



Human
Capital
Institute



Inclusive Hiring Practices



Our Time Together

- Be an Opportunity Employer
- *Realign* your hiring strategy
- *Redesign* your criteria
- *Redefine* your talent ecosystem
- Opportunity Talent Stories
- Appendix

What we know

- Consumer awareness of economic and racial inequity is high.
- Employees want to work for companies that match their values of equality of opportunity.
- DEI is not just a nice-to-do; it's a crucial business strategy.





Opportunity Employers

- Strengthen workforces with a diverse talent pipeline and inclusive culture.
- Improve employee retention and engagement.
- Promote economic and racial justice.
- Build a workforce fit for the future.

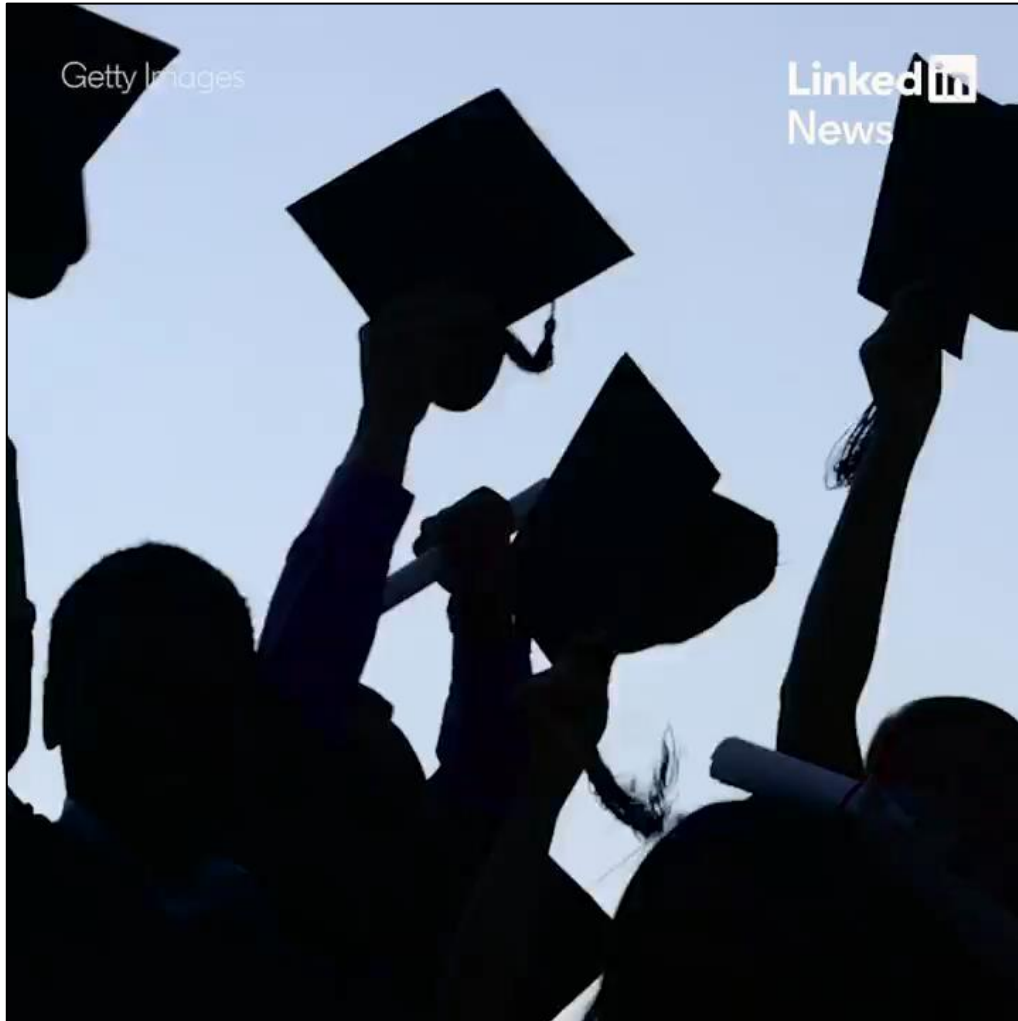
Be an Opportunity Employer

Top 3 Priorities

1. Build intentional employment practices with diversity at the forefront.
2. Access overlooked and untapped talent by prioritizing skills over degrees while removing unnecessary job requirements that represent “structural barriers” to opportunity.
3. Design a sustainable and scalable talent acquisition strategy that includes Opportunity Talent.



