

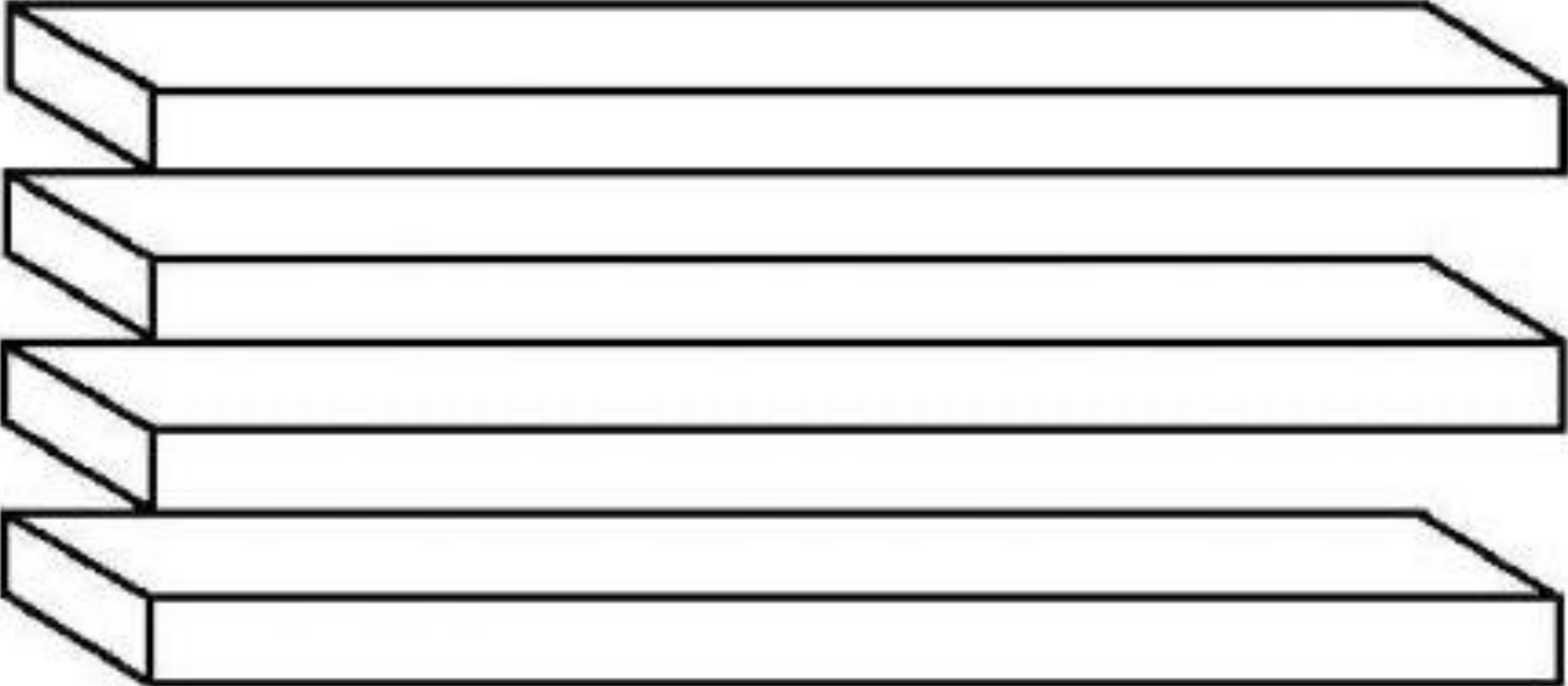


# The Right Talent, Right Now

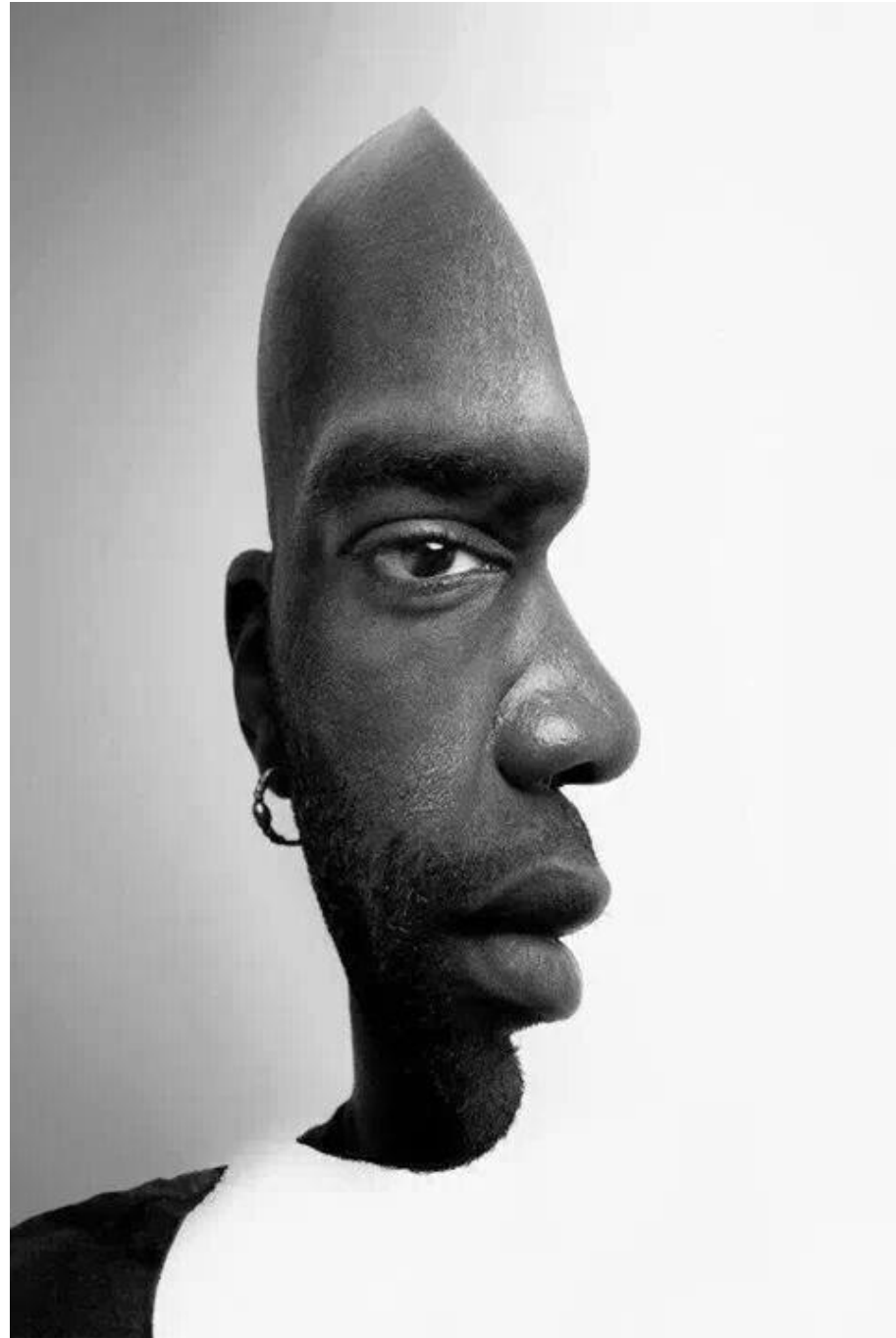
Sady Fischer (she/her), Corporate Director of Diversity, Equity & Inclusion

**What's the FIRST THING You See?**





Four horizontal bars for writing, each with a 3D effect on the left side.



