

Pipeline Development: Recruitment

►► For D&I Staff, HR Leaders and Business Partners, Recruiters and Hiring Managers, Communications Staff, Resource-Group Leaders, Foundation and Philanthropy Staff

This month, we are giving you information on how to find and on-board the best talent from underrepresented groups, including women, Blacks, Latinos, Asians, American Indians, LGBT (lesbian, gay, bisexual and transgender) people, and people with disabilities. We include best practices from DiversityInc Top 50 companies with demonstrable results in hiring people from these demographic groups.

Our research based on [DiversityInc Top 50](#) data analysis shows a key correlation in hiring based on three initiatives: relationships with nonprofits and educational institutions (including senior leadership serving on boards); use of resource groups to find and on-board talent; and need for formalized succession planning and mandatory diverse slates. For more details on these initiatives and case studies from companies doing this well, see our [Web Seminar on Recruitment](#).

1 [It's All About Relationships](#)

Our DiversityInc Top 50 research shows a dramatic improvement in the diverse pipeline of new hires, both in the workforce and at management levels, of companies that develop strong relationships with nonprofits, professional associations and schools working with underrepresented groups.

DiversityInc Top 50 companies start by being more philanthropic than other companies—and this resonates with communities, including potential recruits. DiversityInc Top 50 companies average 1.46 percent of [gross revenue allocated to philanthropy](#), compared with a national average of 0.09 percent, according to Giving USA.

[Prevalent best practices](#) at DiversityInc Top 50 companies are about [more than just writing checks](#). At most of these companies, senior executives serve on boards or in key advisory positions to multicultural nonprofits, building strong relationships and gaining knowledge of potential talent. In many cases, serving on those boards is linked to executive compensation as well.

?? Guided Questions for Staff

- **How well does your company track and communicate its philanthropic efforts for underrepresented groups?** [Research](#) shows that people from underrepresented groups, especially younger workers, value companies that help their communities. It's important not only to measure your philanthropy with underrepresented groups but to properly communicate it internally and externally.
- **Are you tracking which of your senior executives serve on multicultural boards and publicizing their involvement?** Many companies don't keep track of the relevant extracurricular activities of executives and miss out on valuable connections.
- **Are your college recruiters given cultural-competence training?** Without proper training, such as our [Meeting in a Box](#) Heritage Month series, recruiters and hiring managers can miss out on valuable potential hires or alienate people without realizing it.

2 [Resource Groups](#)

Almost all DiversityInc Top 50 companies use their resource groups to identify talent (externally and internally) and help develop leaders. The resource groups are [valuable sources](#) of finding talent, offering role models to perspective staffers, and on-boarding talent so people have a comfortable cultural fit to the organization and sometimes to the geographic location.

?? Guided Questions for Staff

- **Are your resource-group members invited to attend college open houses, job fairs and professional organization meetings?** If not, this is shortsighted on your part. [Funding](#) for members to attend (if travel is required) can be allocated as part of the resource-group budget, or executive sponsors may be willing to pay for it.