

How CAPTURE

Diverse

Talent

INTRODUCTION: Before you can get started, check the data

you are missing out on women, people of color (POC) and women of color (WOC)

Examine your data to learn where

B) What percent of those you hire are women, WOC, or POC?

A) What percent of your applicant pool are women, WOC, or POC?

- C) What percent of promotions are are women, WOC, or POC? D) What percent of turnover are women, WOC, or POC?

to reduce bias in the selection process.

not recruiting many women or people of color?

Is the problem that you are

Are you doing a good job

Are you recruiting a lot but But if you are not recruiting women or people of color nor hiring them? changing B is not going to help.

hiring but then losing a lot to turnover?

On the other hand, if they just keep leaving, then pouring your money into B rather than addressing issues around why they are leaving is just pouring money down the drain.

In my work, I often find that the problem is in (A) or (D)

although most companies immediately jump to (B), trying

Are you doing a good job hiring but then they all are quickly promoted? But if your concerns are arund recruitment and selection,

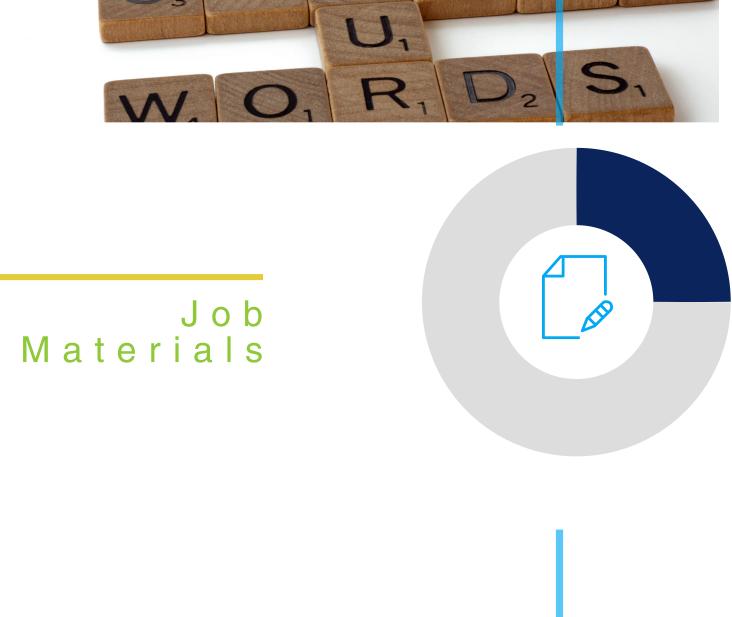
please read on.



thousand words. A picture is worth a thousand words. Do the pictures reflect the type of organization you want in terms of

A picture is worth a

diversity? If not, try to be aspirational (but honest) in terms of the demographic makeup you want your company to reflect.



Research shows that the words you use in your ads can deter women and people of color from applying. Describing your company as "fastpaced," or "competitive," can deter women from applying although

thousand words.

But words also say a

removing those words does not reduce the number of men who apply. You can check your language here using this free software http://gender-decoder.katmatfield.com/



frat boy culture is not appealing to everyone. Instead (or in addition), you

Consider how your job materials represent your culture and whether that is the culture you want to convey. Portraying the culture as heavy drinking,

Words + pictures = culture.

can play up elements of your culture or benefits that are appealing to other group like flexible work hours, paid parental leave, or an emphasis on collaboration, opportunities to learn, and potential for advancement. Also, if diversity and inclusion are valued at your company, it is useful to include that in your job ad. If it diversity and inclusion are central to your culture, let people know. Open your networks



Step

out to new networks when you are recruiting. Consider recruiting outside of your existing

If you use your existing networks for

employee referrals, then you are likely going

Instead, try to be intentional about reaching

to replicate your existing employee base.

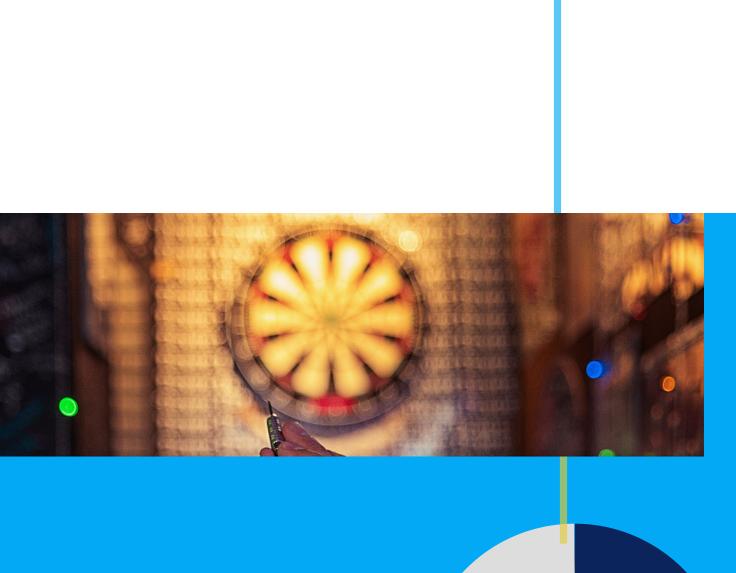
networks to find new talent.