12  
ABC  
14

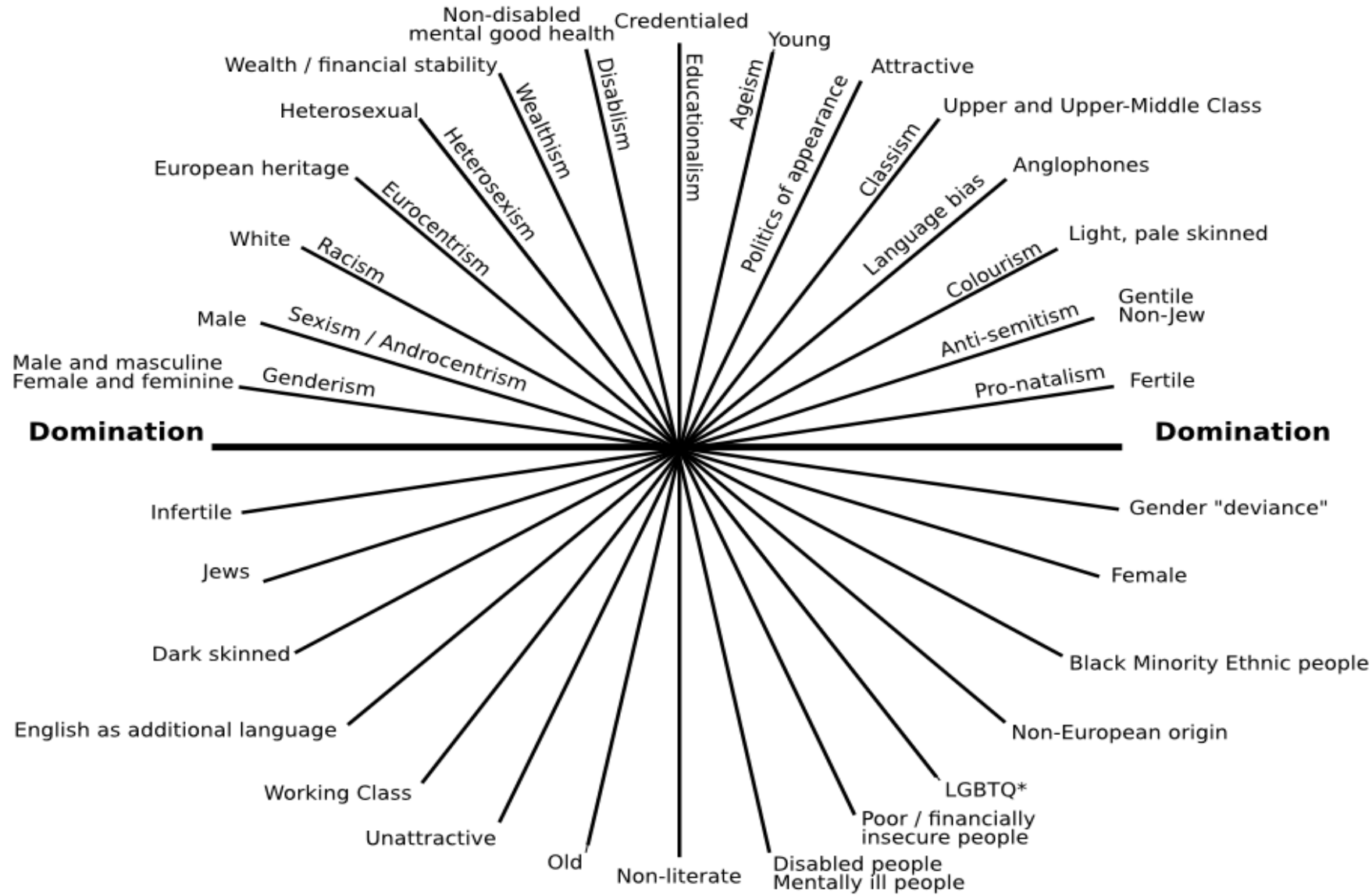
# What is Unconscious/Implicit Bias?

- A mental shortcut
- Automatic association
- Mental associations without:
  - awareness
  - intention
  - control

**These often conflict with our conscious attitudes,  
behaviors, and intentions.**



# Privilege / Society norms



# Oppression/Resistance





# Level Setting



# Defining DEI

- Diversity
  - Variety of traits or characteristics within and between groups
- Inclusion
  - The action or state of including or of being included within a group or structure
  - Activated diversity
  - Authentic and empowered participation and a true sense of belonging
- Equity
  - The state, quality or ideal of being just, impartial and fair
    - *Interpersonal Relationships*
    - *Organizational Culture*
    - *Structural + Systemic*
  - Create and reinforce policies, practices, attitudes and actions that produce equitable power, access, treatment, opportunities and outcomes for all

# Our Commitment To How We Will Live Our Values at Excellus

Apply an I.D.E.A. Mindset And Take Action



## I.D.E.A.

Creating a more diverse, inclusive and equitable organization **takes action**. We must be intentional about our thoughts and actions, which includes examining our own biases and privileges. We must pause and be open to being uncomfortable.

## I.D.E.A. Mindset and Actions



### Inclusion

We want all customers to feel included and have a sense of belonging at every touch point.



