

40% Rule

Implement a policy mandating a minimum requirement of 40% women and 30% racial minority candidates at the first stage of every interview process. This is especially crucial when interviewing for senior leadership roles. This policy has demonstrated impact on diversifying organizational hierarchy. For example, one enterprise organization was able to increase representation of women at the Director level in its technology department from 14% to 40% in 12 months after launching this policy.

**Mandatory
Interviewing
Rule**

Implement a policy mandating managers or HR personnel to hold an interview with every individual who a) submits a resume and b) whose background is currently underrepresented on the team to which they are applying. Ask managers or HR personnel to provide meaningful and constructive feedback to candidates regardless of whether an offer is made.

**Diverse
Interview
Panels**

Implement a policy mandating that every interview panel includes at least one man, one woman, and one Person of Colour. Whenever possible, interviewers should have relevant expertise or be in a role relevant to the one being interviewed for by the candidate. Try to limit the number of interviewers at any one interview to three maximum (to avoid confusing or intimidating the candidates).

**Inclusive
Interview
Logistics**

Understand that candidates have personal and professional obligations (e.g. childcare, regular or irregular working hours, etc.) and be respectful of these obligations. Try to limit the number of interviews to 3 maximum. Work with the candidates to settle on interview timing and location/platform that is convenient for all parties. Offer remote interview options (e.g. Zoom or call).

**Inclusive
Job Postings**

Implement a policy mandating that all hiring managers and HR professionals responsible for recruiting and hiring undergo training on how to create inclusive job postings. Offer employees tools such as Textio or Gender Decoder, to audit the language used in all job ads.

**Diverse
Referrals**

A program through which employees receive a monetary award for referring a successful candidate into a role. For example, a major consulting firm rewards employees with a \$50,000 bonus for referring a successful woman candidate at the Director level.

Sources

[Harver](#) [Wallstreet Journal](#) [Working Mother](#) [Harvard Business Review](#)

[Harvard Business Review](#) [Medium](#) [Accessible Employers](#)