Realign your hiring strategy: The untapped talent pool



Opportunity Employers proactively build diversity, equity and inclusion into their employment practices, leading to stronger business outcomes and improved employer brands.

Hire **Opportunity Talent.**

Talent is universal. Access to Opportunity is not.

Historically Underrepresented Talent Lack Access to Economic Mainstream

Social and economic inequities, systemic barriers, & an inefficient talent marketplace leave **Opportunity Talent disconnected from the economic mainstream & without access to quality jobs.**



Employers Face a Growing Need for Talent

Meanwhile, **employers face a growing need for diverse, skilled talent**—the talent they need for today's jobs and for those of the future.

COVID-19 Impact: The pandemic has caused widespread unemployment and increased automation while Opportunity Talent are looking for onramps back into Corporate America and upskilling opportunities.

Realign your hiring strategy: Hire Opportunity Talent

Opportunity Talent Defined

- Traditionally underrepresented young adults (18-26) who are neither enrolled in school nor see a 4-year degree as their desired path
 - This results in a disproportionate number of people of color and Indigenous people
- Lack access to post-secondary education
- Persons with disabilities
- Veterans
- Formerly incarcerated individuals
- Individuals with DACA status
- Members of the LGBTQ Community



Realign your hiring strategy: Hire Opportunity Talent

Why work with Opportunity Talent?

- ✓ Often overlooked and very talented
- ✓ Bring unique perspective and skillset to the workplace
- ✓ Support your business of the future
- ✓ Be more responsive to the world of work
- ✓ Attract hiring of Millennials and Gen Z
- ✓ Build a more racially diverse workforce to remain competitive
- ✓ Dual bottom-line benefits that drive both performance and social impact



Redesign your criteria: Inclusive, skill-based hiring checklist

Top 5 Strategies

- Eliminate degree requirements and other credentials not necessary for the job
- Remove gender implications from job descriptions and job postings to omit 'power descriptors' that discourage many
- Focus on transferrable skills, competencies, and real-life experiences
- Use standardized questions with rubrics or scores that identify specific work styles and skills needed for the job
- Standardize the entire interview process to remove bias



See the full checklist at

[Become an Opportunity Employer Checklist](#)

REAL **7**-SECOND RESUMES

What is your 7-second resume?



Redefine your talent ecosystem

- Lead your organization by demonstrating the benefits of inclusive and equitable talent acquisition practices.
- Mobilize the Opportunity Talent workforce by prioritizing skills over traditional education and employment pathways.
- Create a strategy with Opportunity Talent as a key component and build systems and structures that support the hiring, training and development of this workforce community.
- Partner with alternate sources that make a social impact and help create a more economically just and sustainable society.



