

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

RESOURCE GROUPS (CONTINUED)

- » **Are you asking your resource groups to hold mixers and solicit potential new hires?** Increasingly, organizations give their resource groups percentage goals of new hires for the year and reward them for reaching these goals or helping the entire company reach its hiring goals.
- » **Are you using your resource groups for [on-boarding](#)?** It's crucial to ensure new hires are comfortable in the company and understand the culture. For people from underrepresented groups, the feeling of not being welcome or understanding what's expected can result in a speedy departure or poor performance.

3 Succession Planning/Mandatory Diverse Slates

Getting a [diverse pipeline to the top](#) of your organization starts with the initial hiring of those with management potential. Companies on The DiversityInc Top 50 Companies for Diversity list show consistent progress in their hiring of people from underrepresented groups. For example, their hiring of Blacks, Latinos and Asians was up 16 percent, 36 percent and 25 percent, respectively, compared with last year.

Some organizations don't have the luxury of waiting to develop talent and feel an urgent need to get more diversity in senior management. Others are able to do both, focusing on long- and short-term benefits. If your company does hire executives externally and hopes to improve its diversity this way, it's important to require diverse slates and not allow recruiters to tell you that they "couldn't find any qualified candidates" in their rush to "time to fill" positions.

?? Guided Questions for Staff

- » **Are internal and external recruiters required to have diverse slates? How far down the line does accountability (and compensation) for increasing diversity fall?** Consider that if you require diverse slates from either internal or external recruiters, you must specify what those slates are. Some companies require one woman and one nonwhite person for every slate at a certain level and above. Others require a certain percentage of women or nonwhite people based on how many applicants there are. Also, be clear about what the rewards (compensation, promotion) are for meeting these requirements and what the penalties are (demotion, lack of compensation, even dismissal).
- » **When recruiting top talent or developing an internal pipeline, how much exposure do high-potentials have to your senior executives?** Are senior executives (top three levels) required to have [cross-cultural mentees and to sponsor high-potentials](#)? Have you considered other ways to encourage them to meet and get to know each other?
- » **Are diversity goals set by your executive diversity council and formally factored into your succession planning?** Goals are not quotas, but the adage "What gets measured gets done" is absolutely true. Without goals that address the need for more diversity at the top, organizations remain stagnant and don't push or innovate to make room for more diversity.