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## Inclusive recruitment



# What we'll cover today:

- Why diversity and inclusion is important and how it is possible
- Widening your search for applicants
- Shortlisting
- Writing Job descriptions
- Application forms
- Reasonable adjustments
- Mitigating for bias
- General best practice guidelines for recruitment

# My story



LEEDS  
BECKETT  
UNIVERSITY



# Why is inclusive recruitment important?



# Recruitment and retention challenges?

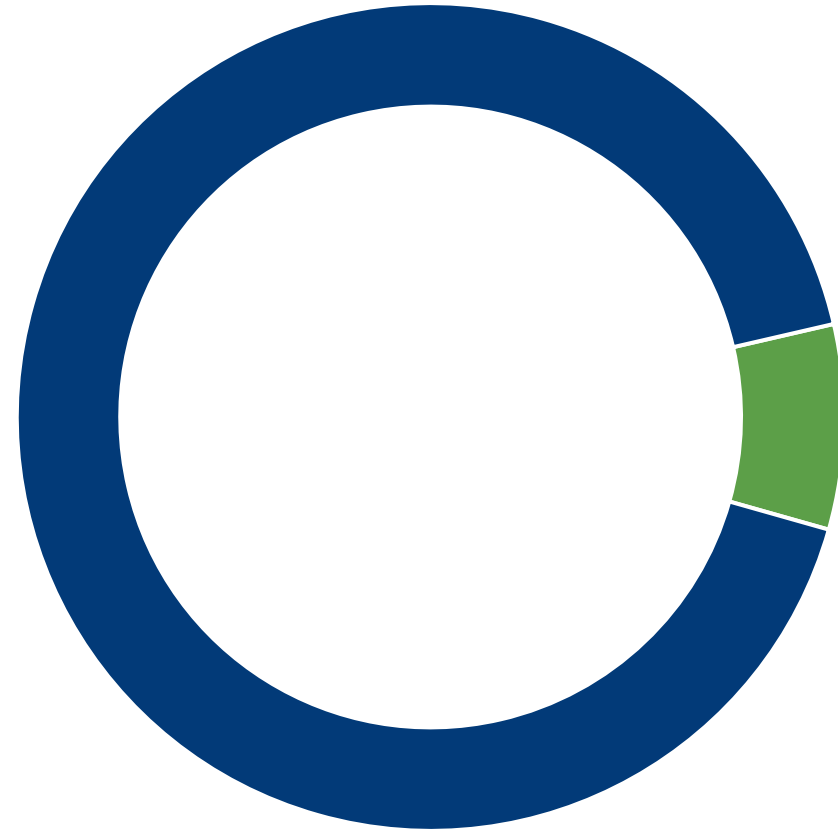
2018  
Department  
for Education

## Teacher Recruitment and Retention Strategy



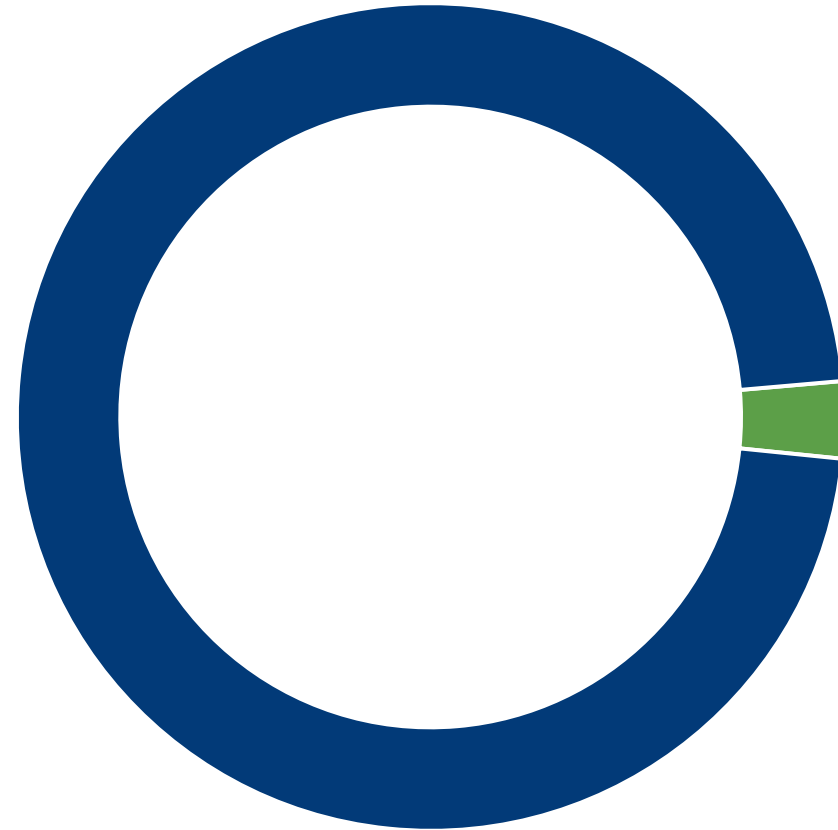
## Some national statistics

8% of teachers are BAME



## Some national statistics

3% of school leaders are BAME



## Some national statistics

74% of teachers are women





## Some national statistics

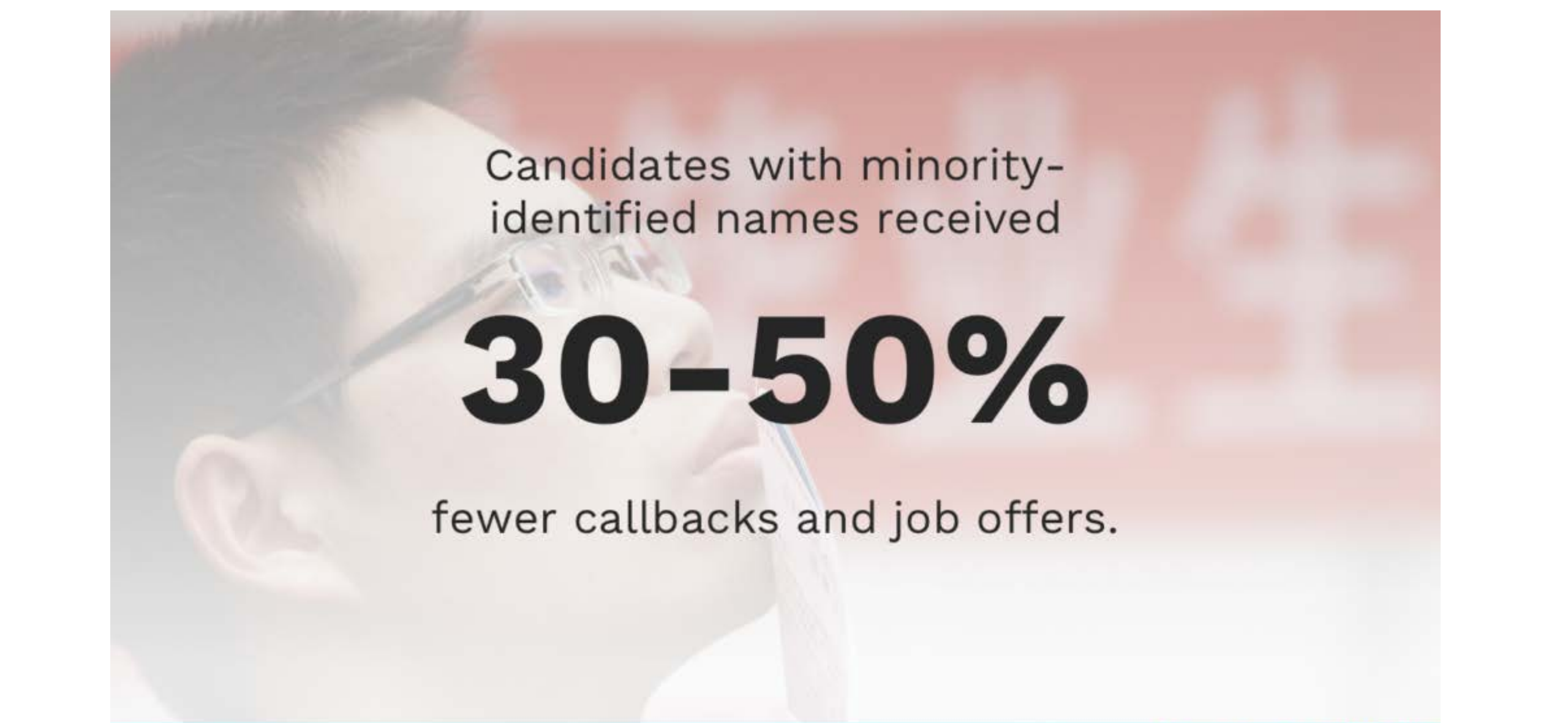
66% of headteachers are women



## Some national statistics

Number of openly LGBT+ School leaders: UNKNOWN

# Examples of poor recruitment practices.....



Candidates with minority-identified names received

**30-50%**

fewer callbacks and job offers.

Source: Pandologic

# Moral case:



- It's important for you people to see themselves in others around them and especially in leadership roles. Having authentic role models can have a powerful impact on child's aspirations.
