

Inclusive Recruitment

Social Inclusion



WARWICK
THE UNIVERSITY OF WARWICK

warwick.ac.uk/services/socialinclusion

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Visit our most recent
KPI dashboard

Our Social Inclusion KPIs

50%

Women professors and professional services staff by 2030

25%

BAME professors and professional services staff at FA9, with 5% black by 2030

18%

Disabled professors and professional services staff at FA9 by 2030

7%

LGBQUA+ professors and professional services staff at FA9 by 2030



Eliminate the ethnicity pay gap by 2030



Eliminate the gender pay gap by 2030

Inclusive Recruitment

Inclusive recruitment and retention can be challenging. As a Hiring Manager you can use this guide to ensure your recruitment process reaches a diverse talent pool, understand positive action you can take to increase representation and help support the University's Social Inclusion strategy.

Social Inclusion Strategy

1. Increase the diversity of Warwick's staff and students to maximise creativity and innovation of its talent.
2. Develop a culture that supports students and staff in achieving their potential
3. Become an internationally recognised leader in social inclusion.

Why Diverse Teams are Important

Research has shown that diverse organisations:

Perform better – There is a potential boost of £24bn to the UK economy annually, if employers get race equality in the workplace right [McGregor Smith Review].

Are more innovative - When employees 'think their organisation is committed to and supportive of diversity, and they feel included', their ability to innovate increases by 83% [Deloitte].

Attract more talent - 54% of women and 45% of men surveyed said they researched if a company had D&I policies in place when deciding to accept a position [PwC].

This guide outlines the actions we can take throughout the recruitment process to achieve a diverse workforce through:

- Reviewing your people data.
- Inclusive Job Design.
- Diversifying the talent pool.
- Ensuring a transparent process.
- Eliminating bias in decision making.

We will highlight legal Positive Action you can take at every step of the process. Positive action includes a range of measures focused on people who share certain characteristics that are protected in Great Britain under the Equality Act 2010 who, when compared with others, may experience a disadvantage, have different needs, or have low rates of participation or representation. This means we can undertake proportionate action to benefit those from a protected group whilst ensuring we do not put those from another group at a disadvantage.



£24bn

A potential boost of £24bn to the UK economy annually if employers get race equality in the workplace right

McGregor Smith Review

Reviewing People Data

Before commencing the hiring process, it is good practice to review the demographics in your team to identify any groups that may be underrepresented.

This will aid you to identify the positive actions you might want to take throughout the process to increase diversity within your team.

At each stage remember to update the candidate tracking system using this form to enable effective GDPR compliant data monitoring.

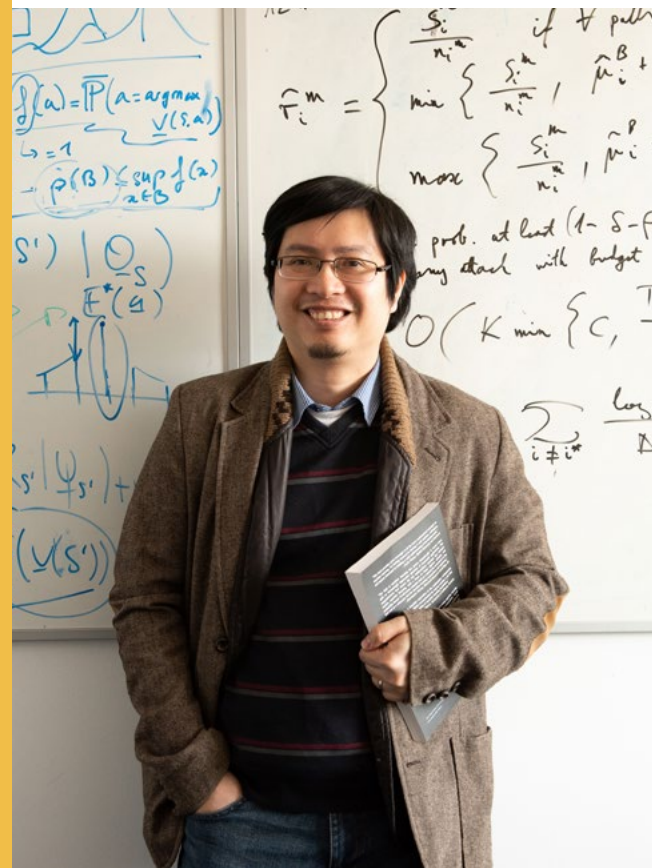


Inclusive Job Design

Job design involves identifying the remit of a role, how it should be performed, skills required to undertake the role and any support available.

