

# Hiring Revolution / RESOURCE

## A Guide to Disrupt Racism + Sexism



### Your Referral Plan + Inventory Template →

Proactively Seek Referrals. Reach out to your people. Ask to be introduced to new people. Ask people you think do great work to forward your job announcement and materials to the people in their networks they think do great work. Actively generating referrals to diversify your candidate pool is the best way we've found to cut through the noise of the never-ending digital job boards.

#### Deepening your referral network invites you to think and act like a community organizer.

Good organizers thoughtfully create and reach out to a list of strategic contacts. The goal is to learn about shared interests, expand networks, and ask the people on that list to do something in service of that shared interest. *Which, in this case, is helping you find someone great for this job!* To put this key strategy into action, make and commit to your Referral Plan.

### TOOL: REFERRAL PLAN

Name	Meeting Date	Determine Shared Interest	Ask Made	Result	Follow Up
Jeanine	February 1	Shared at a mtg that she mentors trans workers	Asked her to share the job description with five people and share their names with me	Two of them reached out	Thank-you email to Jeanine as well as card sent
Tomás	February 13	Used to run a leadership program for Black and Latinx college-aged men	Asked him to email his past participants	Six of them reached out	Took him to lunch; we've been friends for a long time
Heather	February 21	Was my first boss, doesn't think she knows any candidates but offered to intro me to someone at county EEOC office	Requested an intro email to county EEOC	1:1 with county EEOC, info shared with job seekers support group	Thank you note to county EEOC
Yasmin	February 22	We connected after attending a meeting together, and it's clear that her LinkedIn contacts include professionals in my desired populations	Sent a LinkedIn message to schedule a phone call, shared the role, asked for email introductions to four people in particular	Two of the four people followed up with me to ask additional questions about the organization and role	Thank-you note sent

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These intentional, personal conversations will likely yield *more* than an email blast to your contact list saying “Please share this job if you know of anyone open to it.” If that generic email generates any responses or applicants, however, *they may be mostly white people*. We’ve seen it again and again at Team Dynamics: when we post on general job boards or send general emails, our proportion of white applicants increases dramatically. Now, we’re not mad about getting white applicants. What we are doing is Noticing, Naming, and Navigating this pattern. We notice and name that white applicants don’t currently have trouble finding us. The course we navigate, based on that information, is to determine whether or not our outreach affects our ability to reach our desired applicants, who have the perspectives, skills, and experiences currently missing on our team.

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Important: Do NOT blame people for not finding you. Do not assume that People of Color, women, and trans people are not interested or not qualified. It is the responsibility of everyone involved in each hiring process to do whatever work is required to stop giving preference to whiteness and maleness in work opportunities.

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This work may take more time than you’d like. However, you set hiring deadlines. Thus, *you can move them*. If you don’t, you will end up making excuses for why your workplace continues to remain mostly homogenous, such as, “We couldn’t help that we hired yet another white man; those are the only folks who applied and we needed to fill the position quickly. *We didn’t have time* to start our search over or hold off.” In order to end racism and sexism in hiring, you need to **make time** to find who you are seeking.

### *Expanding Your Network Intentionally*

To more consistently reach candidates who are People of Color, women, and trans people, **join and become an active participant** in more and different communities—both online and in person.

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### Tool: Your Network Inventory



#### *Your Network Inventory*

Let's assume you have a values- and goals-based reason to change the race and/or gender mix of your professional network. Let's Notice, Name, and Navigate. Answer the following questions:

*Be honest about your current relationships:*

- *What is currently true about the race and gender mix of my professional set of relationships?*
- *Are these relationships getting me closer to my candidate pool mix goals?*

*How hard does it feel to mix up your network?*

- *What stories do I tell myself about POC- and gender-focused professional or community groups? What assumptions do I make?*
- *What body sensations and feelings do I have as I imagine attempting a new relationship with someone with this identity?*

*What is my time inventory?*

- *How do I currently spend my networking time? What invitations do I accept or decline?*
- *What people, events, and opportunities feel most interesting, comfortable, or familiar to me?*
- *This isn't magic, and it might not work. Remember my story about joining different networking groups because I had a new job? I'm betting that over the course of your career you have become part of some networks where you are known, you are understood as a trusted colleague, and you have a track record of reliability.*
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- *How long did it take you to establish that?*
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- *Are the people in that network mostly your same race and/or gender?*
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- *Understand that relationship development across lines of meaningful differences is possible AND takes time.*