

Recruitment workshop

Positive Action and Know Your Pool

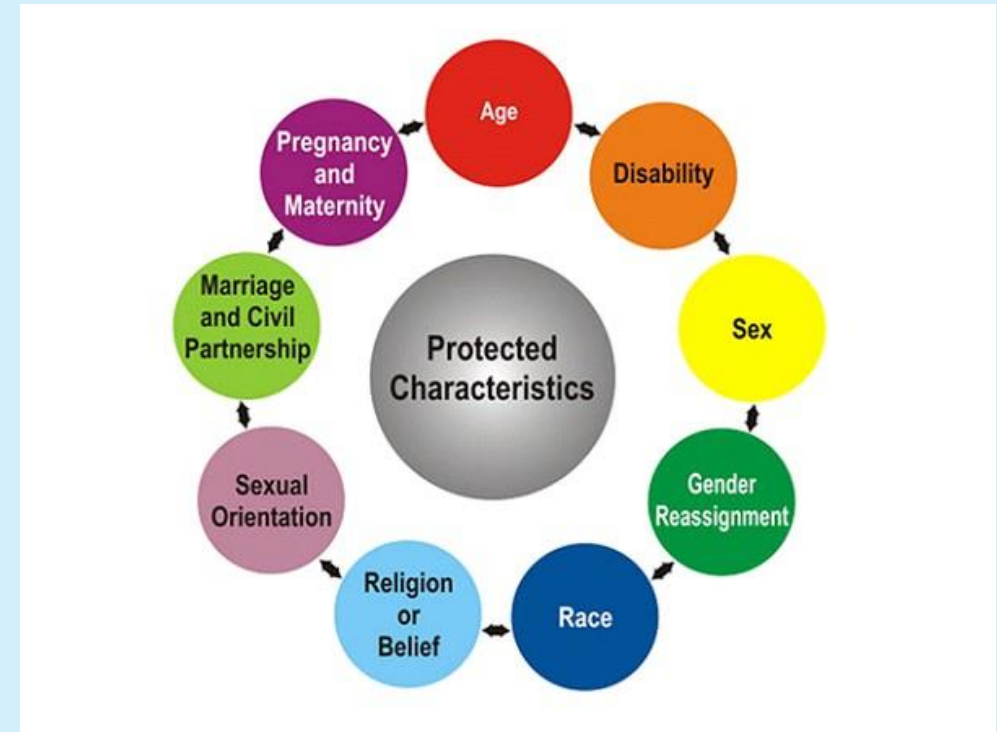
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The Inclusive Recruiters' Mindset

- Be aware that, as humans, we have a propensity to favour those people who remind us of ourselves (homophily).
- Be aware of affinity bias. Choosing these people feels more comfortable and less risky.
- Avoid notions of team 'fit' unless this can be accurately measured in some way (e.g., through psychometric profiling).
- Concerns about 'fit' may also influence where advertise, how we design jobs, and how we assess talent (e.g., men are more likely to demonstrate 'leader like' qualities such as boldness, assertiveness).
- No-one is insulated from having biases – no matter how rational they believe themselves to be! If you believe you are exempt, it will stop you from taking any conscious action to mitigate biases.
- Optimise the diversity of the people involved in your process in its widest sense, not just focusing on race or gender.
- Aim to make criteria as objective as possible.
- No decisions are informed by gut instinct. They are evidence-based.
- Each part of the process is therefore measurable.

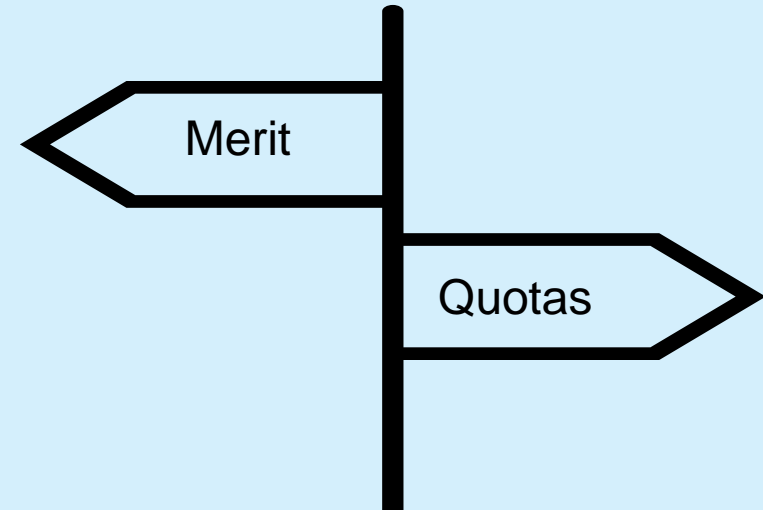
What is positive action in the workplace?

