



Raising the Bar

Data-Informed HR for High-Performing Teams



AUBREY BLANCHE | GLOBAL HEAD OF DIVERSITY & BELONGING

ATLASSIAN | @ADBLANCHE

“

**But we want to make sure
we're not lowering the bar,
right?**

SOMEONE, WHEN YOU'VE ADVOCATED FOR DIVERSITY



OUR MISSION

We believe behind every great human achievement, there is a **team**. Our mission is to unleash the potential in every team.

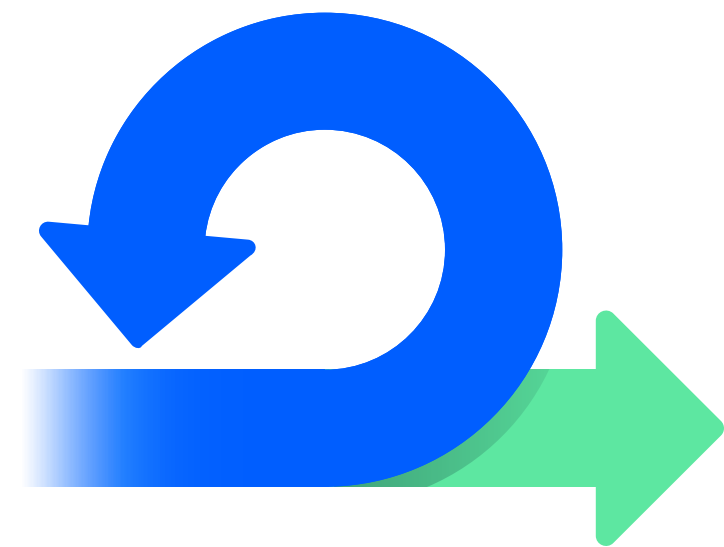


“

**Continuous improvement is
better than delayed
perfection.**

MARK TWAIN

Guiding Principles



Progressive

We adopt new methods and best practices, aiming for progress over perfection.



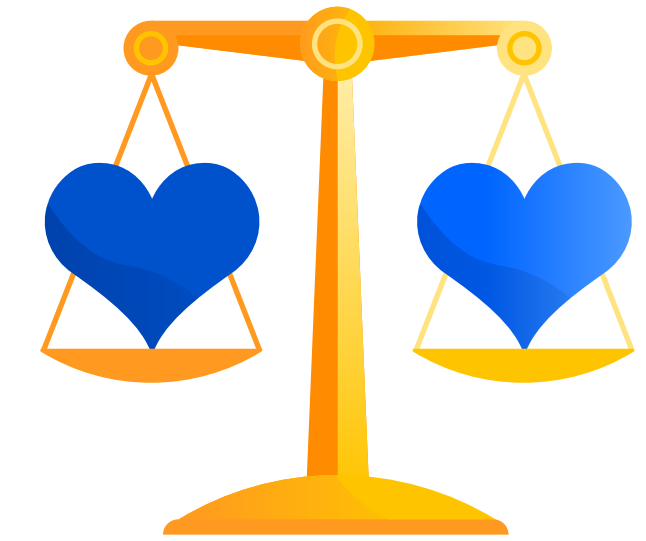
Data Informed

We ground our practices in empirical research, and value measures of impact.



No Bull\$#!%

We seek to be transparent with our progress internally and externally.



Intersectional

We recognize that all people have multiple identities they bring to work.

Redesigning Recruiting

with a little help from our friends

11.5%

female technical representation (July 2015)

Big changes

Standardized interviews

Ensuring we defined the technical bar, and interviewers understood how to evaluate.

Unconscious bias training

Action-oriented session to help interviewers interrupt their own irrationalities

Down with 'culture fit'

Moved to rigorously defined 'values fit', taught interviewers to look for 'culture add'