Search for diverse talent online or through Linked In.

When you find someone who looks interested reach

out. We do this all the time with our known networks

(hey Jo, we have a job open you would be a good fit

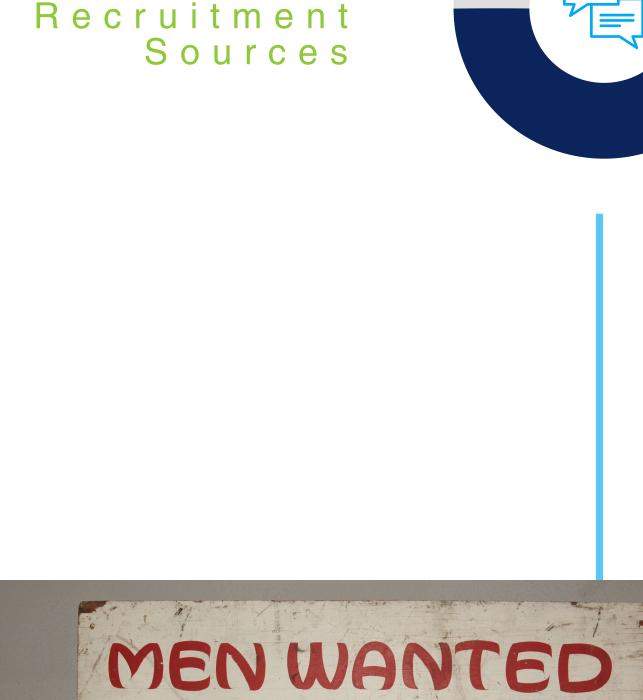




for). Just that personal touch might encourage someone to apply who would have been otherwise

Try Targeted Recruitment

unaware of the opportunity or would not have recognized themselves as a good fit for the job. Look for neighbors and youngers



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intern programs that try to keep diverse talent at your organization. Gen Z workers are the most diverse generation to date and, in my experience, Gen Z is

trying to grow your own talent by starting college

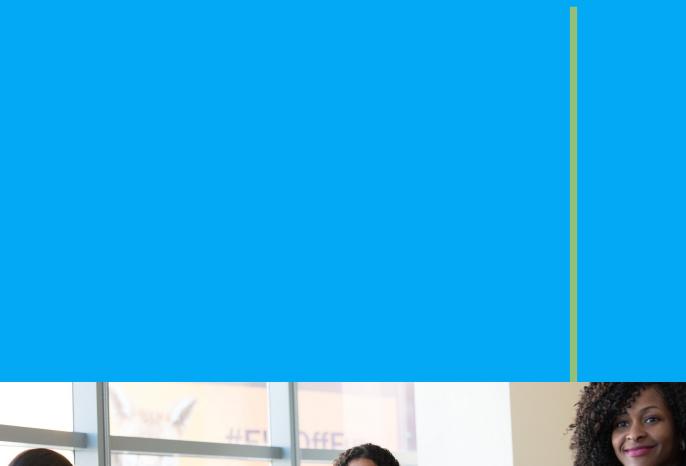
diverse) industries or sectors. You can also consider

If you specific field is not diverse (making it more

difficult to find applicants), consider whether you

might be able to recruit from related (and more

ah-may-Zing. Consider your criteria Are there job requirements that are less than essential but have a disproportionately negative impact on some groups? For example, requiring lots of experience might cause you to lose young



perspectives, resilience, GRIT) that you want but are not

measuring? Can you add those to your selection criteria? Step Remove bias in your selection procedures and hire the best people

applicant or requiring a college degree could leave talent on the

perspectives. Look at your criteria and make sure it is necessary

table. Looking for culture fit will obviously exclude different

but also sufficient. Are there elements of diversity (different

Selection

Sometimes there are biases baked into your selection processes or people. Studies show that you are most likely to be biased when you use vague or subjective criteria. To avoid that, follow the DCBA principle and Define Criteria Before Assessing. In other words, figure out what you are looking for and then assess each candidate against those criteria. That creates more accurate (and less biased) selection decisions. You can also wipe out unconscious bias by using blind resumes (removing names to obfuscate race or gender). In my work with the Hubble Space Telescope Time Allocation Committee, we found that removing names closed the gap on male and female applicants.

Measure it



diversity. measure progress

Have you ever heard the phrase what measures matters? This is super true when it comes to diversity and selection. I can't tell you the number of times I have worked with organizations whose leaders believe that they are doing a great job hiring diverse talent (I remember we hired a woman name Giselle last week) but when the see the actual numbers (there were 50 female and 50 male applicants and you hired was Giselle and 29 dudes) they are astounded by how poorly they are doing. Many companies I work with use real time HR dashboards to track progress. Other great practices are to ensure diverse candidate slates and setting numeric goals for

Don't forget to