



Fair, Diverse and Inclusive Hiring



Why are diverse and inclusive hiring practises important?

Diversity, Equity, Inclusion & Belonging is a subject in the workplace that continues to grow in prominence worldwide. The hiring process is the entry point for most people to a business, indeed it's often their first meaningful encounter with it. As such it has an incredibly important role to play in a company's broader DEIB strategy, wielding a unique influence upon the nature of a workforce.

There are many levels upon which a business can benefit from taking a positive approach to this, and here are just a few reasons why:

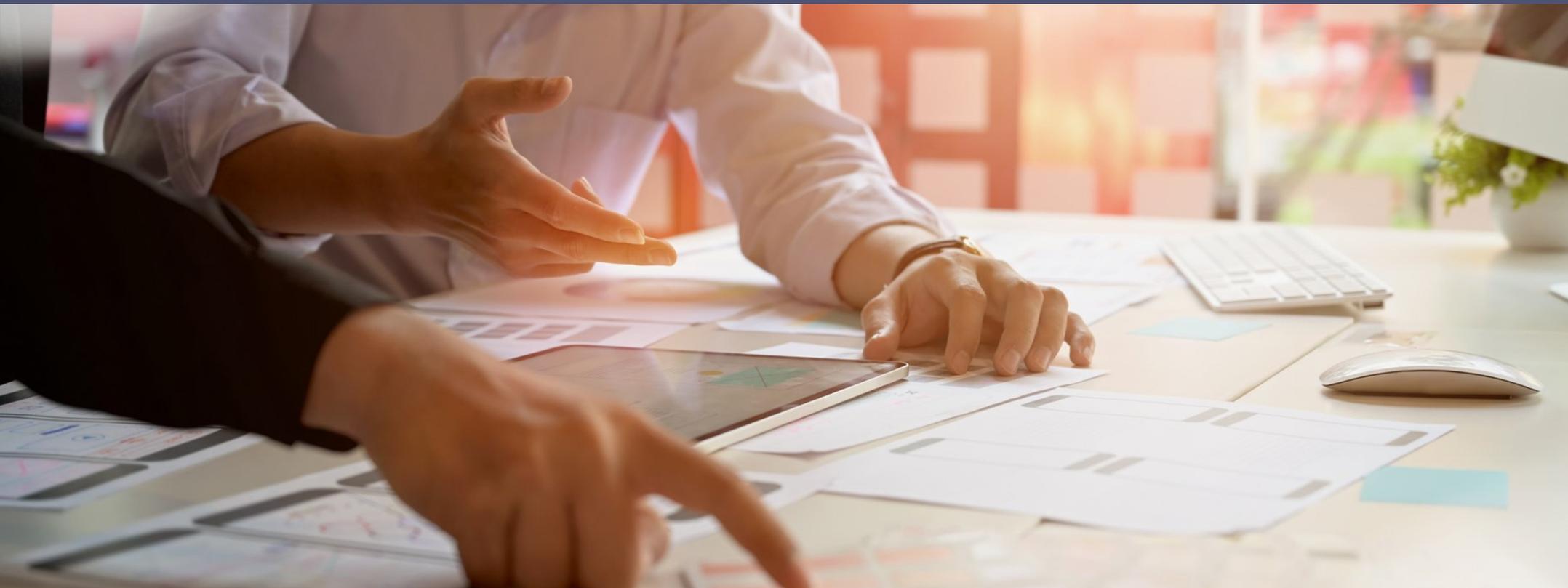
- Companies in the top quartile for racial & ethnic diversity outperform their markets financially by 35% (McKinsey)
- EBITDA rose 3.5% for every 10% increase in gender diversity on the senior-executive team (McKinsey)
- Diversity of thinking increases innovation by 20% (Deloitte)
- 67% of job seekers said a diverse workforce is important when considering job offers (Glassdoor)
- Highly inclusive organisations generate 2.3x more cash flow per employee, 1.4x more revenue and are 120% more capable of meeting financial targets (Gartner)

Need we say more!

Here is our simple guide to attracting diverse talent and running an inclusive hiring process.

1. Define the role requirement

- Perform a job analysis to determine the key purpose of the position and the primary accountabilities of the role. Don't just copy the what's been used before!
- Establish an objective view on the required technical and behavioural qualities you are looking for, ensuring these are relevant, realistic and proportionate
- Validate the role profile and person specification through collaboration with relevant peers/colleagues/post holders
- See our best practise guides to defining a role profile for a more detailed view!