- The globalised world – The world is changing; we are more interconnected and integrated than ever before and so not only should we be reflecting that in our schools but by doing so we can prepare our young people for the world beyond education.
- As educators, it's important that we teach our young people to celebrate difference, to live with compassion for others and to be curious about people who may not be the same as them.



# Business/Strategic case:

- We know that when people can be themselves at work, they are more likely to perform better, be happier, more productive and more innovative.
- We know that organisations that are more diverse and inclusive:
  - **Perform better**
  - **Have a wider range of skills, talent and experiences which contributes positively to organisations**
  - **Are more productive**
  - **Are more creative**
  - **Have happier, more motivated staff**
  - **Experience less turnover**

(Mckinsey&Co, 2018).

# Legal case:



- The Equality Act (2010) states that it is unlawful to discriminate against a candidate at interview on the grounds of them having one or more protected characteristics and we know that organisations that are more diverse are better performing

STEP 1

**Reviewing and auditing your recruitment processes to determine how inclusive they are is the first step on the journey towards better diversity and inclusion in your organisation.....**





# Training for recruitment managers?

## Step 1: Widening your search

Is your incoming talent pool homogenous?

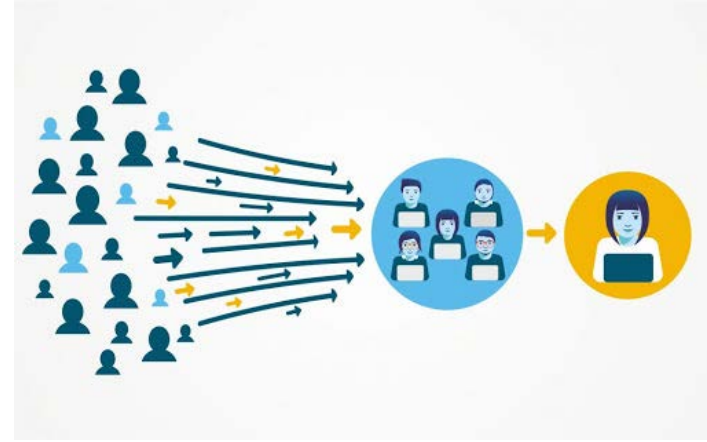
Is your search too narrow?

Are you getting what you need?



**What are you doing currently to increase applications from diverse backgrounds?**

# Step 2: Shortlisting



- Wherever possible, more than one person should be involved in short-listing applicants, to reduce the chance of one individual's bias prejudicing an applicant's chances of being selected.
- You should have a diverse selection of people sifting CVs in the first instance, and people that have been trained in fair recruitment practices.
- The marking system, including the cut-off score for selection, should be agreed before the applications are assessed, and applied consistently to all applications.

- Where more than one person is involved in the selection, applications should be marked separately before a final mark is agreed between the people involved.
- Selection should be based only on information provided in the application form, CV or, in the case of internal applicants, any formal performance assessment reports.
- The weight given to each criteria in the Person Specification should not be changed during short-listing; for example, in order to include someone who would otherwise not be short-listed.



