

GHC's Managers' Guide to Inclusive Recruitment ...

Supporting “Recruiting
for Excellence”



What is this module about?

We want GHC to be a welcoming, vibrant place to work.

This includes ensuring our recruitment processes are inclusive, and that we don't – inadvertently – put barriers in the way of making sure everyone gets fair treatment during our assessment and selection methods.

Working through this module will help you ensure that you comply with relevant legislation; that your recruitment processes do not unintentionally exclude anyone and that we attract the best talent.



♦ *Please read through these slides and, when finished, go to the declaration of completion on a separate section on Care to Learn.*

Why is inclusive recruitment important?

Getting our recruitment processes right helps ensure we don't fall foul of the law, but it's about much more than that

Studies have shown:

- That diversity of thought in teams enhances innovation by 20%
- Having diverse teams increases the ability to spot risk by 30%
- An inclusive culture results in a team being twice as likely to meet, or exceed its financial targets
- Inclusive teams are six times as likely to be innovative and agile, and eight times more likely to achieve better outcomes.



Representation matters ...

- As human beings we bring different perspectives and experiences to every situation we encounter. Therefore diversity, or lack of it, can have an impact on the outcome of our recruitment processes.
- The Chair on interview panels can have a particularly influential role in the ultimate outcome of decisions, and therefore it's important that anyone acting as Chair is aware of this potential, and works to overcome it.
- We can often feel more comfortable, either consciously or subconsciously, when we are interacting with people with similar backgrounds to ourselves. This is the same during an interview and therefore the diversity of the interview panel can impact on the decisions made, and how comfortable candidates feel.
- Ensuring we have diverse representation on our interview panels helps ensure our decisions are not influenced by our personal perspectives or any cultural bias.
- Having diverse perspectives on interview panels can also support a broader understanding of the experiences candidates may share.



Cultural Competency

Cultural sensitivity is being aware that cultural differences and similarities between people exist without assigning them a positive or negative value.

But awareness of cultural difference isn't enough. Statements like "we are all just people" ignore the fact that everyone is shaped by their own experiences, and that these need to be acknowledged and valued.



- Being culturally competent means having the ability to adapt and respond positively to people from backgrounds different to our own.
- To champion cultural competency is to be able to show empathy for other cultural perspectives and to shift your own responses seamlessly between different cultural environments and the people you are engaging with.
- Having culturally competent recruitment panels is an important part of ensuring our recruitment processes are accessible, fair and free from cultural bias.

Protected Characteristics ...

The Equality Act 2010 sets out 9 protected characteristics which are listed on the right:

Because bias can occur during an interview you must take care not to ask any interview questions which relate to protected characteristics.

The information gleaned from these questions could unknowingly influence decision making and lead to claims of discrimination if the individual is not offered the job.

- Age
- Gender
- Disability
- Race or Ethnicity
- Religion or Belief
- Sexual Orientation
- Gender Reassignment
- Pregnancy or Maternity
- Marriage or Civil Partnership

Understanding Unconscious Bias ...



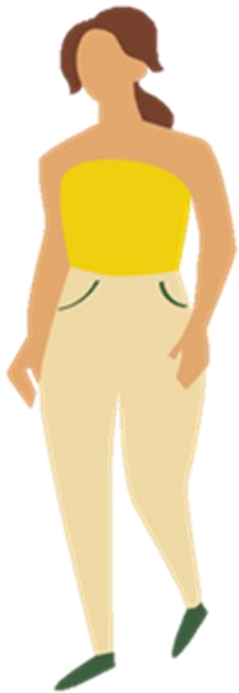
Unconscious bias is when someone forms a quick opinion about a situation or individual, without necessarily being aware of it. For example, a person may instantly make a judgement about someone due to their appearance, or the way they talk, or the fact they are a carer. This unconscious judgement can impact upon their opinion of this individual overall.

Unconscious bias can occur in all areas of life, but in the workplace it can affect who is recruited, who is promoted and who receives other opportunities at work. It is important, therefore, that we try and take account of our biases when making recruitment decisions.

Biases can arise due to a number of characteristics, some of which may not be related to discrimination. However, in situations where this bias can be attributed to someone's protected characteristic, the Trust could face costly discrimination claims.

Understanding different forms of bias ...

There are different sorts of bias, and it's useful to actively consider if you have any sort biases that might affect the decisions you make during the recruitment process. Some examples are listed below:



- ❖ placing too much significance on a particularly feature whilst excluding other factors, for example having a preference for a candidate because they went to the same university as you, or who share the same pastime/hobby.
- ❖ treating individuals too harshly or too favourably depending on their appearance. For example, deciding that someone isn't the right fit for an organisation because they have a beard, or a tattoo; or because they have an obvious disability.
- ❖ Being drawn to certain accents over others. For example, accents in the UK can vary dramatically from one place to the next, and historically some roles have been given to some people over others as they sounded 'posher'.

The risk of unconscious bias ...

