

## Improving Gender Equity in Your Organization

To foster the success of your female employees and your company as a whole, you must recognize problems in your management activities and then take steps to fix them.

TALENT MANAGEMENT PROCESS	PROBLEM	QUESTION TO ASK	WHAT TO DO
<b>Attracting candidates</b>	You lack women candidates relative to your expectations or industry norms.	Are aspects of your recruitment turning away qualified women?	<ul style="list-style-type: none"> <li>• Seek candidates outside managers' individual networks, which may be homogeneous.</li> <li>• Assess the language used to describe jobs and your company.</li> </ul>
<b>Hiring employees</b>	Women candidates do not make it to the offer stage at the same rate that men do.	Are aspects of your hiring process eliminating women whose qualifications and potential meet or exceed those of male candidates?	<ul style="list-style-type: none"> <li>• Educate managers about gender bias and how it might influence hiring decisions.</li> <li>• Anonymize résumés.</li> <li>• Diversify interview panels.</li> <li>• Select finalists and evaluate them against defined criteria, rather than hiring on a rolling basis.</li> </ul>
<b>Integrating employees</b>	Women seem to be marginalized by their teams and departments.	Are new hires forming the relationships that enable them to contribute optimally and thrive professionally?	<ul style="list-style-type: none"> <li>• Create opportunities for employees to work toward shared goals with people who are different from them.</li> <li>• Discourage exclusionary social activities, and make sure women are not treated as outliers or extraneous team members.</li> </ul>
<b>Developing employees</b>	Women are not building their skills and experience as fast as male peers are.	Do employees have access to training, coaching, stretch assignments, and other components of development, irrespective of gender?	<ul style="list-style-type: none"> <li>• Assess how developmental opportunities are awarded, and implement objective criteria for allocating them.</li> <li>• Increase women's access to mentors and sponsors.</li> </ul>
<b>Assessing performance</b>	Women's performance ratings are lower than those of male peers or lower than expected given hiring assumptions.	Does gender bias affect your evaluation processes and decisions?	<ul style="list-style-type: none"> <li>• Educate managers about gender bias and how it might influence the feedback and performance ratings they give employees.</li> <li>• Assess the criteria used to rate performance, and eliminate ambiguous, vague, and malleable standards.</li> </ul>
<b>Managing compensation and promotion</b>	Women receive lower compensation than male peers or are promoted at lower rates.	Does gender bias influence your processes for determining compensation and making promotion decisions?	<ul style="list-style-type: none"> <li>• Establish clear, transparent parameters for salary offers and increases.</li> <li>• Regularly review the outcomes of promotion and compensation processes by gender.</li> </ul>
<b>Retaining good performers</b>	Women are leaving your company at higher rates than men or sooner than expected.	Do women believe they can advance at your company, and are they rewarded for strong performance?	<ul style="list-style-type: none"> <li>• Combat the stigma attached to flexible work arrangements by focusing on measurable aspects of performance.</li> <li>• Don't turn a blind eye to harassers.</li> <li>• Regularly track attrition and retention by gender.</li> </ul>