PEOPLE + WORK CONNECT – LINKEDIN LIVE – NOVEMBER 2021

VIDEO TRANSCRIPT

Tracy Layney [00:00:03] Hi, everybody, and welcome to our LinkedIn Live event. We're so happy you can join us today. I am Tracy Layney. I'll be your moderator for today and my day job is that I'm the SVP and Chief H.R. officer for Levi Strauss and Co., which you probably can tell by what I'm wearing and I'm really, really excited for today's conversation. As some of you probably know, in 2020, at the very beginning of the pandemic, a bunch of chief HR officers from Accenture, Lincoln Financial, ServiceNow and Verizon launched this amazing platform called People and Work Connect to literally address the economic crisis that was facing workers around the world. This initial first incarnation of People and Work Connect was designed to put people back to work. If you remember back, oh, those 20 months ago, it was what was happening in early 2020. We were facing a crisis of employees being laid off across companies while other employers were actually hiring at scale. And so this group of CHRO's, along with our partner Accenture, came together to build this amazing platform that helped connect the workers who were displaced with the companies that were hiring and there was so much success. Over two hundred and eighty companies around the globe participated in this from 94 countries and ended up hosting across the company's three hundred ninety thousand roles. So it was a tremendous way to get people who were impacted by the pandemic back to work and back to work quickly. Today, we're going to talk

to you about the very next stage of People and Work Connect and the exciting incarnation that's upon us now. As everybody knows, most employers are hiring right now a lot. There's a lot of demand for talent across the globe and all sorts of different jobs, but we have a new set of challenges that we're facing and maybe they're not even new, but they're certainly ones that we're confronting that even despite this high demand for talent, we have a lot of untapped workers. And so we're here today to talk to you about the next incarnation of people and work connect and how it can connect employers who are hiring with potentially untapped talent sources that maybe have been traditionally underserved in the workplace. And I'm excited to be here with my new leadership team, those of us who are in H.R. who are running this next phase of people and work connect. So I want to spend some time introducing you to that wonderful leadership team, my partners and in this journey, as well as some of the research that's being done that really illuminates this challenge we're facing and how we can address it. So you're going to hear from today. I'm really excited. You're going to hear from Colin Anderson, who is the who was in HR digital transformation and people analytics leader at Accenture. You're going to hear from Pedro Surriel, who was the Vice President of Diversity and Inclusion at Raymond James. And we also have with us Kerry Royer, who heads Global Talent Acquisition at Verizon. She is here representing Sam Hammack, who is the new

EVP for Verizon, who's also part of our leadership team. So we're really thrilled to have this panel here to talk to us today and share what we're doing with people and work connect. But before we dove in to what the platform is, we want to get some background and I could not be more delighted to have Professor Joe Fuller, who's the professor of management practice and co-lead of the Harvard Business Schools Project, on managing the future of work. Joe is going to start by sort of setting the stage for us, for talking to us about this notion of the hidden worker and untapped talent that we are attempting to go after in this next phase of people and work connect. So I'm going to start with Joe. Joe, we're so excited to have you joining us today, and we'd love you to just orient us to sort of what we talk about when we talk about untapped talent. What does that mean and what can you share with us from the research that you just completed along with Accenture and the Harvard Business School?

Joseph B. Fuller [00:04:06] Well, Tracy, I'm delighted to be with you and to offer some thoughts that will be helpful to the people behind People Work Connect, which is a fabulous initiative. We were interested in finding out. What was driving declining workforce participation in the United States and also in the UK, in Germany? And we started to study who's captured in the unemployment numbers and who? What are the what's the size of the population of people that go beyond the name plate unemployment rate and what places them there? All the aggregate numbers we get about unemployment are are essentially about as useful as as the Dow Jones 30 industrials is to picking a stock. We wanted to segment the population of the people, are outside the workforce and understand what was keeping them outside. And what we found is there's a very large population in the U.S. it's about 27 million people who are regularly screened off from consideration, from work, by the processes, by which companies seek out applicants and take applicants and turn them into a limited number of candidates. We call them hidden from the work from employers.

They're not hiding. They're being acted upon by things like ATS systems and the filter and ranking mechanisms in ATS systems, which exclude large numbers of people who might otherwise be qualified for consideration as an attractive candidate for just one or two reasons.