### Diversity

Representation Matters! We want our customers to see themselves reflected in all areas of our organization.



### Equity

We want to level the playing field and provide all customers with what they need to reach their full potential.



### Access

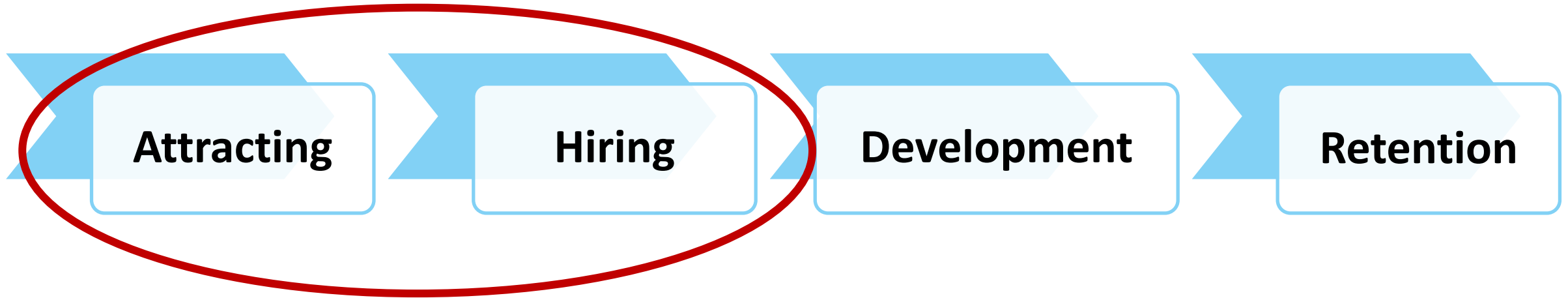
Acknowledgement of our customers unique needs and filling those needs through intentional action.

# Diversity, Diversity, Diversity

## What is diversity hiring?

- Diversity hiring is hiring **based on merit with special care taken to ensure procedures are free from biases** related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance.
- Confusion over diversity hiring sometimes lies in the mistaken perception that the goal of diversity recruitment is to increase workplace diversity for the sake of diversity.
- **The goal of diversity hiring is to identify and remove potential biases** in sourcing, screening, and shortlisting candidates that may be ignoring, turning off, or accidentally discriminating against **qualified, diverse candidates.**