Redefine your talent ecosystem: Alternate Sources

Build a Ready-to-Work Talent Acquisition Strategy

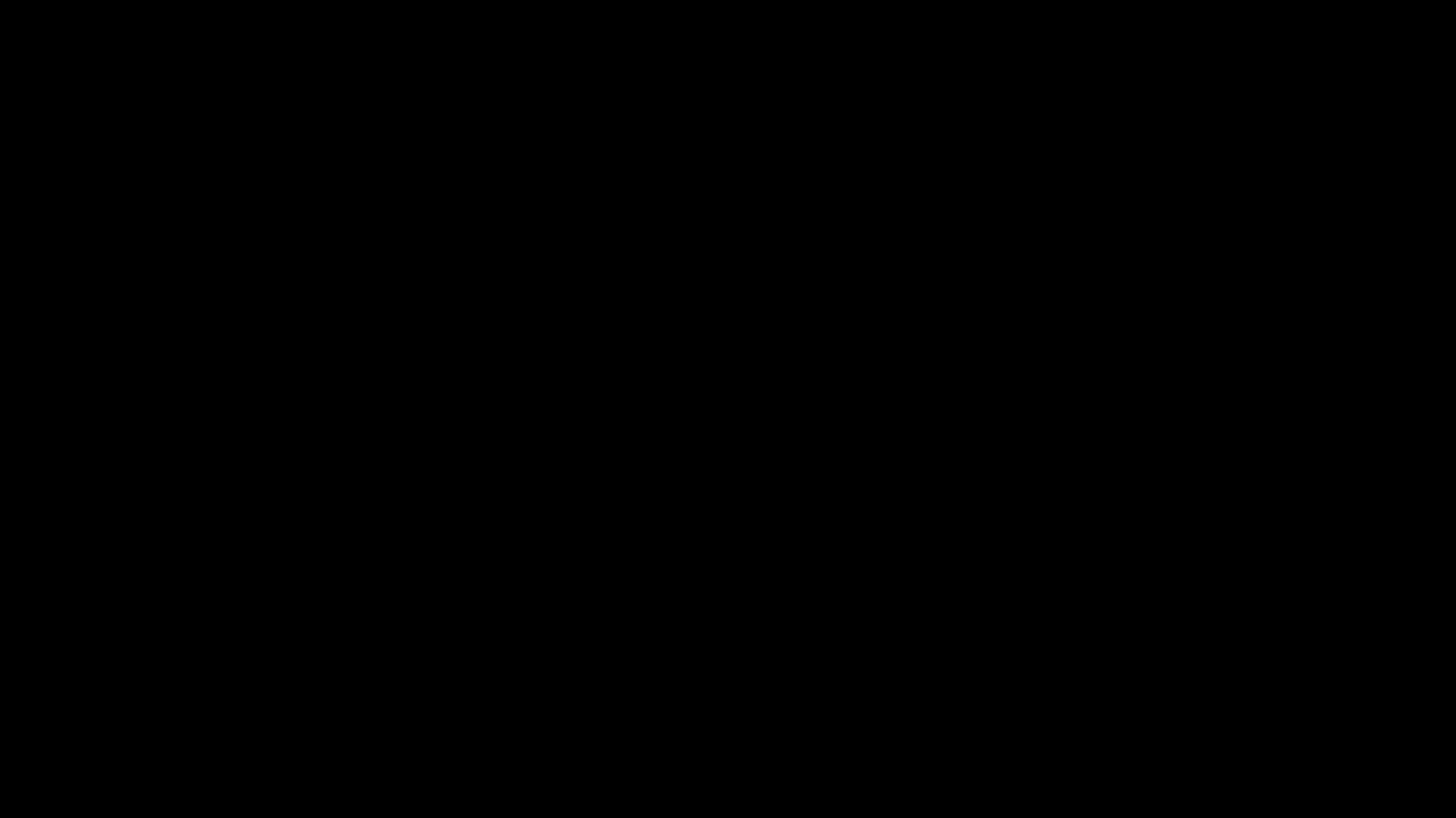
First, assess all current recruiting resource metrics by volume, race, ethnicity and gender.

- Set new goals with current resources
- Update all job postings to decrease bias and remove barriers for applying and consideration

Second, tap into ready-to-work talent through alternate sources:

- National Community College Directory and Historically Black Colleges job centers
- Professional Associations and Alumni Membership organizations in your industry
- Non-profit training providers and workforce development organizations offering credentials and upskilling for your in-demand roles
- Specialty placement firms such as veteran hiring, diversity-focused hiring, and individuals with disabilities, along with young-adult, entry-level hiring initiatives in your community
- Refugee workforce programs and THEDREAM.US

A talent ecosystem of Opportunity Talent



*Video: Manual click
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Become an Opportunity Employer



Promote economic and racial justice through your employment practices, operationalize your value, and build your workforce for the future.



Appendix

- Make a public statement by the CEO committing to a racial and gender equity strategy that includes clear goals, a plan for measurement, accountability structures, and sufficient resources
- Encourage the CEO Action for Diversity & Inclusion Pledge to your leadership team
- Starting with the CEO, require Racial Equity Institute training to improve understanding of racial issues, gender equity, cultural awareness, and unconscious bias, along with gender identity and expression training.
- Set goals and share progress for achieving racial and gender diversity among the entire workforce starting with senior leadership and the Board of Directors.
- Seek anonymous feedback and ideas then publish the results and comments.