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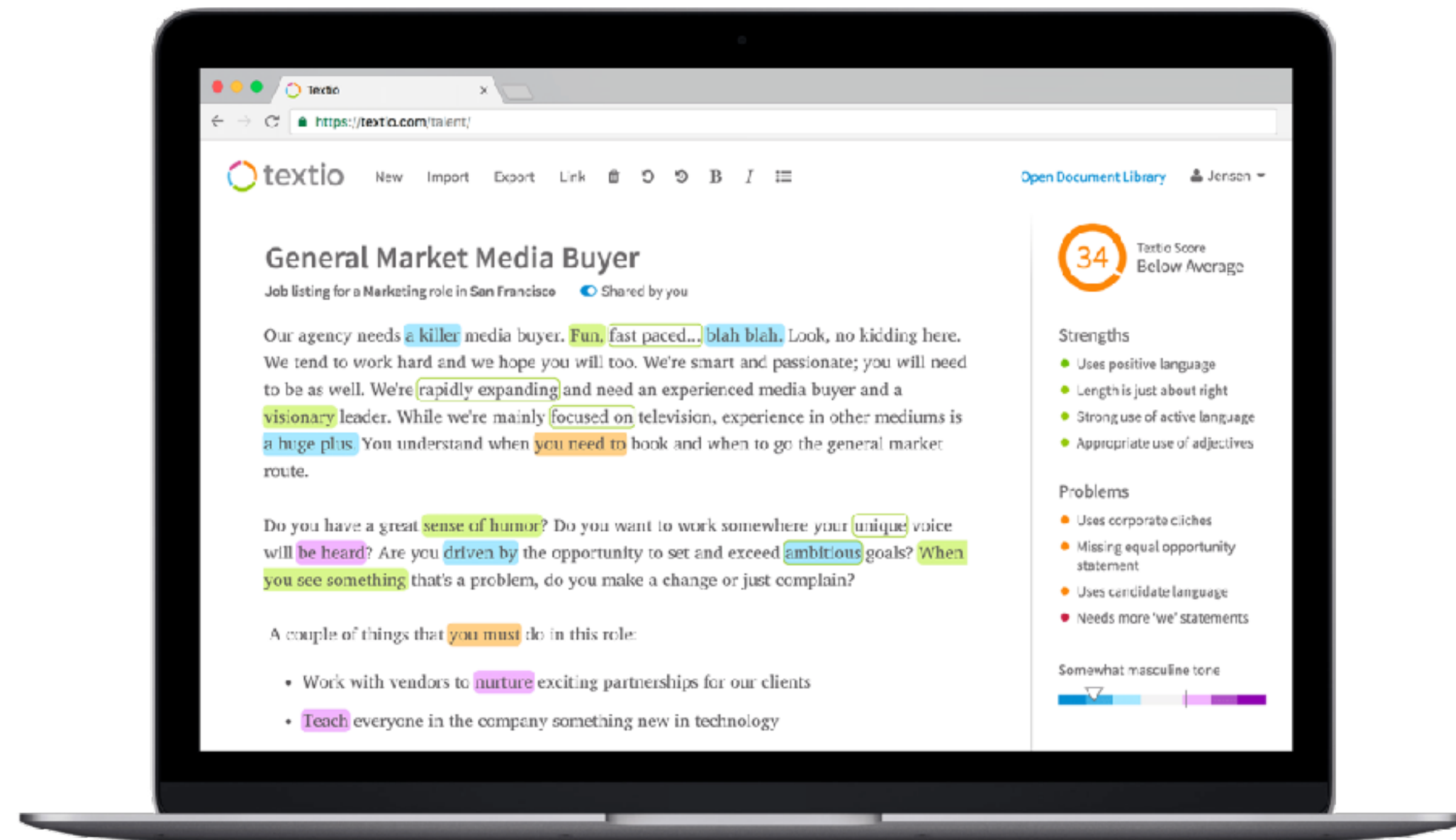
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female applicants

Reinventing Job Ads

by bringing data to writing

Augmented writing leverages real-time data



Textio compares your writing to the hiring outcomes of more than **300 million job posts!**