# Talent Lifecycle





# Recognizing Bias in the Talent Lifecycle



**“We can’t find the candidates.”**



# Attracting

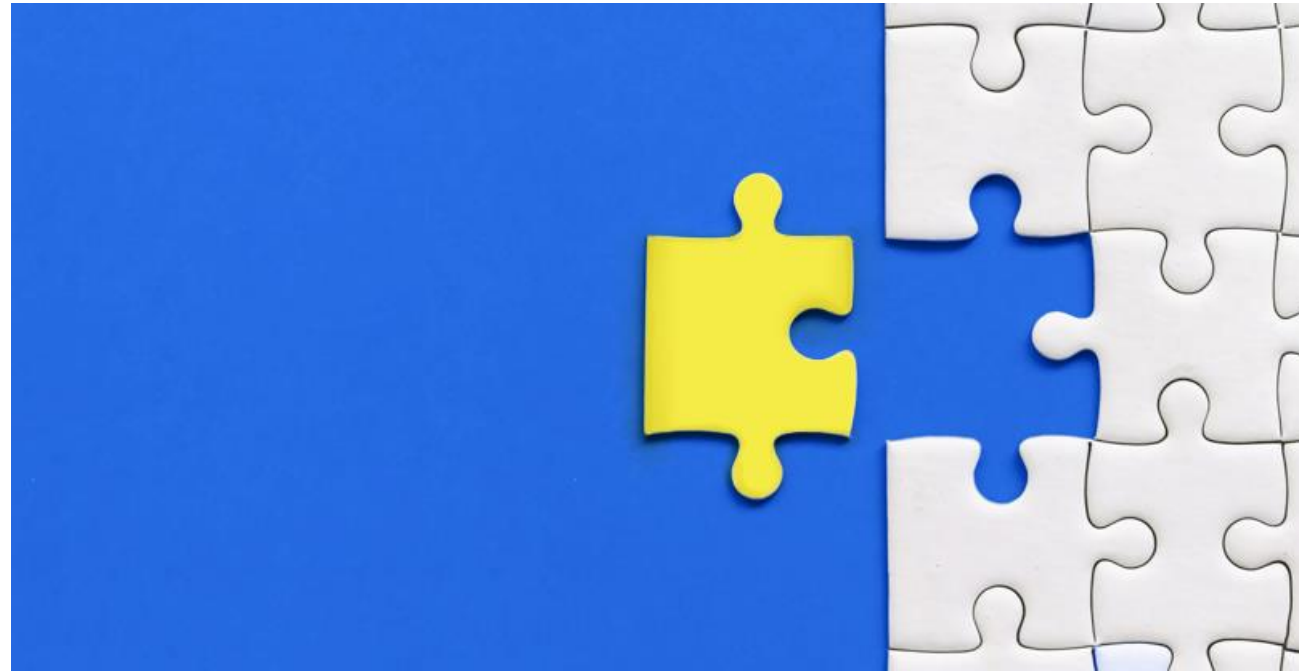
## Recognizing Bias

- Career websites
- Job descriptions
- Sourcing strategy
- External communications

## Structural Strategies to Minimize Bias

- Review and improve career sites.
- Review job descriptions for problematic language.
- Engage in active sourcing to find candidates outside of the company's referral network.
- Support the careers of employees from underrepresented backgrounds.

**“We want the right culture fit.”**





**cold**  
/ kɒld /  
The way in which a woman who is concentrating on a particular goal and not wasting time or energy on other things is described due to unconscious gender bias.  
*synonym: focused*

**fo·cused**  
/ fow·kuhst /  
The way in which a man who is concentrating on a particular goal and not wasting time or energy on other things is described due to unconscious gender bias.  
*synonym: cold*

 CATALYST #BiasCorrect  
catalyst.org/biascorrect



**e·mo·tion·al**  
/ ə'mōSH(ə)n(ə)l /  
The way in which a woman who isn't afraid to display strong feelings or beliefs is labeled due to unconscious gender bias.  
*synonym: passionate*

**pas·sion·ate**  
/ 'paSH(ə)nət /  
The way in which a man who isn't afraid to display strong feelings or beliefs is labeled due to unconscious gender bias.  
*synonym: emotional*

 CATALYST #BiasCorrect  
catalyst.org/biascorrect



**boss·y**  
/ 'bɒsɪ, 'bɒs /  
The way in which a woman who excels at taking charge of a situation or project is labeled due to unconscious gender bias.  
*synonym: boss*


**boss**  
/ bɒs /  
The way in which a man who excels at taking charge of a situation or project is labeled due to unconscious gender bias.  
*synonym: bossy*

 CATALYST #BiasCorrect  
catalyst.org/biascorrect



**feist·y**  
/ 'fɪstɪ /  
The way in which a woman who tirelessly defends a decision or opinion she strongly believes in is described as due to unconscious gender bias.  
*synonym: determined*

**de·ter·mined**  
/ dətər'mænd /  
The way in which a man who tirelessly defends a decision or opinion he strongly believes in is described as due to unconscious gender bias.  
*synonym: feisty*

 CATALYST #BiasCorrect  
catalyst.org/biascorrect



# Hiring

## Recognizing Bias

- Resume review
- Interviews
- Candidate Evaluations

## Structural Strategies to Minimize Bias

- Clearly articulate attributes for each role in advance.
- Define “culture add.”
- Design interview questions to identify these attributes.
- Create a rubric to assess answers to interview questions.

**First Comes Desire, Then Comes  
Awareness, Then Comes....**



## ...Action! Where to Start?

### **Conduct a diversity hiring audit on your current hiring process**

- Assess the diversity of your current hiring process and identify any potential bottlenecks and discrepancies. Until you analyze your diversity hiring data, you can't get an accurate picture of how to move the needle.

### **Pick one metric to improve for your diversity hiring**

- The simplest way to improve your diversity hiring is to pick one metric to improve upon.

# Focus on Action

- **Increasing Access and Opportunity**

- Celebrating 30 years of the Americans with Disabilities Act (ADA) and 75 years of National Disability Employment Awareness Month (NDEAM).

