/blog/2019/04/08/how-to-create-an-inclusive-interview-panel/>
8. Diverse Representation <https://www.glassdoor.com/blog/2019/04/08/how-to-create-an-inclusive-interview-panel/>

Inclusive Interviewing

PURPOSE

To share how inclusive interviewing enables a positive candidate experience resulting in a more diverse workforce to retain and engage our associates and continue to grow the business.

WHY (can be updated based on each organization)

- To stay aligned and action against guiding principles related to DE&I
- Achieve a diverse work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the company's success.
- Provide development that brings awareness to, and educates associates on, diversity, equity and inclusion.

COMMON CHALLENGES

- Lack of diverse interview panels
- Concern about affinity bias ("just like me...") having an effect on decision making
- Filter first for lifestyle vs. skills/competency

POTENTIAL SOLUTIONS

- Are there cultural biases that can be identified and removed?
- Refresh your "must haves" vs. "nice to haves" and use inclusive language
- Use situational based interview questions, and ban "culture fit" and "gut feelings" as reasons for rejecting a candidate.
- Challenge yourself to articulate a more specific explanation – it's a great way to uncover hidden biases and have open conversations about them (never punish or shame people – we are all inherently biased a little bit!)
- Include diverse associates in your interview sessions. A diverse interview panel will ask different questions, relate to candidates differently and help to mitigate potential bias

HOW

By providing self-paced learnings with tools/ideas on how to interview with Diversity, Equity and Inclusion in mind.

TOPIC	DETAILS	TIMING
Understanding Bias	Blindspots - Challenge Assumptions (PWC) Our brains are wired to make assumptions, which can sometimes be off base. We think it's an honest mistake; science calls it a blind spot.	2 mins
	Blindspots - Broaden Perspectives (PWC) It's natural to gravitate toward people who are like us. But making decisions solely on who we're comfortable with can cause tunnel vision.	3 mins
	Why the Best Hire Might Not Have the Perfect Resume Given the choice between a job candidate with a perfect resume and one who has fought through difficulty, human resources executive Regina Hartley always gives the "Scraper" a chance. As someone who grew up with adversity, Hartley knows that those who flourish in the darkest of spaces are empowered with the grit to persist in an ever-changing workplace. "Choose the underestimated contender, whose secret weapons are passion and purpose," she says. "Hire the Scraper."	9 mins
How to approach interview questions	Reducing Unconscious Bias Interview Edge	5-10 mins
	How to Take Bias out of Interviews, Harvard Business Review Rules for Job Interview Questions that Result in Great Hires, Harvard Business Review	5-10 mins 10 mins

Inclusive Interviewing

- Screen resumes
- Phone screening
- Give realistic job preview

- Close contact w. hiring manager
- Use an interview guide to structure the process
- Automate the interview scheduling

Inclusive Interviewing

PURPOSE

To share how inclusive interviewing enables a positive candidate experience resulting in a more diverse workforce to retain and engage our associates and continue to grow the business.

WHY (can be updated based on each organization)

To stay aligned and action against guiding principles related to DE&I:

- Achieve a diverse work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the company's success.
- Provide development that brings awareness to, and educates associates on, diversity, equity and inclusion.

COMMON CHALLENGES

- Lack of diverse interview panels
- Concern about affinity bias ("just like me...") having an effect on decision making
- Filter first for lifestyle vs. skills/competency

POTENTIAL SOLUTIONS

- Are there cultural biases that can be identified and removed?
- Refresh your "must haves" vs. "nice to haves" and use inclusive language
- Use situational based interview questions, and ban "culture fit" and "gut feelings" as reasons for rejecting a candidate.
- Challenge yourself to articulate a more specific explanation – it's a great way to uncover hidden biases and have open conversations about them (never punish or shame people – we are all inherently biased a little bit!)
- Include diverse associates in your interview sessions. A diverse interview panel will ask different questions, relate to candidates differently and help to mitigate potential bias

HOW

By providing self-paced learnings with tools/ideas on how to interview with Diversity, Equity and Inclusion in mind.

TOPIC	DETAILS	TIMING
Understanding Bias	Blindspots - Challenge Assumptions (PWC) Our brains are wired to make assumptions, which can sometimes be off base. We think it's an honest mistake; science calls it a blind spot.	2 mins
	Blindspots - Broaden Perspectives (PWC) It's natural to gravitate toward people who are like us. But making decisions solely on who we're comfortable with can cause tunnel vision.	3 mins
	Why the Best Hire Might Not Have the Perfect Resume Given the choice between a job candidate with a perfect resume and one who has fought through difficulty, human resources executive Regina Hartley always gives the "Scrapper" a chance. As someone who grew up with adversity, Hartley knows that those who flourish in the darkest of spaces are empowered with the grit to persist in an ever-changing workplace. "Choose the underestimated contender, whose secret weapons are passion and purpose," she says. "Hire the Scrapper."	9 mins
How to approach interview questions	Reducing Unconscious Bias, Interview Edge	5-10 mins
	How to Take Bias out of Interviews, Harvard Business Review	5-10 mins
	Rules for Job Interview Questions that Result in great Hires, Harvard Business Review	10 mins

