**Recruitment toolkit for inclusivity in recruitment**

Good practice guideline to enhance inclusivity at recruitment

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| **Process** | **Bias trigger** | **De-bias action** |
| Job Design | * Job designed around current post holder * No objective mapping of equivalence eg if a qualification is stated what can be the equivalent skill/experience valid for the job | * Focus on the role, how it might have changed. * Consider someone’s personal experience, this can be just as   valuable as formal qualifications. |
| Job Description | Gendered language | * Use plain English. * Undertake a language audit of all job descriptions to remove jargon, ambiguity, acronyms and other unnecessary words. |
| Focus on nice to haves  rather than essentials. | Shift focus to the main purpose of the role. |
| Length, can make it difficult to read and understand requirements of the role. | Keep to specifics and not add all tasks that are rarely required. |
| Desirable criteria Maybe historical and reflect the skills of the outgoing person | Remove any criteria that cannot be justified |
| Generic and jargon acts as a barier to understanding the role requirements. | * Ensure use of plain language. * Test understanding of job description contents with colleagues unfamiliar with the role. |
| It is not for us – there could be indication in the job description that suggests applications are not welcome from certain groups. | Make clear how the candidate will be supported in the role e.g. supervision arrangements, access to continuing development. |
| Job Advert | Bias can be due to images, language and phrasing, where it is placed, internal/external, length of time the advert is open for, EDI statement, Trac set up | * Ensure images if used are inclusive. * Use plain English with explanation of acronyms * Ensure advert is placed where more potential candidates could access it * Ensure there is enough time for applicants to apply * EDI statement should be included in all adverts to reflect the organisational values. |
| Shortlisting | Lack of weighting between essential and desirable criteria | Panel members should shortlist separately before coming to a joint decision to avoid ‘group thinking’. |
| Interview and assessment | Language used and questioning techniques | * Check understanding of questions and challenge use of language that is not inclusive * Avoid the use of idioms, be aware of accents * Aim for a diverse panel * Questions should be clear * Aim to hold interviews at flexible times in case of illness/pre booked events |
| Selection | * Diversity amongst panel members * Subjective scoring systems * Wishing to recruit someone who will ‘fit’ in the team * Unconscious bias | * Design scoring systems that are not subjective * All panel members should have a voice * Avoid ‘Team fit’ bias * Try cross organisational recruitment eg Hospital A recruits for hospital B vacancy. |