Tracy Layney [00:05:49] So I mean, those are big numbers of people that are being, you know, as you say, hidden or I think words that we often use is untapped, right? It's literally pools of talent that someone in my role as the head of H.R. either doesn't, you know, is being hidden from me by things that might make choices I may have made. And somehow I used tools, et cetera. Or that is just untapped talent. So so as we think about where we are today and knowing how much demand companies have for talent, right? There's just we know that especially this time of year seasonality, it's hard to fill roles. What can companies do today or tomorrow to to reveal this talent to themselves and to make sure that we're tapping into these talent pools that have been traditionally underserved?

Joseph B. Fuller [00:06:32] Well, it's in the short term, it would it would involve things like revisiting the way your ranking and filtering candidates in your ATS system so that you don't have what we describe in our writing as negative filters that are excluding candidates exclusively because of some judgment that your is basically inferential about the candidate. So it could be as simple as stopping to requiring a university or college degree for candidates to apply for a job. But it could also be things like visiting the degree to which are relying on filters like a continuity of employment filter. Almost half the companies in the United States drop an applicant out of consideration if they have a gap in their work history of more than six months. Now what? I use the word inferential a second ago. Why would a company choose that? First of all, a company is is just deciding what makes any applicant relatively more attractive to another one. So the company isn't saying we absolutely would never consider such a person, but they're dropping them down the rankings.

And since most companies interview a very small percentage of the people who apply, a highly qualified worker who drops out drops down the rankings for a reason. It's basically based on an assumption that that variable indicates something that'll make them less attractive. So someone could look at someone outside the workforce of six months say, Well, maybe they don't have great self-efficacy or drive or boy, it doesn't seem like previous people they worked with really rallied to the cause to get them a job. And those are plausible inferences. But their inferences, you could be out of the workforce for six months because you had a problem pregnancy, because one of your parents died and you had to find a care arrangement for the survivor because you had surgery or you had a spouse that had surgery or a kid with a with a sudden medical condition or other event. So revisit those things. And the second thing is, make sure your job descriptions really just focus on the attributes of a worker that will make them a success. Too many job descriptions now are too long. They're not refined often enough. They're they're they're they're laden with nice to have skills or skills that have kind of accreted over the last 10 or 15 years into a job description. They've just never been edited out. They come crisp, sharp and focused on the skills that allow people to thrive in your environment and not so busy looking for things that might disqualify them for some reason.

Tracy Layney [00:09:26] That is such helpful advice, and I think I think especially coming out of this pandemic, I can imagine the number of just use your example, the number of prospective employees who have gaps in their resume, right? Think about how we all people had to take care of family members or found themselves laid off right or us for lots of other reasons. I think this problem has become exacerbated. If that's what if that's an example of something we're filtering for. I think we're all going to miss out on a lot of great talent. And to that point, I want to ask you a little bit about what you think companies are missing by having some of these ways that we've

potentially maybe hired in the past. I mean, you specifically just said you want to look for people who can thrive in your organization as you've gotten to to dig in to this hidden or this untapped workforce. What do you think we're actually missing by perpetuating this problem, by how we've been hiring?

Joseph B. Fuller [00:10:17] Well, the first and most important is you, as you touched on Tracy, is we're just artificially constraining the pool of candidates. And I don't know. I know very few employers right now who are thrilled to death with how many inbound applications they've got. And that was so broadening the aperture on who you're looking for may give you. Candidates are filling positions. You're finding it hard to fill. The second thing, though you're getting is the opportunity to engage. Workers that have found it difficult to get back in the workforce, we found that the typical hidden worker only succeeds in getting a job, all for one point seven percent of the time. So if they submit, you know, 50 applications, they're going to get less than one job offer and the the. That's very frustrating and drives him out of the out of applying for jobs or types of jobs we found. But imagine you take someone who's faced those adversity, those challenges, and now you're offering them an opportunity. And that can be done in many, many instances with fairly modest accommodations, accommodations you could learn about by partnering with, let's say, a community based organization that works with that subpopulation of hidden workers. What we found is that companies that had specific programs designed to accommodate hidden workers, it could be veterans. It could be people with a criminal conviction. It could be caregivers who would have ongoing care responsibilities at home that have to factor into the way they plan their hours or business travel. It could be people that have not and not in training or education, so-called NEETs that are going to need some remedial work for their job ready when you give them that chance. Companies that have done that consistently found significant 50 60 70 percent better performance in terms of engagement, attendance, productivity, lower

turnover. So we all know that workers who feel invested in. Feel greater commitment to their employer. Now the final thing you're going to get is better pools of diversity because many hidden workers have colony equity with communities of color and with women. So a company that tried to really commit itself to enhance diversity is very well-served to use tapping hidden worker pools as one of their mechanisms for getting that more diverse workforce

