



Recruiting & Developing a Diverse Workforce

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Background

- ~600 domestic employees
- ~250 Local Staff Members (Chileans)
- 12 International Staff Members (Expats)
- Geographically dispersed sites:
 - Very Large Array – NM (Albq. & DSOC)
 - VLBA – 10 locations
 - Green Bank Observatory
 - ALMA – Chile
 - AUI Corp – Washington, D. C.
 - Central Development Lab & NRAO Headquarters, Charlottesville, VA

Challenges

- Remote work sites
 - Access to child care, medical services, quality of schools
 - Two Body Issues
 - Lack of current demographic diversity in the workforce
 - Cultural differences
- Lack of genuine Sr. Leadership support (not at NRAO!!)
- Change Management – inability to change mindsets
- Quiet, subtle influential resistance
- Identity Abrasion
- Indifference/apathy amongst staff

Challenges Continued

Recruitment

- Addressing bias during the search process
- Convincing Hiring Managers to hire for potential
- Over-inflating minimum qualifications in job postings
- Composition of Search Committees
- Limited amount of PhDs in specialized areas

Successes

- Creation of a DE&I Office – within the Director’s Office
- Excellent, well resourced pipelines!
 - Co-Ops, Post Docs, Apprenticeships, NAC Alum
- Investment in targeted diversity sourcing
- Establishing minimum qualifications to increase diversity of the applicant pool
- Remote/Telework Arrangements
- Incorporated DE&I into the NRAO mission statement
- Incorporated DE&I questions into interview process
- DE&I is a core competency in the 360 feedback process and included in the performance appraisal process

Targeted Diversity Sourcing Outcomes

	7/1/2019-7/1/2020		7/1/2020-7/1/2021		7/1/2021-7/1/2022	
Not Available	111	5.42%	93	5.40%	233	7.05%
Female	550	26.84%	419	24.35%	873	26.41%
Male	1388	67.74%	1209	70.25%	2199	66.54%
Total	2049	100.00%	1721	100.00%	3305	100.00%
Not Available	368	17.96%	295	17.12%	671	20.30%
American Indian Alaskan Native	14	0.68%	19	1.10%	47	1.42%
Asian	409	19.96%	430	24.96%	745	22.54%
Black or African American	95	4.64%	122	7.08%	304	9.20%
Hawaiian or Pacific Islander	3	0.15%	0	0.00%	10	0.30%
Two or More Races	50	2.44%	41	2.38%	108	3.27%
White	1110	54.17%	816	47.36%	1420	42.97%
Total	2049	100.00%	1723	100.00%	3305	100.00%
Hispanic or Latino	222	10.83%	195	11.32%	464	14.04%



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