**What is your current shortlisting process and how could it be improved?**

*“There should be a brave culture of discussing and questioning our own and each others’ assumptions so that biases can be brought to the fore, unpacked and examined so as not to disadvantage a candidate in any way. For example, if a candidate seems that they may be older or younger than expected, speaking about the assumptions you have made and testing these against the Person Specification and the actual duties of the role to see if this has any relevance. Unless we challenge ourselves and are reflective, we will not be able to spot bias and address it in our own practices”.*

Anonymous headteacher, North London



# Step 3: Job descriptions and person specifications

- Might the language or tone exclude certain groups of people? I.e. is the language gendered or likely to put off certain groups? Studies show that the use of words more likely to be associated with men in job descriptions was a barrier for female applicants and had a negative impact on diversity (Journal of Personality and Social Psychology, 2011).
- Have you asked for a certain amount of experience? Remember that it is unlawful to discriminate based on age so review and remove any reference to years of experience needed.
- Have you been explicit about flexible working/ Job share opportunities? This is going to open up the talent pool. Failing to consider other ways that the role could be done risks excluding candidates before they have applied
- Have you *only* included information that is relevant to the job? I.e 2:1 degree or higher – is this really needed to be able to carry out the role?
- Don't repeat yourself – make it succinct and only include relevant information.

# Step 4: Application forms

- Stereotype threat?
- Blind applications
- Ordering of questions
- Equal opportunities data



## Step 5: Reasonable adjustments



- What can you do to ensure a fair and consistent process?
- What sorts of things do you need to consider from start to finish?
- (Clue: Inclusive environments don't mean only physical adjustments.....)

## Step 6: Mitigating for bias



**Confirmation bias:** This type of bias is about making snap judgements based on our perceived truth and subsequently searching for evidence to back that up – at interview, this can translate into asking leading or subjective questions to elicit an answer that confirms our view of the candidate.

**Affect heuristics:** Affect heuristics are all about taking a mental shortcut and in this case it's when the interviewer/ panel jumps to a conclusion about the candidate's ability to do the job without learning all the necessary facts they need.

**Halos and horns:** These two types of bias are about the way we let our positive (halo) and negative (horns) first impressions of candidates bleed into everything else we learn about them throughout the process.

**Similarity attraction bias:** We are more inclined to hire candidates we view as being like us or having similar traits or characteristics as us, even when those things aren't correlated with on-the-job performance.

**Contrast effect:** We have a tendency to compare the latest CV to the one that went before. Instead of judging whether a candidate is suitable for a role, based on their skills and attributes as displayed in the resume, we are comparing them to other candidates instead.

**Intuition:** A lot of post interview discussions talk about their 'gut' feeling. We often make decisions and intuitively select a candidate basing our choice on irrelevant factors such as emotion, intellect and their individual makeup instead of focusing on a person's actual capabilities.