Tracy Layney [00:13:03] That is so great to hear. And I completely agree again, as somebody who spends a lot of time, especially these days, thinking about just how do we get enough workers into our stores, our distribution centers, our offices and then really has a, you know, an intention as much as so many of our companies do now to look at and, you know, our diversity, representation, our inclusivity and just all different types of workers. I think this is an area that I would encourage all of us, especially those companies who are joining us today to really think about and challenge how we've traditionally thought about hiring and how we proactively look at these untapped pools of talent, which is a great segue to our panel to talk about people and work connect because this platform that we are designing and it's in its current incarnation is really meant to do that. And so. So with that, I'm going to start turning over to my colleagues to get some more information on people and work connect. And I'm going to start with Pedro. Just basic question what is people and work connects and what can this platform do to address some of the very challenges that Joe just articulated?

Pedro Suriel [00:14:10] Thank you, Tracy. As you mentioned before, People Plus Work Connect started as a platform that was connecting business to business, you know, to share, or organizations that had demand with organizations that were providing supply. So as we evolve, when we talk about this untapped talent, People + Work Connect will continue to be a cross industry global initiative that leverages this free platform again to help

connect companies with community based organizations who represent this untapped talent that you and Joe just talked about. Right. So, you know, it's about connecting companies that have talent demand with organizations that are committed to working with this untapped talent to help them get work and put more people back to work. And so that's that's the evolution of People's Plus Work Connect. It's a connector between organizations and community community based organizations and companies seeking talent.

Tracy Layney [00:15:15] Yeah, I think that was so great to hear, and it was great to hear. Joe referenced that there are these community organizations that exist to do just that, and I think it's incumbent on us to help connect those organizations to employers. And that's what we're excited about in this next phase. But but I'm going to turn it over to you now. How does people post work, connect work? Like how does it actually? How does it work?

Colin Anderson [00:15:39] So at the end of the day, what this is. We've used the word connections so many times, and that's that's really what this is about. How do we use a platform? This is a free platform open to employers and organizations who are representing representing the hidden worker or representing people that that are looking for the work. So again, it's organization, organization or organization to company and really leveraging a lot of what Professor Fuller talked about before. It's about how do we collect and how do you how do we ask for the minimum set of what is required to explain from the view of an employer? What am I looking for? Location, skill categories, relative level of experience? Can the job be done remotely? The fewest number of things that we can to give you a broad shape of what am I looking for and how many of that am I looking for? We asked for the same information for the organizations representing people, say, minimum set of information. And basically what the platform allows those on it to do is to enable and make those connections. I've got a group of people here like this that I'm

representing. You're looking for talent like this. Let's come together. Let's talk. Let's build that connection. Critically, there is no PII. There's no personal identifiable information on the platform. This is not an ATS or recruiting system where we're looking at the individual themself. But really, again, it's about describing What do I need with what I have and what am I representing so we can make those connections? Ultimately trying to drive friction out of the system? Make these connections quicker, richer to bring these organizations together.

Tracy Layney [00:17:25] That's great, that's so helpful, and I love I love the way they feel on taking the learnings from the first year of this work and really applied them to this next phase. And speaking of the learnings, Kerry, I'm going to ask you, Verizon was an early participant in even the last phase of people in Work Connect and as you think about the future. Right. Four people plus work connect and connecting with this untapped talent like why? Why is Verizon so committed to this? And and what are your what are your hopes for this next phase and what do you think other companies can gain?

Kerry Royer [00:17:59] Sure, thank you. Well, I'll start out by saying, you know, Verizon is super proud of being one of the founding companies of People and Work Connect. You know, helping to stand it up was really a passion project for many of the members of our team who helped build microsite materials. We posted our open roles to the platform. We helped to create knowledge sharing assets for our leaders across industries and our motivations for jumping in right away really centered around building a solution that helped impacted workers at the time. Get back to work and really create a precedent for how the community can make a bigger impact when leaders work across organizational borders. You know, from a business perspective, you know, it was also really great to be able to access the amazing talent on the platform by posting our open jobs. And as I think about how the platform is continuing to evolve, bringing on

community partners, I'm really excited about the opportunity to partner in that way and expand our access to more of that untapped and underserved talent.

