



## UNDERREPRESENTATION: How it Happens + What to Do About It

### ACTION

The organization has historically relied on network referrals to fill open positions, creating homogeneity.

The organization's recruiters do not feel comfortable, capable, and qualified to engage in topics about diversity, so they do not.

The organization's hiring managers believe that being "a good person" is enough to increase diversity, but it is not.

The organization condones performative diversity recruiting, so recruiters get let off the hook when candidate pools remain homogenous.

### TRY THIS...

Use multiple methods to advertise open positions. Consider the groups that are underrepresented in your organization and begin to advertise your job openings on websites that focus on these audiences. If you plan to use a referral program, talk with your employees about **the network gap** and the importance of taking inventory of the diversity within their own professional (and personal) networks. Empower your employees to consider taking LinkedIn's **Plus One Pledge**.

Make sure that your recruiters are properly **trained in diversity recruiting**. Effective training goes far beyond where and how to source for talent and includes additional important elements like understanding effective language to use, cultural competence, and working through one's own resistance to people who are unique to them.

Bias has nothing to do with whether you are a good or bad person. It shows up in all of us. Proactively learn about bias and how it shows up in hiring managers, especially in interviewing and selection decisions. Look for signs to help you recognize your own bias when it presents itself and make a proactive plan to address it. *That's what "good people" do.*

Make diverse candidate slates mandatory before interviewing. Any exception to interviewing without a diverse candidate slate must be data driven (i.e., there's data driven evidence of an unavailable workforce supply).