I look confidently to the day when all who work for a living will be one, with no thought to their separateness...

Martin Luther King Jr
Graphic: “FooBar” by eBoy, Berlin
Agenda

- OCLC Inclusion Overview
  - The Cooperative, Inclusion Philosophy, Council, Employee Opinion
- Recruitment/Retention Strategies & Results
  - OCLC Specific, “Best Practices”, Focus Areas
OCLC Inclusion Philosophy

• Cultivate a corporate culture that promotes, understands the value of, and knows how to leverage a **wide array of perspectives** in the conviction that **inclusive thinking** will improve solutions for libraries and the diversity of people they serve.

• To promote **understanding of social and cultural contexts** so that OCLC can compete effectively in the markets it serves.

• To promote a work environment where each of us feels **significant, valued, and influential**, thereby enabling us to build broad commitment and ownership for the work of the cooperative.
Inclusion Leadership

We tell people up front, our commitment to inclusion cannot be separated from who we are and those we serve.
President’s Inclusion Council

What it does

- Solicit information from internal audiences and external experts
- Identify causes of discrimination, as well as barriers to excellence, inclusion, and equality
- Promote innovation, quality, and continuous improvement in OCLC’s performance
- Improve awareness and cultural competence of staff
- Serve as the "eyes and ears" of the President and the Inclusion Manager to monitor effectiveness
- Recommend and implement groups, programs, policies
Sample activities

- Organizational Report Card
  - Review of EEO statistics and Affirmative Action Plans
  - Working session - OCLC practices v. Diversity, Inc. best practices
  - Demographics - library field and computer professionals
  - Recruitment goal attainment

- Programs
  - What is a Millennial?
  - IFLA Fellows, HBCU, Spectrum Sponsorships
  - Community Events
  - Speakers
<table>
<thead>
<tr>
<th>Australia:</th>
<th>Mexico:</th>
<th>United States:</th>
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<tbody>
<tr>
<td>Footscray, Victoria</td>
<td>Mexico City</td>
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<td>Canada:</td>
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<td>Bonn</td>
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</tr>
<tr>
<td>Oberhaching</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metric</td>
<td>2008</td>
<td>1998</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------</td>
<td>---------------</td>
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<tr>
<td>Participating libraries</td>
<td>69,828</td>
<td>30,000</td>
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<td>Participants outside U.S.</td>
<td>14,544</td>
<td>3,200</td>
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<tr>
<td>Participant countries</td>
<td>112</td>
<td>64</td>
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<tr>
<td>WorldCat records</td>
<td>108 million</td>
<td>38 million</td>
</tr>
<tr>
<td>WorldCat holdings</td>
<td>1.3 billion</td>
<td>668 million</td>
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## Multilingual WorldCat

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<tr>
<th>Total Records</th>
<th>1998: 37.5 records</th>
<th>2008: 108.2 records</th>
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<tr>
<td>English</td>
<td>23.9 m</td>
<td>55.2 m</td>
</tr>
<tr>
<td>French</td>
<td>2.3 m</td>
<td>6.2 m</td>
</tr>
<tr>
<td>German</td>
<td>2.2 m</td>
<td>12.3 m</td>
</tr>
<tr>
<td>Spanish</td>
<td>1.6 m</td>
<td>3.6 m</td>
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<tr>
<td>Japanese</td>
<td>.8 m</td>
<td>2.5 m</td>
</tr>
<tr>
<td>Russian</td>
<td>.8 m</td>
<td>1.8 m</td>
</tr>
<tr>
<td>Chinese</td>
<td>.7 m</td>
<td>2.3 m</td>
</tr>
<tr>
<td>Italian</td>
<td>.7 m</td>
<td>1.7 m</td>
</tr>
<tr>
<td>Latin</td>
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<tr>
<td>Portuguese</td>
<td>.3 m</td>
<td>.9 m</td>
</tr>
<tr>
<td>Dutch</td>
<td>.2 m</td>
<td>2.7 m</td>
</tr>
<tr>
<td>Hebrew</td>
<td>.2 m</td>
<td>.7 m</td>
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</table>

### Percentage of Non-English Records

- **1998**: 36%
- **2008**: 50 1/4%
On average, 83% of OCLC’s survey dimension scores exceed the National Norm scores over four employee opinion survey cycles (2001-2007). Ability to evaluate employee satisfaction by demographic groups.
Inclusion Incentive

