

## **CORPORATE LESSONS LEARNED ON ISSUES OF COLLEGE RELATIONS AND DIVERSITY**

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This panel discussed strategies for college relations and recruiting in today's environment. The members of the panel discussed their individual company's approach to identifying the diverse talent that best fits their organizations. The following is a brief summary of their salient points.

First of all, Harold Shields of Aluminum Company of America (ALCOA), presented employment strategies at Alcoa which encourage diversity in the workplace. He presented a brief history of his company through the 1980s. At Alcoa, 90% of the new hires have been from the campus environment. Data was presented which illustrated the point that from 1984-1991 the focus on hiring minorities and females had been limited. In de-centralizing their management approach to diversity, the individual business units were responsible for the hiring of minorities and women at Alcoa.

Alcoa managed to do an internal evaluation of its diversity record by performing a glass ceiling audit. The data that was collected suggested that since their management structure had been decentralized, the number of new hires in white females and minorities had dropped significantly. As far as the matter of development of employees, fewer minorities had moved up within the company. Also, the retention rate of employees across all racial and ethnic categories had dropped. Other benchmark companies seem to be doing better than Alcoa in the retention category.

These outcomes were presented to the Executive Committee and a strategy was adopted. The following principles resulted from the Executive Committee:

- developed recruiting principles
- developed development principles
- developed leadership principles
- developed accountability principles
- developed diversity principles

The CEO commissioned the formation of a team to review the issues in order to address diversity with Alcoa.

Sandra Graves, representing Dupont, presented an Early ID Program which serves in identifying strong minority students to be recruited for employment at Dupont. Dupont, by working through its scholarship programs, seeks to identify successful candidates for employment. The point was made that strong minority candidates for employment can be found by seeking from among the participants in the company's scholarship programs.

Dupont is involved in four areas of financial commitments to college students:

1. Co-op program;
2. Summer Professional Programs;
3. Internships and
4. "Packaged" Scholarship Programs.

Also, Mr. Lewis Shumaker of Dupont added that the company has in place specific programs which encourage women and minorities to be successful at Dupont. Among these are Workforce Renewal, Individual Career Management, and others. He further stated that Dupont recruits new hires from those universities which have significant enrollments of women and underrepresented minority groups.

The final panelist was Ms. D. J. Brook-Smith from Boeing. She stated that Boeing places high priority upon hiring minorities and women at targeted universities. The point was made that Boeing is seeking excellent students as new hires. Ms. Brook-Smith made the point that a high grade point average does not communicate whether a student is a thinker or whether or not he is creative.

Boeing is dedicated to a diverse workforce. Ms. Brook-Smith outlined a specific strategy with which Boeing will utilize in attracting minorities and females. Besides having a vision for the future, Boeing is committed to fostering a good working environment as most important. The company will place high value on diversity, manage diversity in all areas, and provide leadership within the company.

Ms. Brook-Smith made the point that Boeing has divided the country into four regions: Northeast, Northwest, Southeast, and Southwest. College and university relations will be coordinated from central locations within these defined regions.

Finally, Boeing is committed to establishing and maintaining a multicultural workforce to meet the nation's needs in the next century.