The screenshot shows the website for the Office of Disability Employment Policy (ODEP). The page title is "31 Days of NDEAM — What you CAN do!". It features a navigation menu with categories like PROGRAM AREAS, STATE POLICY, RESEARCH, INITIATIVES, NEWS AND PUBLICATIONS, ALLIANCES, ADA, and ABOL. Below the title, there is a list of activities for each day of NDEAM, with links to detailed guides for each day.

Day #1 — Put up an NDEAM poster	<ul style="list-style-type: none"><li>• <a href="#">Day #1 — Put up an NDEAM poster</a></li></ul>
Day #2 — Review Company Policies	<ul style="list-style-type: none"><li>• <a href="#">Day #2 — Review company policies</a></li></ul>
Day #3 — Train Supervisors	<ul style="list-style-type: none"><li>• <a href="#">Day #3 — Train supervisors</a></li></ul>
Day #4 — Educate Employees	<ul style="list-style-type: none"><li>• <a href="#">Day #4 — Educate employees</a></li></ul>
Day #5 — Issue an NDEAM Press	<ul style="list-style-type: none"><li>• <a href="#">Day #5 — Issue an NDEAM press release</a></li></ul>

The advertisement features the Disability Equality Index (DEI) logo, which consists of the letters "DEI" in a large, bold font next to the words "DISABILITY EQUALITY INDEX" stacked vertically. Below the logo, the text reads "Disability Equality Index" in a large, bold font, followed by "The most comprehensive benchmarking tool for disability inclusion. Start the registration process today." At the bottom, there is a green button with the word "Register" in white text.



Established in 2018

## Mission

*The mission of AVID is to create awareness and understanding related to people with mental, physical, and developmental disabilities in order to promote an inclusive culture across the organization and help us on the journey to becoming a better place to work for all employees.*

## Vision

*AVID aspires to promote the ongoing development of its membership and engage its membership in identifying ways they can impact the business (i.e. membership, providers, and community outreach).*



# This Month's Lock Screen & Internal Resources

**We are proud to recognize National Disability Employment Awareness Month**

and to celebrate the many and varied contributions of employees with disabilities.

\*For more, please see LifeTimes Online. Brought to you by the Awareness of Visible and Invisible Disabilities (AVID) Employee Resource Group



<p>Disability Awareness Calendar</p>	<p>Disability Accessible Resources</p>	<p>Employee Relations</p>
<p>UR Neurodiversity Training</p>	<p>NTID Deaf and Hearing Training</p>	<p>Disability Inclusion Playlist</p>
<p>AVID ERG</p>	<p>Parents &amp; Advocates for Individuals with Special Needs SIG</p>	<p>Office of DEI</p>

# Local DEI Professionals (Expand Your Network)



Antonietta Alfano (She/They) · 1st

Inclusion & Accessibility Motivational Speaker |  
Deaf TEDx Speaker | Reiki Master Practitioner  
Alfano Speaking Ventures · Rochester Institute  
of Technology  
Rochester, New York · [292 connections](#)



Chris Hilderbrant · 1st

Executive Director at Rochester Spinal  
Association  
Rochester Spinal Association · Nazareth College  
of Rochester  
Rochester, New York · [500+ connections](#)



Jeiri Flores · 2nd

[#HireJeiri](#) [#Advocate](#)  
Leadership Education in Neurodevelopmental  
Disabilities & Related Disorders Program (LEND) ·  
SUNY Brockport  
Rochester, New York · 412 connections



Luticha Andre Doucette · 1st

Owner at Catalyst Consulting  
Catalyst Consulting · Rochester Institute  
of Technology  
Rochester, New York, United States ·



Stephanie Woodward · 2nd

Attorney passionate about civil rights. Giving  
details about disability rights, access, & life at  
[disabilitydetails.com](#)  
Empire Justice Center · Syracuse University College  
of Law  
Rochester, New York · 500+ connections

# Lessons Learned

- You cannot move faster than the organization is ready for
  - BUT if at first it's a no... readjust your approach
- Collaborate & Build Relationships
- Patience!
- It's not about perfection; we are all learning
- You will not please everyone
- Communicate often
- Celebrate successes along the way
- Change takes time – This is a journey
- Start somewhere!

# The Right Talent, Right Now





It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.

(Audre Lorde)

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Sady Fischer (she/her)

Corporate Director of Diversity, Equity & Inclusion

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