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**Recruitment Best Practice**

The Chartered Institute of Personnel and Development defines diversity as follows:

Diversity is about recognising difference. It’s acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of the organisation’s customers.

Best talent means tapping into the entire talent pool and enabling and promoting work practises that foster diversity of thought and building diverse teams. Within this best practise guide you will be able to develop recruitment practises that will encourage a balanced & inclusive hiring process in order to attract a wide pool of talented employees.

When we bring bias to the recruiting process, we tend to favour candidates who:

* Are like us
* Are affiliated with us
* Make a great first impression.

Unconscious (or implicit) biases are learned stereotypes that are automatic, unintentional, deeply engrained, and absolutely able to influence behaviour. We ALL have unconscious bias and no one is immune!

Firstly, it’s about accepting and being aware that you have it, so you can shift it to a conscious bias. Then you make it intentional, and through the interview and hiring process, you can ensure you don’t let it influence your decisions.

There is nothing wrong with talking about your biases. It’s normal to have them.

Start by encouraging all hiring managers to complete unconscious bias training or assessments like the ones shown below before getting involved in a selection process.

[Unconscious Bias Implicit Association Tests](https://implicit.harvard.edu/implicit/)

[Inclusive Leader Quiz](https://www.catalyst.org/research/quiz-are-you-an-inclusive-leader/)

**Preparing the advertisement**

* Review the required position, think about what the role really requires (capabilities, responsibilities)
* What are the ‘must have’ skills vs ‘nice to have’ skills, could you be ruling out potential candidates?
* Look at ensuring that all job adverts are gender neutral by removing all male/female focused words

**CV shortlist**

* Ensure there is a diverse representation when shortlisting candidates, actively seek out diversity
* Look beyond standard CV formats to find exceptional talent, finding those with unique perspectives, experiences and abilities. This drives diversity of thought and is critical for innovation and progression
* Instead of measuring growth through career advancement alone, look for progress within roles including increased responsibilities and new skill development.
* Both formal and informal skills developed through past work experience and volunteer activities may indicate that an applicant has the ability to do the job even if they have not yet had the opportunity
* Be aware of common biases that accompany traditional CV screening. Examples of taking away the bias could include removing applicant’s names, their date of birth and where they were educated.

Accomplishments – in the absence of these does this mean the applicant is not a top performer?

Education – Education credentials from known institutions may be given preference over lesser known schools or individuals who have not completed certain formal education.

Employment gaps – Gaps in a candidates’ career or short periods of time spent in different positions may cause the applicant to be seen as unreliable or uncommitted. Many strong applicants do not have a traditional career path.

* Spelling errors – Grammar or spelling errors can lead to the immediate rejection of a CV or the perception of poor written communications skills. If English is a second language the applicant may be put at a disadvantage. The weight given to spelling and grammar should reflect the requirements of the job.

**Interview**

An objective interview process will help create a robust process and it will always be a better experience for both the candidate and the interviewer.

* Hold a structured/standard interview, asking the same questions to all applicants eliminates the chance of bias.
* Hold multiple interviews with qualified individuals, having more than one interviewer will give different perspectives and opinions, this will help eliminate the likelihood of bias if only interviewed by one individual.
* Be aware of what makes us different. Understanding those differences allow us to build better relationships and not make incorrect assumptions. Candidates from some cultures may use different body language so it is critical to focus on job related skills.
* Ask yourself the following questions:
* When you say an individual is not the right fit, what do you mean?
* Do you tend to hire, promote, mentor, and sponsor the same people?
* Are you hiring for yesterday, today or tomorrow?
* Are you selecting candidates based on your own preference, qualities of the previous person in the role, or what the role really requires?
* Challenge unconscious bias in staffing, hiring and talent review processes
* Be committed to a minimum representation of women on all interview and promotion review panels
* Include Diversity & Inclusion questions in your interview script.

For example. Tell me about a time recently when you had to take someone’s cultural perspective into account?

* Be committed to ensuring employees can bring their true self to work, look for this during the interview