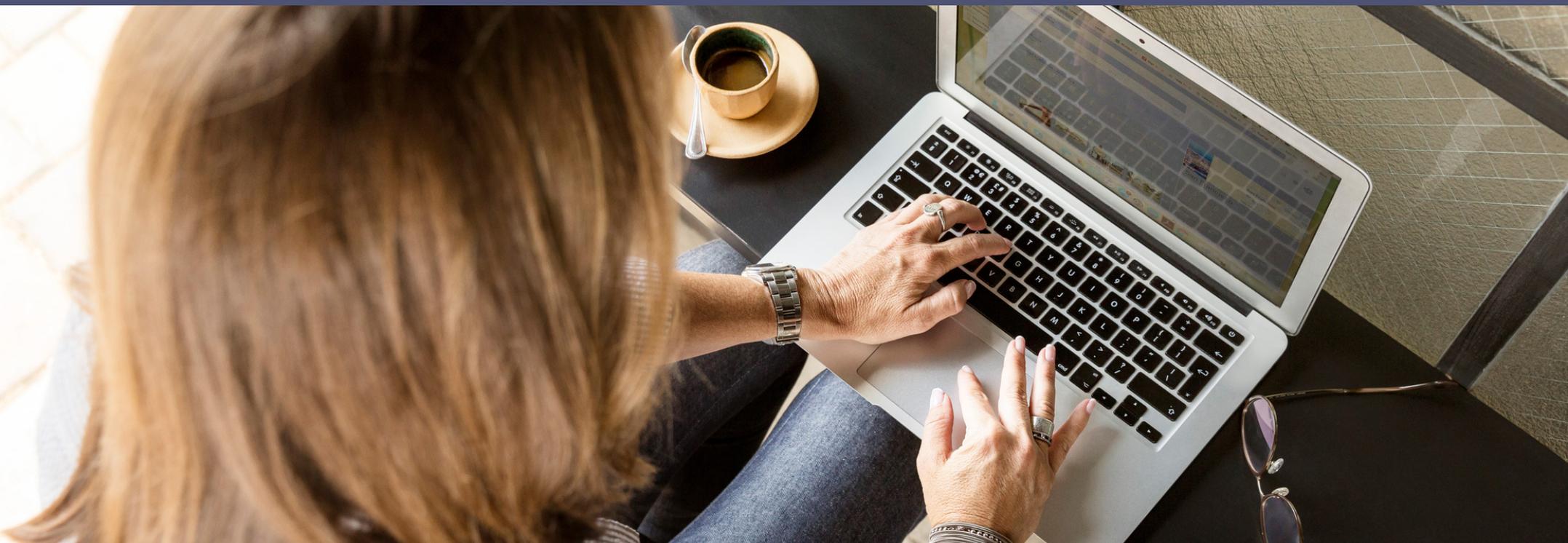
2. Advertise for a diverse audience

- Research and identify media channels that could help your reach a wider audience
- Use a variety of sources/channels, don't just use the same source ever time
- Write inclusive advert/role profile copy to ensure it attracts applications from a diverse audience, run this through a language bias checker to validate
- Avoid using visuals/imagery that could be exclusive to certain demographics



3. Make the hiring process transparent and accessible

- Clearly offer to make 'reasonable adjustments' to anyone with disabilities to allow them to participate freely and effectively in the hiring process
- Ensure the process to apply is uniformly accessible for anyone to apply (e.g. accounting for physical impairment, access to technology etc)
- Provide clear information on what qualifications, experience and personal qualities you are looking for
- Make sure you conduct a consistent hiring process and where possible communicate this to the candidates



4. Set measurable criteria for assessment

- Establish a set of professional, technical or behavioural qualities that can be consistently measured during the course of a selection process or assessment event
- Validate your criteria using past or predictive indicators of success (what levels of attainment or personal qualities have contributed to positive performances historically or are likely to in the future)



5. Apply a consistent scoring framework

- Use the job analysis and assessment criteria to formulate a robust scoring framework to measure each area technical or behavioural competency
- Ensure any assessors are properly trained or receive adequate guidance to apply the scoring in a fair, consistent and objective manner



6. Make the candidate experience consistent

- Make the everyone has the same early/welcoming experience to make them feel as welcome and relaxed as possible
- Keep the same participants throughout the process if you can to ensure all candidates enjoy the same experience and receive consistent scoring
- Use the same questions and assessments for every candidate
- Keep the physical conditions of an assessment as consistent as possible (e.g. allow the same time, use similar venue)
- Document information gathered during the interview and apply scores immediately or shortly after the interview when your memory is fresh.



7. Apply objectivity

- Gather and record information as fully as possible (record video interviews or agree to switch roles between note taking and interviewing)
- Centre your judgements based on facts and data gathered during the process, not from hearsay, previous experience, assumptions or intuition
- Where possible use a diverse selection panel to reduce the potential for bias and increase the objectivity of decision making
- Apply scores objectively and consistently, and where possible discuss with co-assessors to validate this



8. Give feedback

- Provide relevant and constructive interview/assessment feedback in a timely manner
- Make yourself accessible to discuss feedback if requested



9. Reduce the adverse impact of bias

- Incorporate data to drive decisions (robust scoring, practical exercises, simulations, ability tests)
- Include a wider panel to assess the candidate
- Use de-biasing technology when screening applications
- Educate your workforce on the risks of bias in a hiring process (unconscious bias, halo effect, confirmation bias, stereotyping)





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