- Proportionate steps are taken to compensate for any disadvantage that an organisation reasonably believes are faced by people from protected groups.
- A form of encouragement to increase candidates for a post by exploring all ways to attract **the best** candidates.



Positive action vs positive discrimination?

- Refers to the automatic favouring, without proper consideration of merit, of disadvantaged or under-represented individuals from protected groups.
- Positive discrimination is unlawful discrimination.



Positive Action - Disability?

- If a candidate request adjustments to be made
- To overcome any barriers created by a disability
- During the selection process
- Future employment
- Must consider and implement those adjustments.



Dos and Don'ts

- Do document your reasoning and decisions
 - Do act proportionately
 - Do keep your actions under constant review
 - Ask for support!
 - Don't recruit specifically to remedy a lack of diversity
 - Don't have a knee-jerk reaction
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Diversity & Inclusion in Recruitment

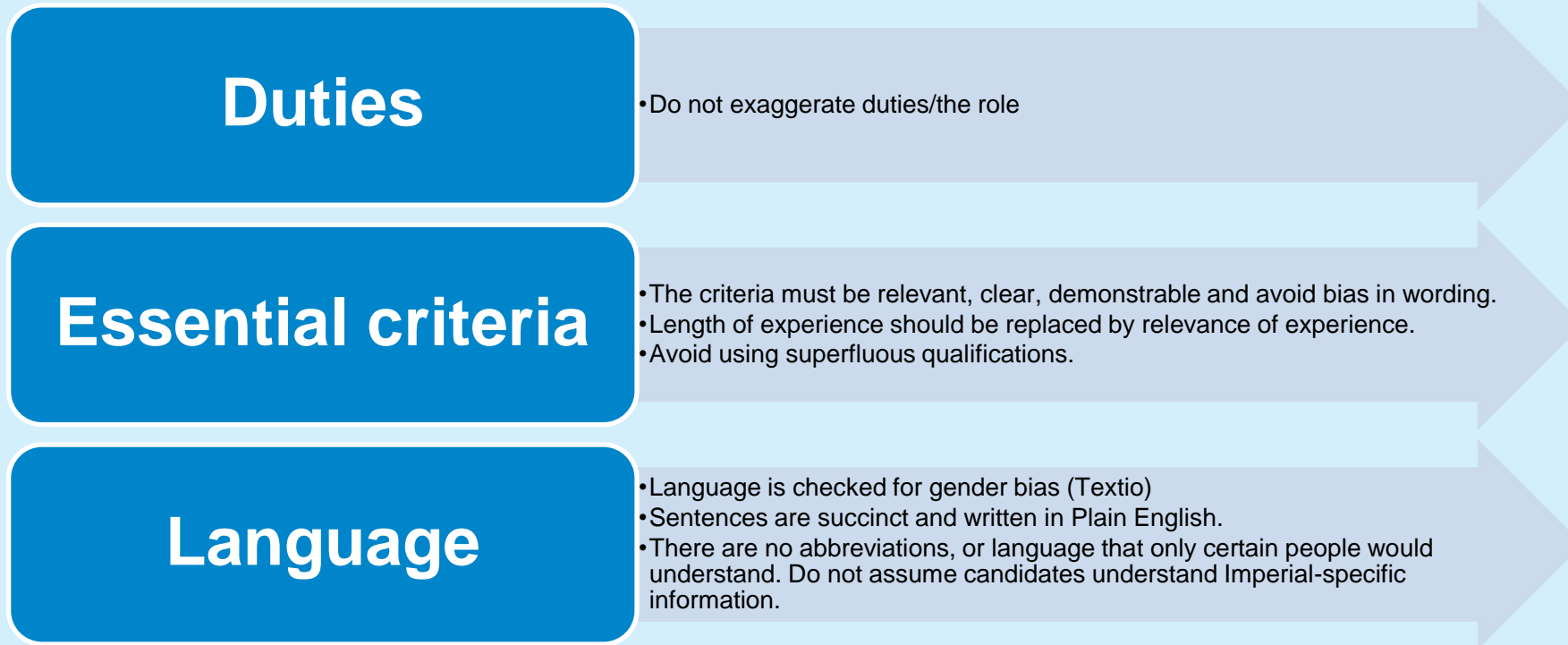
Consider your approach at each of these key stages:

- Job Design
- Attraction
- Selection
- Onboarding/induction

And remember:
Unconscious bias!
The candidate experience

Job Design

Should be free from features that could inhibit diversity and inclusion.



