

1 RECRUITMENT: THE BEST TALENT PIPELINE

The first step in creating an inclusive and diverse workforce that mirrors the marketplace is recruitment. It's often the biggest hurdle as recruiters and hiring managers can let their own unconscious biases get in the way of bringing in new talent.

Companies on the DiversityInc Top 50 use [proven best practices](#) to increase their recruitment—and on-boarding—of talent from underrepresented groups. It doesn't in any way mean lowering "qualifications"; it means looking at each applicant holistically and hiring people who can succeed in the organization and bring fresh approaches.

The best practices consistently used by these companies to bring in talent include:

- Ensuring that both internal and external recruiters and all hiring managers receive cultural-competence training.
- Mandating diverse slates that mirror the geographic availability whenever possible, certainly for management positions.
- Working with colleges and universities (and high schools) to develop talent at early ages, especially in fields where gaps exist for underrepresented groups.
- Having strong relationships with multicultural nonprofits and professional associations (including having senior executives sit on their boards).
- Using [resource groups](#) to both find and [on-board](#) talented people from underrepresented groups. These groups are also valuable in developing leadership skills and in identifying people who might not be obvious for high-potential slots, but with added guidance and education could become leaders.

Guided Questions for Staff

Are you fully utilizing your [resource groups](#)?

Resource groups are excellent places to find talent and to make sure people from underrepresented groups are comfortable in the corporate culture once hired. They also provide referrals and role models at job fairs and at colleges and universities. Many companies have used resource groups to set up mixers/speaking events to introduce people from their communities to executives at their companies, even when there are no job openings.

Are the people who are making hiring decisions receiving cultural-competence training? What is the diversity of the hiring/recruiting staff?

Examine the gatekeepers who decide who gets seen and whether they are representative of the population and have had sufficient training to understand how their own biases and backgrounds impact their recommendations.

Are you evaluating your relationships with nonprofits and professional associations?

The types of relationships that yield valuable recruits are personal. While writing checks benefits nonprofits, getting involved on their boards or in their leadership creates lasting relationships that will help in your recruiting efforts.