**Job listings with strong equal
opportunity language fill**

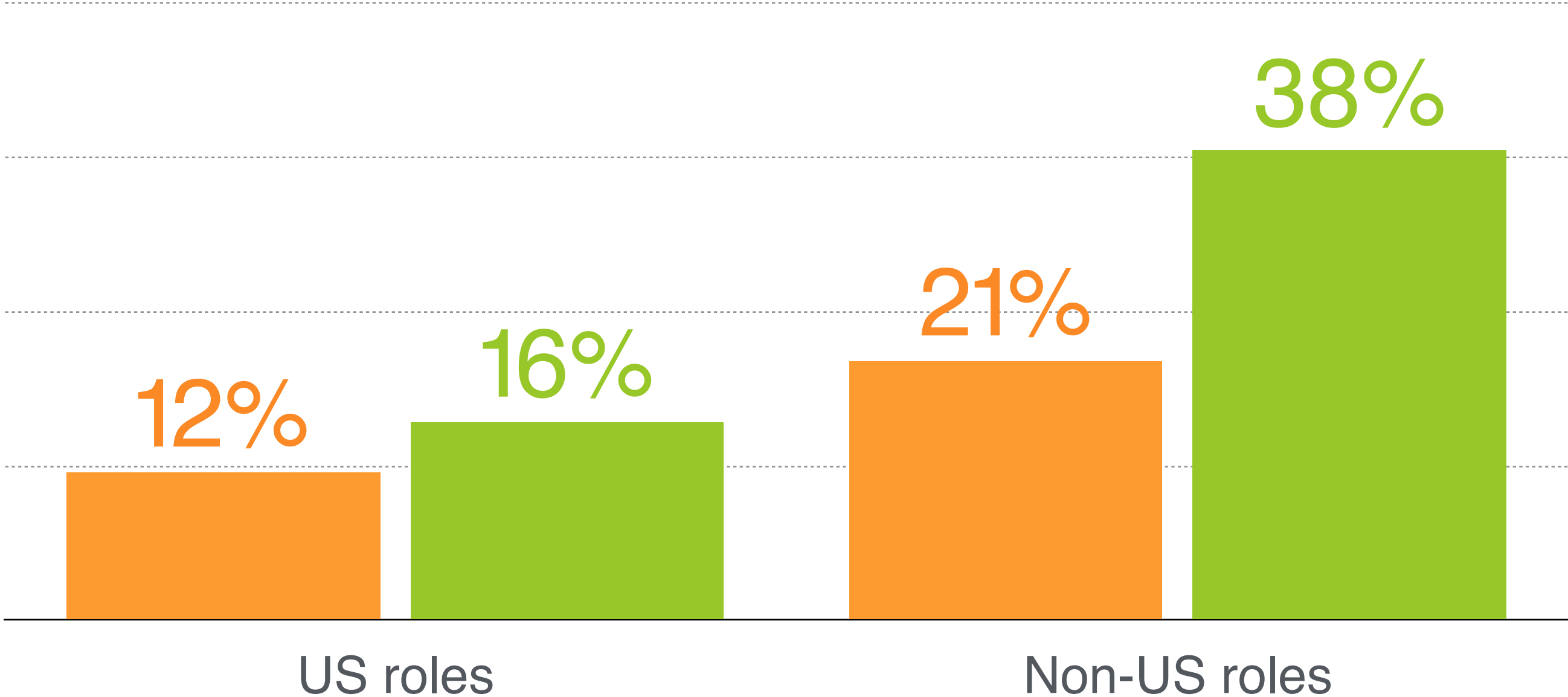
10% faster

On average, across all demographic groups

Even worldwide, EOE statements attract more qualified candidates

Percentage of qualified candidates in applicant pool

Without EOE statement With EOE statement



Clear equal opportunity language works best

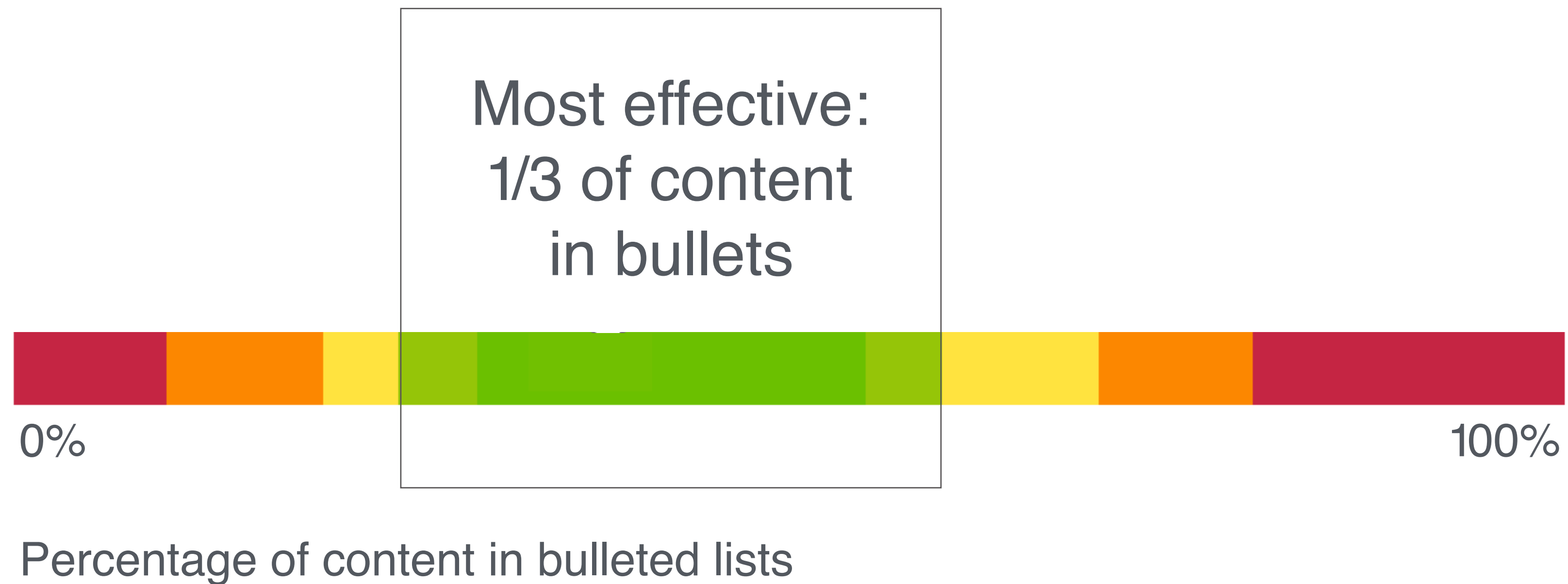
More qualified people will apply:

- ¶ We are an Equal Opportunity employer committed to a diverse workforce. We do not discriminate on the basis of race, religion, color, national origin, gender, sexual orientation, age, marital status, veteran status, or disability.

Fewer qualified people will apply:

- ¶ We are an EEO and Affirmative Action employer. Women, racial, and other minority candidates are invited to apply. Successful applicants will need to comply with a background check of criminal records.

The way you use bullets changes who applies



Are these **slow** or **fast** words?

team player

every single day

technology-driven

love

perfectionist

work ethic

Green words lead to better hiring outcomes

team player

every single day

technology-driven

love

perfectionist

work ethic

Clichés fare worse with POC

self-driven

stakeholders

buy-in

drive results

data-driven

Write about “learning” not “brilliance”

GROWTH MINDSET

learn new things

highly motivated

love learning

strive

FIXED MINDSET

best and brightest

super smart

high performer

highly intelligent

Inclusive language works best in 2017

EQUAL OPPORTUNITY LANGUAGE

gender identity

marital status

sexual orientation

diversity and inclusion

diverse team

Impact

Job Ads

Improved language drove a more balanced set of candidates

Careers Page

Audited our web properties to ensure every candidate saw themselves at Atlassian

Real-time feedback

Hiring community became more aware of the effects of their language and more effective

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17%

female technical graduates (Sydney, Jan 2016)

57%

female technical graduates (Sydney + US, Jan 2017)

Pulling both levers

lighten your recruiting load by driving retention

A dense collage of diverse human faces in grayscale, with a yellow bar at the top. The faces are of various ages, ethnicities, and expressions, creating a complex and textured background. The text "Counting people is hard" is overlaid in the center in a large, white, sans-serif font.

Counting people
is hard

A dense collage of diverse human faces in grayscale, with a yellow bar at the top. The faces are of various ages, ethnicities, and expressions, creating a complex and textured background. The text "Finding the insight is harder" is overlaid in the center in a white, sans-serif font.

**Finding the insight
is harder**

Corporate Statistics

Representation only

Representation doesn't indicate diversity.

Apples and oranges

Inhibits meaningful inter-company comparison

Not actionable

Fails to diagnose potential causes and areas for improvement

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Team statistics

True diversity

Tells us about the diversity of employees' day to day

Industry comparison

Allows for similar business unit comparison

Informs strategy

Tells a fuller picture for more precise intervention development

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Team diversity highlights

DEPARTMENT	TOTAL TEAMS	1 OR MORE IN SYDNEY	1 OR MORE WOMAN	1 OR MORE PERSON 40+	1 OR MORE BLACK / AFRICAN AMERICAN	1 OR MORE HISPANIC / LATINX
Customer Support	16	50%	100%	93%	30%	50%
Finance	10	71%	100%	86%	0%	20%
HR	5	28%	100%	100%	0%	25%
IT	13	31%	62%	77%	10%	10%
Legal	5	67%	67%	100%	0%	0%
Marketing	28	19%	89%	67%	17%	17%
Software	108	79%	66%	72%	6%	22%
Company	185	65%	74%	76%	11%	23%

Data excludes "teams" of one. Race data only available for U.S.-based team members.

Have questions about our data? Check out our methodology [here](#).

Uses cases

Drive retention

Focus on diverse teams to improve retention of URM's

Set Rooney rule focus

Targeted sourcing of specific underrepresented populations

Intra-unit comparison

Contextualized reporting drives accountability and engagement

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Raising the Bar / Data-Informed HR for High-Performing Teams

Measurement

Track hiring, promotions, and attrition between groups.

Audit your processes to identify bias.

Look at the diversity of your teams, not just the company overall.

Culture

Define culture with specific behaviors or consider values instead.

Set meeting and collaboration rules.

Highlight invisible and layered identities.

Brand

Unbias your language and wish list of qualifications.

Encourage underrepresented groups to apply. Seriously.

Highlight (and offer) inclusive benefits.



Thank you!



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