Attraction

Where are you advertising?



Word of mouth – is it good or bad?



Language



Hybrid working



The offer



Selection

- Decision makers
 - Everyone's opinion and perspective are of equal value. Try to avoid conformity bias
- Techniques/process
 - Don't rely on one method
 - Ensure process is inclusive
- Timing
 - Set out timelines in advance
 - Notice you provide candidates to complete tasks
 - Potential impact of dates e.g. religious holidays

Your interview panel

It is important you ensure as far as possible your interview panel is balanced/representative and has the relevant people needed for the decision-making process

- You should avoid single-gender panels
- Consider involving stakeholders/users/subject experts (can be helpful with balance)
- New initiative to support hiring managers in recruitment

How to get the most out of your interviews

- Brief the panel members thoroughly in advance
- Prepare a list of core interview questions to ask all applicants
- Use open questions (what, why, how)
- [Imperial template](#) is available online to help you
- Make LOTS of notes
- Do **not** try to evaluate the candidate during the interview

Ask



Challenging questions (but not in an intimidating tone or manner)



For examples of real situations & check what the candidate learnt from the experience



Factual questions about past experience and behaviour (refrain from making assumptions) that provide an insight into the scale/results of a candidates work

At interviews be aware of....

Primacy and Recency effects

Psychological phenomenon associated with memory that says items at the beginning (**primacy**) and items at the end (**recency**) of a string of information are more easily recalled than items in the middle

Unconscious bias

Implicit or unconscious bias happens by our brains making incredibly quick judgments and assessments of people and situations without us realising. Our **biases** are influenced by our background, cultural environment and personal experiences.

Helpful Links:

<https://www.imperial.ac.uk/equality/resources/unconscious-bias/>

<https://www.imperial.ac.uk/careers/about/careers-library/exclusive-online-resources/linkedin-learning/>

Onboarding & induction

- Keep in touch with your candidate before they start
- Help candidates understand Imperial/your team before they start
- Use information gained during the interview to plan their [induction](#)
- Prepare the induction in advance e.g.
 - What happens on their first day
 - Who do they need to meet
 - College essentials
 - Introduction to staff networks

Contact your Strategic HR Partner for more support and advice

Recruitment Hub Support

- Anonymous recruitment
- Online testing
- LinkedIn
- Recruitment Agencies
- External partnerships
- How to guides
- Programmes e.g. PVP and Julia Anderson Training Programme
- Workshops
- Training and development

Don't forget [EDIC](#) can support you too!

Don't forget

[Recruitment & Selection Training](#)

All staff on recruitment panels are expected to have attended a recruitment and selection training course. The Learning and Development Centre offers a variety of options for both initial and refresher training - course content, dates and booking details are available on the [Learning and Development website](#).

Please note: that it is College policy that at least one member of the panel must have been trained in recruitment and selection.

Ethnicity Confident Recruitment Scheme

Diversity in the recruitment process



- White applicants are disproportionately more likely to be hired at Imperial than applicants of colour
- There are many reasons for this, some of them beyond the College's control, but it is highly likely unconscious bias is playing a role

The scheme

- A ethnically diverse pool of staff who can volunteer sit on recruitment panels to offer their expertise and a different point of view
- For the first 12 months this will be an opt in scheme open to all recruitments
- Volunteers will receive training and support



Diversity in the recruitment process

Why ethnically diverse recruitment panels work:



Visible forms of diversity can put candidates at ease



More effective challenge from a diverse perspective



Observer effect

Getting involved



We will be putting out a call for volunteers early 2023 via the staff briefing and other communication channels



Training planned for March



Volunteers ready to sit on panels during the summer term

Register your interest



<https://forms.office.com/r/R3wSC2TZ8R>

Additional Support

- Inclusive Recruitment Webpages
 - Guidance, tools and advice from vacancy creation to onboarding