**Where/when have you seen  
those biases at play?**



# Pilot your process!

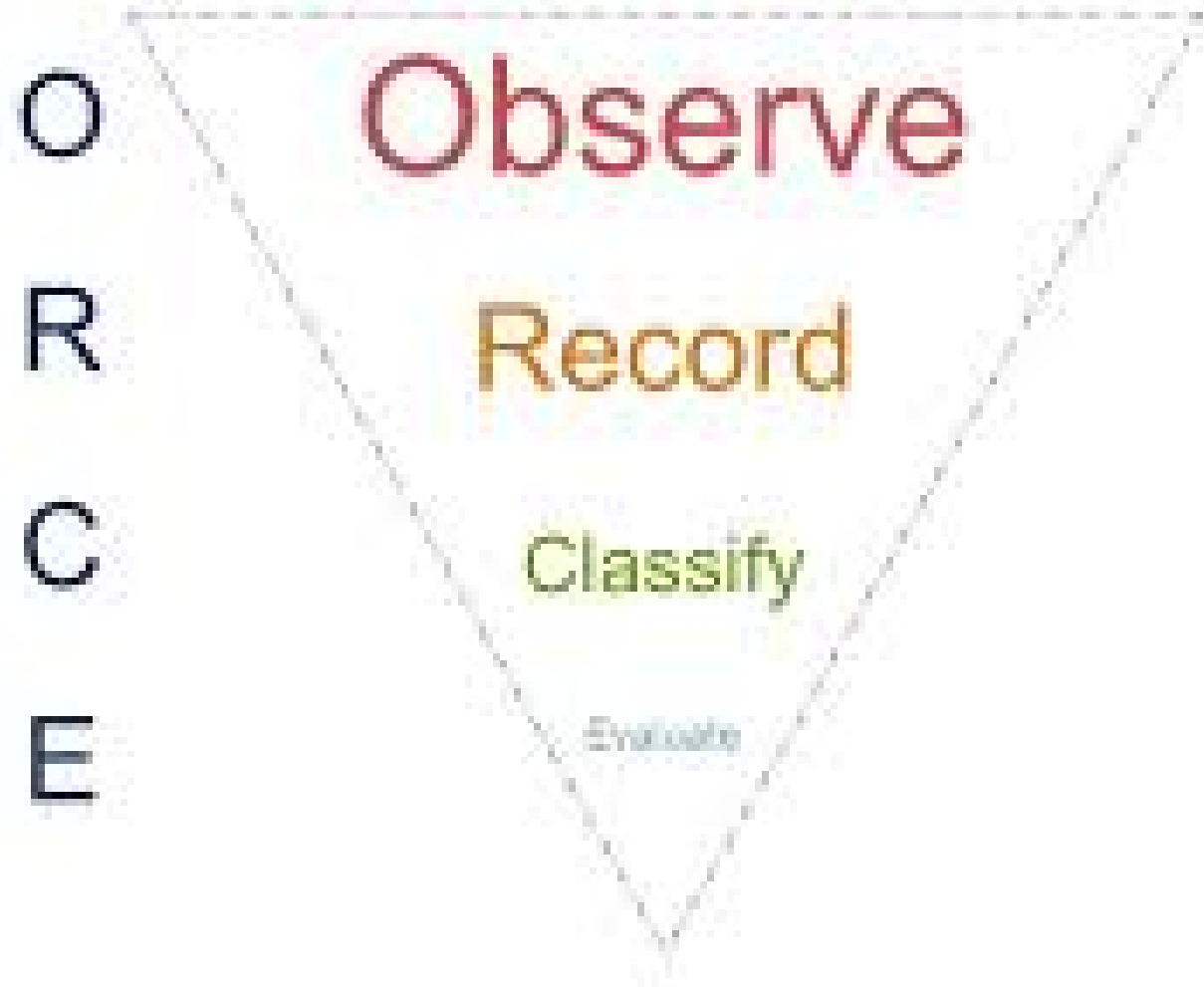
**Interview questions must be relevant to the role and consistent.**

**Past performance is the best predictor of future performance**





- **Utilise frameworks**
- **Quality assurance throughout the process**
- **Activity selection is key**
- **Don't lead the interview**
- **Use the ORCE model**



**Standardised**

**Reliable**

**Valid**

**Fair/defensible**

**Transparent**



- **Educate/train yourself and your teams**
- **Create a safe space to discuss your biases**
- **Make sure your panel is diverse**
- **Take verbatim notes**
- **Recommendations are fine, informal processes are not**

# Washing up?

**Get feedback from unsuccessful candidates**

**Review your routes to entry**

**Don't be afraid to rip up the process and start again**

**What examples can we  
share of good/best  
practice?**





**`Next steps:**

**What can you do ahead of the next phase of recruitment to ensure your process is more inclusive?**

- **Equality** is about ensuring everybody has an equal opportunity and is not treated differently or discriminated against because of their characteristics.
- **Diversity** is about taking account of the differences between people and groups of people and placing a positive value on those differences.
- **Inclusion** describes an individual's experience within the workplace or in wider society and the extent to which they feel valued and included.

# Keep in touch!



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