The following guidance ensures roles will appeal to a diverse talent pool and will remove barriers that may prevent some people from applying. [You can find more detailed guidance here.](#)

- Remove all unnecessary requirements including unnecessary education requirements. Critique the role's Essential and Desirable criteria and consider removing any criteria which could be taught to a successful candidate. Research shows some candidates will only apply for roles where they meet all essential criteria, potentially limiting the talent pool.
- To target and widen the pool that you are seeking to recruit from, include criteria related to:
 - Skills - these should focus on what needs to be achieved rather than how it is to be achieved.
 - Behaviours - focus on the objectives of the role rather than personality attributes eg. you can be flexible over where you work (instead of you are flexible) you will be contributing new ideas (instead of you are creative) , you will be required to build relationships with stakeholders (instead of you have strong interpersonal skills).
 - Values - request "demonstrable commitment to Warwick's values and principles" as an essential criterion in the role description and test this at interview.
- Avoid superlatives or adjectives which could be subjective eg. "exceptional"
- Consider flexibility - Flexible organisations will be more attractive to some candidates particularly those with caring responsibilities and disabilities. Including a statement on the job advert can encourage more candidates to apply.
- The language we use in job descriptions can demonstrate how inclusive we are. For example, research suggests language can be interpreted differently according to gender:
 - Write in plain English.
 - Acronyms should be expanded the first time they are used.
 - Use active voice rather than passive voice. [Use Word to check.](#)
 - Avoid colloquialisms, idiom, slang, figures of speech, and metaphors.
 - [Use a language decoder to remove biased language](#)
 - Use gender neutral pronouns (they/them)
- Think about adjustments that could be made during job design for any potential candidates with physical or hidden disabilities, such as hybrid working.
- Invite your EDI chair or champion to review the job description prior to advertising.



We invite [/consider] applications for employment on a part-time or other flexible working basis, even where a position is advertised as full-time, unless there are operational or other objective reasons why it is not possible to do so.

["please contact X to discuss this further]



Diversify the Talent Pool

The following tips will help reach a wider audience and encourage a more diverse applicant pool from within and outside the HE sector. Firstly, review the diversity of your department to identify which groups are under-represented. These groups can be targeted through your recruitment campaign.

- Maintain and communicate with your networks and potential talent even if you don't currently have a vacancy.
- Advertise the role using a variety of channels, including your professional networks, HE job boards and LinkedIn.
- Consider compiling a search committee with a diverse network who can help identify potential candidates.
- Consider recruitment agencies and job boards who work with the under-represented group you may be targeting. Please note these come at an additional cost to the department.
 - Vercida.com
 - Workingmums.co.uk
 - LGBTjobs.co.uk
 - WISE
- **Consider ring-fencing the role for a specialist recruitment programme which will attract underrepresented talent such as EY Interns or Project SEARCH. Speak to the Social Inclusion Team for more information.**
- **Inform existing employees about the vacancy and ask them to share the role within their existing staff and external networks.**

Ensuring transparency in the recruitment process

Being transparent with the recruitment process at the point of advertising ensures potential candidates are able to prepare and can assess if the process will present any barriers which may prevent them from succeeding.



The following tips can help support candidates to reach their full potential:

Job Advert

- Provide details of the hiring manager and give candidates the opportunity to make contact to introduce themselves and ask questions during the application window.
- Explain how written applications will be assessed. If there is a scoring matrix, make this available.
- Be transparent about the types of experience which will be considered as part of the application, for example, will you accept experience gained in a different sector or outside the working environment?
- Ensure the process enables us to capture any adjustments required for the interview by inviting candidates to make requests as part of the application process. This can be included on the job advert as well as through the careers portal.
- Be transparent about our aims to diversify the workforce with a statement of intent as part of the job advert. "Warwick is committed to building an organisation of mutual respect and dignity, promoting a welcoming, diverse, and inclusive working and learning environment. We recognise that everyone is different in a variety of visible and non-visible ways, and that those differences are to be recognised, respected, and valued. Where possible, we go beyond legislation to provide a place where everyone can thrive, supporting all staff to achieve their full potential."

We aspire to remove economic, social, and cultural barriers that may otherwise prevent people from succeeding".

Interview - Give candidates ample time to prepare for the interview:

- Give candidates a minimum of one week's notice to attend and prepare for the interview.
- Be clear about the format, number of interviews and timescales for decision-making in the interview invitation.
- If using tasks as part of the assessment, be clear and specific about accepted formats and time allocated to the task.
- Provide details of interview panels in advance.
- Be specific about the interview room layout and how it can be accessed.
- Confirm if the candidate requires any adjustments during the process.
- Ensure the interview process is proportionate to the role and grade.