DEI Sample Interview Questions

Valuing Diversity Competency-based interviewing questions:

1. Diversity of perspectives, backgrounds, and experiences is something that we value strongly within our department. Share an example of how you have incorporated diverse perspectives, ideas, backgrounds, etc., into a past work project and what the outcome was as a result.
2. Think of a time when you worked closely with someone who had a different perspective, background, or work style than you. Tell me what you did to be able to work effectively with this person despite your differences.
3. Working with people from diverse backgrounds or cultures can be a challenge in any workplace. Can you tell me about a time when you faced a challenge adapting to a person from a different background or culture? What happened? What did you do? What was the result?
4. Tell me about the most diverse group/team in which you've participated. Give me an example of an issue/problem that needed to be resolved within the group/team. How did you handle that specific issue/ problem?

Full list of DEI questions to choose from:

1. Tell us about a time when you have taken steps to ensure that everyone in your organization felt included. Describe the situation, the actions you took, and the outcome.
2. Tell us about a time when you created an environment of honesty, inclusion and respect for others. Describe the situation, the actions you took, and the outcome.
3. Tell us about one or two specific things that you have done to promote diversity, equity and/or inclusion within your area of influence?
4. Can You Give Me an Example of how you create sense of Inclusion, Belonging, and Equity on a daily basis?
5. What diversity, inclusion and/or cultural competence training have you received and how have you applied what you learned on the job?
6. Please provide an example of how you approached educating your peers, co-workers, family or friends about diversity, equity, or inclusion.
7. What is your approach to understanding the perspectives of individuals from different backgrounds?
8. Describe how you have been enhanced by exposure to diverse people, places, or experiences. Please provide a specific example.
9. What is your approach to dealing with discussions about potentially difficult topics, such as race, religion, politics, or sexual orientation? Please provide a specific example.
10. How would you handle a situation where an individual or group was being culturally insensitive, sexist, racist, or homophobic?
11. How would you advocate for Diversity, Equity, and Inclusion with colleagues who don't understand its importance?
12. What do you see as the most challenging aspect of working with a diverse set of individuals? What steps have you taken to meet this challenge?
13. Tell us about a time when someone was not accepting of another's diversity? Describe the situation, the actions you took, and the outcome.
14. What steps have you taken to reduce bias and champion diversity understanding? Please provide a specific example.
15. Describe a situation in which you utilized your multicultural skills to solve a problem.
16. Tell us about a time when you changed your style to work more effectively with a person from a

Inclusive Interviewing

Screening

3

- Screen resumes
- Phone screening
- Give realistic job preview

Selecting

4

- Close contact w. hiring manager
- Use an interview guide to structure the process
- Automate the interview scheduling

The chart below offers some guidelines as to specific questions you may and may not ask during the interview. As a precaution, check with your TA Partner, Recruiter or HR Business Partner if you are unsure about whether or not certain types of questions would be appropriate to ask. (From Harvard)

TOPIC	CANNOT ASK	CAN ASK
Address/Length of Residence	<ul style="list-style-type: none"> • About foreign addresses that would indicate a national origin • Names or relationships of people with whom the applicant lives • Whether the applicant owns or rents 	<ul style="list-style-type: none"> • How long have you lived in (city, town) • Phone number and other contact information
Age	<ul style="list-style-type: none"> • Age or date of birth • Birth certificate (before hiring; it is okay to require proof of age after hiring) • Questions that would tend to identify persons who are 40 and older ("Do you remember being at work before e-mail was introduced?") 	<ul style="list-style-type: none"> • If a minor, require proof of age in the form of a work permit or a certificate of age • If age is a requirement, can ask, "If hired, will you be able to furnish a proof of age?"
Arrest and Conviction	<ul style="list-style-type: none"> • Have you ever been arrested? 	<ul style="list-style-type: none"> • If you wish to ask about someone's criminal record, consult your HR Consultant
Attendance, Reliability	<ul style="list-style-type: none"> • The number and/or ages of children? • Who is going to baby-sit? • What is your religion? • Do you have pre-school age children at home? • Do you have a car? 	<ul style="list-style-type: none"> • What hours and days can you work? • Are there specific times that you cannot work? • Do you have any responsibilities that will interfere with specific job requirements such as traveling?
	<ul style="list-style-type: none"> • What is your national origin? 	<ul style="list-style-type: none"> • Are you authorized to work in the United States?

Lessons Learned

- How deep the work really goes...
- Differences in maturity levels adds complexity
- The recruitment process involves many stakeholders; each has a DEI responsibility within each step of the process
- Continued training, refreshing and updating one's knowledge is critical – it's the foundation
- Teamwork makes the dream work!



Pause & Refresh

Next Steps

- Consider out of scope items – future labs?
- Complete Sourcing Survey if you have not done so!
- What's the one thing you'll take away from this?
- Implement one action – and share it with us!

Complete the
DEI Recruitment
Sourcing Survey:





Contact

Robbie Banks, CTA (*she/her*)
Program Director, Diversity, Equity and Inclusion
Columbus Partnership
rb@columbuspartnership.com