Tracy Layney [00:19:10] That's great. I love that you've had both experiences, and I think I think there's so much that companies can be gained by being part of this platform and not just companies. Pedro, I know you're working really closely with a lot of those community organizations who who specifically work with different types of these talent pools, and I'd love to hear from you and your discussions with the companies who've already we've already been working with. What, what can people post work to connect give to these organizations who are trying to get folks to work great tracing?

Pedro Suriel [00:19:43] We're currently in the process of reaching out and partnering, collaborating with new organizations like Upwardly Global and Opportunity at Work, just to name a few. And one of the the primary benefits is this notion of access to connections again between these organizations and companies who want to hire and have demand for hiring. So again, that the the key, the critical component of just access to information resources and understanding where the demand is for specific skillsets. In addition to that access, there are other benefits that come by participating on the platform. There's a knowledge exchange which allows organizations and companies to share information and content so that we can continue this learning. This is a this will be a continuous evolving process as we learn from one another as we learn and pivot from the previous work that the founders made to where we're taking it. The other benefits is the use of microsites, which will give jobseekers an opportunity to quickly identify opportunities and then from an account perspective, it helps to lighten the load because now you have individuals who have an understanding of where, where the demand is and how their skills fit for organizations who are looking to diversify their talent. It's a great resource to get into this untapped talent to

really expand your sourcing pools and your sourcing options. And then the last piece that I mentioned is with equipping organizations or community organizations with additional insights and tools, you know, by connecting with companies who are hiring. What are the trends? What are the observations? How can we best support this untapped talent as they're seeking employment based on the relationships and connections that are being made on the platform?

Tracy Layney [00:21:44] That's great. I love that there are so many opportunities for connection across things like the micro sites, sort of the knowledge base that's been created in the tool as well. So it's not just about potential opportunities and sort of resources, but also how to support that, which I think is really, really important. We have a little bit less than ten minutes and we are getting some questions in the chat. And so one of the questions we've gotten into here, I'm going to send this to you because you have some experience with this is it's great to hear that there are support from H.R.. But what about other C-level executives and how they're engaged? We know that we've got a second chance coalition and CEOs from other leading companies have been engaged. I'm curious. About your experience at Verizon or what you've seen in terms of the broader engagement of your organization outside of H.R.?

Kerry Royer [00:22:32] Yeah, thanks. And what I will say is you kind of alluded to this earlier as we just think about the sheer challenges right now with the supply of talent and, you know, not meeting the demand for jobs and that this goal around diversity, our talent pool, you know, it's really not a choice to not be connected. And the C-suite, certainly at Verizon and many other companies that I talked to are fully on board with these types of initiatives. I can call out one. In particular, Verizon has joined the Second Chance Business Coalition that is specifically focused on tapping into this talent and sharing the best practices across organizations because it's, you know, it's critical that we reach

the talent. And, as Professor Fuller said, that we create the right systems and processes and tools that that don't screen them out and that are allowed to be seen to to the recruiting team and to the organization.

Tracy Layney [00:23:27] That's really helpful and just something that you know, you were saying and also made me think of something Pedro is just saying about how you're part of what this platform is intended to do is also to make jobs more transparent to potential workers who may with a one percent chance of getting an offer me so completely continuously screened outright and so. So how is it helpful for folks who are looking to looking for work as well as the companies, as well as some of the organizations who might be supporting these and untapped pools of talent? There also have been some questions that have come in about existing talent, right, though. So we understand this is about getting people into jobs. But we also know that there are folks who are in companies right now who may not feel fully supported or being mentored. And so, you know. Pedro, what would you say about that and how do you think about how this work we're doing and how we're thinking about it could could help companies think about how they might mentor existing talent of all ages, right? Young talent, but not just young talent and their own talent pools that already exist.

Pedro Suriel [00:24:32] You know, as many organizations scramble for talent right now, I always say no retention is one of the key levers that we currently have at our disposal. And in order to retain talent, we need to seek to understand what are the drivers and what are the interests of our existing workforce. So mentoring is a great initiative, a great way of connecting with individuals to seek to understand what are the aspirations that individuals have, where some challenges or roadblocks that they may be facing and how we as leaders can help them overcome those challenges and roadblocks. The other pieces that help them look at landscape of the business and and the overall organization and

where they might need to pivot to develop new skills to expand their network. And also, Peer-to-peer mentoring is an other important component to this. And I participate in mentoring, mentoring initiatives and we have mentoring circles. And it's basically, you know, couple of mentors with several mentees. And I find it very helpful because what we're seeing there, what I see there is that a lot of the learning and sharing of information is happening peer-to-peer and they share their stories and they share their experiences and they become their solid network. So, you know, I, you know, I would encourage organizations and individuals to really think about how they're connecting with their existing talent and making sure that we're understanding where their needs are. But most importantly, providing access to current leaders, providing access to information, providing access to resources that allow them to to see where the next opportunity may exist within the organization and how to continue to evolve across all of us. I mentioned Tracy. It's not just the the the young worker, but the experienced worker who may want to pivot as they start to thinking about transitioning or sun setting in their career.

