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## Small Sample Diversity

Diversity goals - whether explicit or implicit - are usually defined on a large scale, such as the student body of a university or the workforce of a company. However, the implementation of these goals often occurs at a smaller scale, as hiring and admission decisions are made by different decision-makers (e.g., HR managers, admission officers) at various points in time (e.g., recruitment rounds). To study the consequences of small-scale decision-making, we leverage register data from the selection process of a large study grant program where candidates are quasi-randomly assigned to evaluators. Our findings provide evidence that evaluators aim at balancing their small number of positive assessments with respect to gender, migration background and socio-economic status. Consequently, individual admission chances decrease with the number of other candidates sharing the same attributes in the pool. Our findings highlight that small-scale implementation of diversity goals results in inefficient hiring outcomes.