Transparency in Metrics

- ❑ Publish metrics disaggregated by race, ethnicity and gender in all positions, levels, departments and geographies:
 - ❑ Current hiring opportunities and tenure
 - ❑ Retention, promotion and turnover rates
- ❑ Analyze pay bands to adjust as needed to achieve and maintain fair and equitable pay
- ❑ Analyze benefits usage to understand and address gaps in usage and relevance
- ❑ Expand key performance indicators for frontline supervisors and managers to include promotion and retention metrics by race, ethnicity and gender
- ❑ Publish all results annually
- ❑ Include your workforce in strategies to continually improve year over year



Opportunity Employer Inclusive Programs

- **Career Counseling and Anonymous Support in Handling Workplace Issues**
 - Peer Counseling Services such as non-profit Empower Work
 - Offers employees an outlet to talk about pressures and issues at work and gain objective advice and action solutions to bring into the workplace and home life
 - Reducing fear and mitigating bias in addressing difficult situations
- **Mental Health Support**
 - Services such as Ginger offer companies affordable, online and on-demand mental health services that may be incorporated with your current medical plan
- **Additional Social Services Support**
 - Companies such as Aunt Bertha offer companies the ability to provide a free service to employees that connect them with free and reduced-fee social services such as transportation, childcare, food banks, and counseling
 - Reduces employee fear of the stigma of being labeled as 'needing help'
- **Ethics Reporting Hotline**
 - Employees want to know that they work for an inclusive organization that holds themselves accountable to their values, workplace ethics, and all laws
 - Comprehensive Ethics Program Services such as Lighthouse offer a budget-conscious, 24-hour anonymous reporting hotline
- **Mentorship Programs for entry level and early career professionals**
 - Focus on an inclusive program that is sensitive to underrepresented talent from diverse backgrounds as you broaden your talent ecosystem
 - Companies such as Mentor Spaces offers a virtual mentorship solution designed for early career professionals from diverse backgrounds





About Year Up: Who We Are

- A non-profit with 20+ years of demonstrated success bringing talented young adults and top companies together to launch careers, power business, and build community.
- A workforce development organization committed to ensuring equitable access to economic opportunity, education, and justice for all young adults—no matter their background, income, or zip code.
- A strategic source of talent and collaborative talent acquisition partner for some of America's largest and best known companies.

Who is YUPRO?

The nation's leading Opportunity Talent placement firm and a mission-driven Public Benefit Corporation.

- **YUPRO Talent** complete rigorous workforce development programs building job readiness skills that directly reflect industry trends and market demand.
- **Employer & Industry Partners** have access to historically underrepresented talent at various career stages who have the technical, professional, digital, and interpersonal skills required for in-demand jobs.
- **Community Partners** leverage our turnkey award-winning job coaching and placement solution to enhance their programs, gain access to our employer networks and offer placements solutions that increase positive outcomes.

At YUPRO, we match our 25,000+ diverse talent community with employer partners who commit to an inclusive workplace that starts with removing barriers for entry-level and middle-skill talent hiring.

Our social mission drives talent placement in roles with fair market wages, economic mobility and career progression. Together, we can close the Opportunity Divide.

YUPRO Services



**Contract and
Contract-to-Hire**



**Direct Hire
Placement**



Retained Search



**Virtual and
Market-Based
Hiring Events**



**Career Readiness
and Advancement
Coaching**



**OnRamps@Work
Work-Based
Learning
Programs**

Redefine your talent ecosystem resources

YUPRO partners with workforce development organizations and training providers to offer employer partners access to Opportunity Talent who have completed a workforce development program, secured industry certificates and credentials, and are career-ready in fields such as software development, business and financial operations, customer service, and more.

Access Opportunity Talent and build a workforce for the future by becoming an Opportunity Employer.

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Where careers
launch,
companies
level up, and
the world shifts
accordingly.

Additional resources links

[Employer Guide to Building a Workforce Development Strategy](#)

[Become an Opportunity Employer Checklist](#)

[Opportunity Employment Principles](#)

[Dismissed by Degrees](#)

[Fast Company Article: A more equitable recovery](#)

[Opportunity Youth Hiring Toolkit](#)

For help assessing your current strategy, use the Opportunity Navigator tool and get a customized scorecard of your strengths and opportunities for action

[Visit the Opportunity Navigator](#)