Component of management incentive plan

- 10-15% of incentive opportunity
- Balanced scorecard
- Awareness
- Recruitment/Selection
  - 75% of open positions have 20% diverse slate
- Succession
  - documented development plans
Employee Referral & Diversity Referral

- Employee pretax referral bonus of $1,000
- Diversity referral bonus of additional $1,000 for minority hired referrals

Results:
- 61% increase in referrals
- 21.8% average monthly diversity hires
Minority Recruiting Strategies

WCKX Power 107.5 FM: Hip Hop and R&B
WXMG Magic 98.9 FM: R&B and Classic Soul
WJYD Joy 106.3 FM: Urban Contemporary Gospel
Minority Recruiting Strategies

- Working Mother
- Latina Style
- Black Enterprise
- Advocate
- Diversity/Careers in Engineering & Information Technology
- Hispanic Business Magazine
- G.I. Jobs
- Hispanic Network Magazine
- EOP Inc.
- WITI
- Diversity Inc.
- Joint Conference of Librarians of Color
- National Women of Color Technology Awards Conference
In Librarianship

- American Indian Library Association
- Asian/Pacific American Librarians Association
- Black Caucus of the American Library Association
- Chinese American Librarians Association
- REFORMA - National Association to Promote Library and Information Services to Latinos & the Spanish Speaking
- HBCU Library Alliance
- ALA and ARL diversity initiatives
OCLC Minority Librarian Fellowship

- Inaugural year
- 12 month fellowship working in research, digital collection services, member services
- Full pay package
- MLS/MLIS or other graduate degree in technology - emphasis in libraries or cultural heritage institutions
## Librarians of Color
### Top Recruitment Strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>% of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistantship/scholarship/financial aid</td>
<td>82.30%</td>
</tr>
<tr>
<td>Role models of your or other ethnic group</td>
<td>69.60%</td>
</tr>
<tr>
<td>Ethnic diversity of faculty in the school/program</td>
<td>64.60%</td>
</tr>
<tr>
<td>Presence of faculty &amp; staff of color in the recruitment process</td>
<td>63.30%</td>
</tr>
<tr>
<td>Opportunities for students of color to work in the field</td>
<td>53.20%</td>
</tr>
<tr>
<td>Communication/advertising in media, publications for people of color</td>
<td>49.40%</td>
</tr>
</tbody>
</table>

*Recruiting a Diverse Workforce for Academic/Research Librarianship*

ARL: Recruiting a Diverse Workforce for Academic/Research Librarianship
“Best Practices” for Inclusion/Diversity

- Inclusion/diversity leadership team
- Recruiting diverse employees
- Retaining diverse employees
- Developing diverse leaders
- Training the workforce about inclusion/diversity
- Communicating the strategy
- Measuring inclusion/diversity initiatives

OCLC chose recruitment, retention and developing diverse leaders as focus areas
“Best Practices” drill down

- Recruiting diverse employees:
  - Align recruitment strategy to diversity goals
  - Rely on internal employee sources
  - Utilize the employee referral program
  - Utilize diversity recruitment advertising, and advertise organization in diversity media
  - Establish relationships with colleges & universities
“Best Practices” drill down

- Recruiting diverse employees (cont’d):
  - Apply for various “best organization” assessments
  - Showcase inclusion/diversity on website
  - Diversity job fairs events
  - Build & leverage partnerships with diversity-focused organizations
  - Use external diversity search firms

**OCLC:** 1300 employees worldwide. 1000 in the U.S. 14.6% minority, 50% female (US)
“Best Practices” drill down

Retaining diverse employees:

• Use onboarding as follow-through
• Arrange mentoring relationships
• Diversity affinity groups / employee resource groups
• Target benefits to employee groups (i.e., domestic partner benefits, parental benefits, telecommuting)
“Best Practices” drill down

- Developing diverse leaders:
  - Ensure leadership accountability for diverse talent development
  - Identify high-potential diverse talent
  - Ensure that diverse employees are offered the opportunity to participate in general and minority-specific development and training programs
More collaboration
More institutions
More diversity
More Web-scale
More synchronization
More innovation
The future depends on what we do in the present.

Mahatma Gandhi