Available adjustments –: For some groups interviews present an intimidating process which prevents them from performing at their best. Consider the following to create an inclusive interview environment for all:

- Schedule sufficient time for pre-interview queries and conversations with potential applicants.
- Be flexible about timings of interviews.
- Consider sharing interview questions in advance.
- **Consider providing written interview questions to candidates during the interview.**
- Offer remote interviews.
- Ensure the room is suitable for wheelchair access.



We therefore welcome and encourage applications from all communities regardless of culture, background, age, disability, sex/gender, gender identity or expression, ethnicity, religion/belief, or sexual or romantic orientation.

Warwick's culture - By providing policies, benefits and strategy information we can reassure candidates that we value diversity and we are committed to creating an inclusive culture

- Provide our Values and Dignity Principles which outline expected standards of behaviour.
- **Share details of our inclusive policies such as parental leave, carers leave, adjustments.**
- Provide details on pension entitlements.
- **Provide details on networks and Social Inclusion strategy.**
- Explain workload model details for academic staff.

Eliminating opportunities for bias in decision making

Unconscious bias tends to occur when we use the fast, shortcut-based part of the brain to make decisions that should be made using the slower, more conscious part. Left unchecked these biases can lead to diversity gaps widening and poor hiring decisions.

Shortlisting

To remove bias and increase success for underrepresented candidates we recommend diverse shortlists using the “2 in a pool rule”. By shortlisting 2 candidates who share characteristics their chance of hire increases. You can achieve this by:

- Reviewing declared levels of diversity throughout the process.
- Ensuring the shortlisting panel has undertaken unconscious bias training. Aim for a panel with a diverse range of experience.
- Inviting a colleague who is independent to the hiring process to support with shortlisting.
- Once shortlisting has completed, review declared levels of diversity.
- Re-advertise if diverse shortlisting has not been achieved.
- Agree a reserve interview list and procedure if a candidate withdraws from the process potentially reducing diversity within the candidate pool.

Preparing for the Interview

Ensure the panel understands how to ensure each candidate is objectively assessed through the process:

- Review the demographics of the panel to ensure diversity.
- Ensure all panellists have undertaken Unconscious Bias training in the past 12 months.
- Confirm the panel meets before accessing any CVs to discuss selection criteria. This should include how the candidate embodies our values as well as technical competence or academic excellence.
- The chair should act as the “inclusion representative” whose role is to act as devil’s advocate and challenge group think during the evaluation process.

Conducting the interview

Try to create a welcoming and inclusive atmosphere during the interview. Remember, the candidate is also interviewing us.

- Avoid a hierarchical layout for the room being used for the interviews. Aim for a welcome, open environment.
- The Chair is responsible for reminding the panel of unconscious bias prior to the start of each interview and to remind the panel that the candidate is also testing their desire to work at Warwick.
- Introduce all interview panellists, explaining their role on the panel their job title and their chosen pronoun.
- Explain to the candidate how the interview will be conducted, who will ask questions and explain the role of the Chair before starting the interview.
- Avoid nested questions (questions within questions) and be prepared to repeat questions.
- Offer a hard copy of the questions to candidates.
- Include a diversity-related question as part of the interview. Suggestions include:
 - Why do you think that xxx departments struggle with staff diversity? What will you do in your role to address this?
 - How have/will you plan to contribute to the diversity of your field/teaching material?
 - How have you previously helped create and/or support an inclusive working and learning environment?

Evaluating the interview

Group think and contrast bias can influence how we evaluate individual candidates. To mitigate against these consider the following:

- Panel to independently evaluate candidates and provide evidence to Chair during evaluation.
- The chair is to act as inclusion champion to challenge assumptions, evidence and potential bias.
- Ensure everyone is invited to provide feedback.
- Consider reviewing responses to each question in turn rather than each candidate in turn.

The successful candidate

The candidate who has achieved the highest score during the interview process should be offered the position. In the eventuality that two candidates have an equal score and if people with protected characteristics are under represented or at a disadvantage, the panellists are permitted to proceed under s159 of the Equality Act 2010 and may consider personal characteristics as part of their decision.

Making an Offer

Successful Candidates

Relay the outcome to the successful candidate within the timelines determined during the interview process and agree salary and start dates. Refer to the Recruitment Policy for guidance on salary level.

Unsuccessful Candidates

Inform the unsuccessful candidates within the timelines agreed and provide high level feedback. Offer a future time and date for candidates to request more detailed feedback. Encourage candidates, particularly those who are underrepresented, to apply for future vacancies at Warwick.



Re advertise if diverse shortlisting has not been achieved



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