Tracy Layney [00:26:33] That is such that is such a great point that it's at all stages of your career, right? And I and I completely agree with you about making sure we retaining folks we have now by giving them growth opportunities in addition to looking to hire new folks. So I'd love to get your thoughts on that and then about that mentorship. But then also, we have a question that's about for those who are listening who may feel that they're hidden, that they're untapped. How what advice would you give them to to sort of navigate their way so they aren't hidden and they can they can be seen by employers, too?

Joseph B. Fuller [00:27:06] Well, Tracy, let me, first of all, build on a couple of things, Pedro said. There there is. The spot market for Labor is a risky place to rely on for talent. It never more so than day because it's just simply stocked out. We're talking about we have a

supply chain problem for low value added manufacturers. We've got a supply chain problem for talent in the United States. And you are. Would you rather make an investment of something based on a personnel file or resume? When you've got a personnel file, you know, someone shows up for work, you know, they're engaged, you know, they've got what what their performance has been. And and maybe what some of the skills, deficits or reforms deficits have been that allows you to build a much more customized approach and keep that resident knowledge never more important in an area of in an era of high turnover. Keep that tacit knowledge of the organization, the history with customers and suppliers with colleagues. Now one thing I have some research coming out. I would call it a coming attraction about an attractive it's going to be too many people, which is, I think our listeners might benefit from, which is companies. Pedro used a keyword mentorship and companies have lots of policies about providing mentorship clear feedback. But what this research shows is particularly lower levels in the company. Lower pay grades, less seniority there. The there's a lot of talk, but there's way too little walk. The actual execution of feedback. Clarity of feedback. Clarity of steps people can take to advance their career prospects. Now, let let me come back quickly to your question about what candidates could do. The first thing most candidates have to do if there's at the first stage of your employment effort, you cannot act is if a human being is going to take a look at your application, exercise any judgment about it. An algorithm is doing that. The algorithm has been programmed, been informed by human beings who are looking for good candidates. They're not trying to exclude lots of people, but to try to kick up what's a potential big pile of of submissions and get it down to a manageable number of people to be actually considered. They're whittling it down really fast. Using blunt edge filters. So realizing that that's what happening, have your application as closely as possible. Match what the application says. If you were a program director in your old job and

the new company that you're thinking about, apply to calls it a project manager. Just call yourself a project manager. Look at the key use the words that are in the application. Don't add value. This is the opposite of being a a creative writer. Just plagiarize it assuming you're not misleading the employer, which would be a serious error. Realize there are things like continuity, employment, and maybe you put in an entry for that period. It's not a false entry that you're working somewhere. You saying you know, dealing with the health condition of parents, then the gap is filled in the air because it doesn't look for taking care of parents at home. As part of the job description, but at least you've eliminated a something that filters out one last thing checked LinkedIn. If it's a LinkedIn level job, check the incumbents in the job and see are. Are there two or three things here that they're all talking about that I don't have or I do have, and I didn't mention if I didn't have it. Can I backfill some of it if I did have? Now you know things that the employer actually values?

Tracy Layney [00:31:03] Oh my gosh. All such great advice from everybody, but especially just leaving on that note that we get to the folks can take away what they can do to make sure they're not being screened out, as well as what companies can do. So we can rethink this. And how do we partner with folks who actually can can connect us more closely to this untapped talent, which is exactly what People Plus Work Connect is designed to do, and we're really excited about this next phase of this platform. We hope you all will join us and come and learn more. We'll make sure that all that how to go, find out is available. It's definitely people work, connect dot Accenture dot com. And I just have to thank the panel. Joe, Colin, Pedro and Kerry for a lovely, very, very instructive discussion. I learned so much from our time together today. I hope all of you did as well. And I really hope all of you will come join us as we help continue to put people to work. We're really excited about this next chapter and we want to be a part of it with you. Thanks so much.