**Recruitment toolkit for inclusivity in recruitment**

Good practice guideline to enhance inclusivity at recruitment

|  |  |  |
| --- | --- | --- |
| **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 havesrather 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.
 |