- Allowing unconscious bias to exist can be detrimental to the Trust, affecting recruitment and promotion decisions as well as overall workplace morale. Recruiting the right individual can be difficult enough, without factoring in the potential that unconscious bias could cause you to miss out on the best candidate. The same can be said for internal promotions and we all need to be careful not to let outside factors influence who is the best person for the job.
- It is also important not to underestimate the impact that perceived unconscious bias can have on employee morale. Trust is an essential part of the employment relationship and employees who do not trust their employer to make decisions fairly are unlikely to contribute effectively.
- Therefore, we each we each need to get used to challenging our own behaviour and respectfully questioning that of others, to build in checks that our action or decision is not based on an unfair and discriminatory assumption that comes through a view of people holding a particular characteristic.



“Importance of tackling unconscious and conscious bias”

“Bias can affect our decisions in all areas of life, but especially in the workplace. We may try to be as objective as possible when making important decisions, especially when these relate to work, however, as human beings, we are all subject to unconscious bias (also known as implicit bias) in one way or another, but the more we are aware of this, the more we can mitigate it. Influences such as our background, lived experiences and environmental conditions can all play a part in shaping our choices, whether we realise it or not. For the most part, this is not a major issue. But we display unconscious bias when we favour or discriminate against people because of these influences without even realising it. In fact, unconscious bias can have a big impact on people-related decisions at work, especially when it comes to recruitment, promotion, talent management, idea generation and innovation. When bias is prevalent, organisations will struggle to recruit diverse teams and efforts to improve inclusion will be of limited success.”

**Sharmila Kar: Joint Director Equality, Inclusion & Engagement NHS GM
Integrated Care (Manchester Locality)/Manchester City Council**



Using hidden/anonymous recruitment ...

- Reviewing job applications to decide who to invite to an interview can be a difficult task at the best of times, however we need to be careful not to allow bias to impact who is chosen at the shortlisting and interview stage.



- To help reduce the potential of this happening, the Trust's process is to remove each candidate's personal characteristics from job applications in order that recruiting managers focus purely focus on the applicants ability to carry out the role.
- But equally you need to be mindful of not making assumptions about people, for example the type of school they went to, where they gained their qualifications or what they might choose to do outside of work.

Inclusive assessment and selection

When recruiting staff, most of us use a straightforward question and answer panel interview. However, there are alternatives which can have the advantage of making it easier to assess values, provide more accuracy when assessing specific skills and can lead to a more positive impact on inclusion.

During an interview, it is best to have multiple interviewers present (2 or 3 is ideal) preferably from a diverse range of backgrounds, to ensure hiring decisions are not dominated by one person's opinion and guard against bias.

- ❑ Consider multi-element selection processes with no one element weighted more than 50% of score.
- ❑ Involve different staff in each element of the selection process and staff from a variety of roles, including service users and experts by experience.
- ❑ Where possible, include practical tasks or assessments relating to the job role that can be objectively judged as an element of selection.
- ❑ Consider providing all candidates with interview questions at least 15-20 mins prior to the interview and space to prepare their best answers

Inclusive Recruitment Questions

You could also consider asking a question which probes people's values and beliefs about inclusivity. Examples include the following, although some questions will be more relevant for more senior roles:

- ✓ Please give us an example of how you have demonstrated your personal commitment to equality, diversity and inclusion.
- ✓ How have you championed equality, diversity and inclusion in your current or previous roles? Can you describe what difference you made?
- ✓ What have you done this year to further your knowledge and understanding of diversity?
- ✓ How would you foster an inclusive culture or encourage diversity? How would you measure success?
- ✓ How important do you think it is to promote equality and inclusion in the workplace and why?
- ✓ Describe a time where you have gone out of your way to help a colleague.
- ✓ What approaches have you used, or could you use to tackle health inequalities?
- ✓ What has been the most difficult challenge that you have faced personally in working co-operatively with another person who did not share your values, beliefs or ideas? How did you deal with this and what did you learn?

“Importance of Inclusive Recruitment”

“We all have a responsibility to be consistent in how we recruit inclusively; how we promote the benefits of a diverse workforce; how we create opportunities for progression and succession planning; and how we improve representation of diversity at senior levels.”

Adopting inclusive recruitment practices and being better informed of how to do this well is everyone’s responsibility.”

Michelle Cloney, Chief People Officer, Warrington and Halton Teaching Hospitals NHS Foundation Trust



Sources of additional support

- NHSE “CURE Recruitment Toolkit” [NHS-People-Plan-Inclusive-Recruitment_0.pdf \(nhsemployers.org\)](#)
- NHSE Employment Standards and Reg [Employment standards and regulation | NHS Employers](#)
- GHC HR Recruitment Team
- Diversity and Inclusion Page – Intranet [Equality, Diversity and Inclusion - Interact \(ghc.nhs.uk\)](#)
- Signpost - Appendix 1 of the Diversity and Inclusion Policy
https://intranet.ghc.nhs.uk/Interact/Pages/Content/Document.aspx?id=19599&SearchId=972596&utm_source=interact&utm_medium=quick_search&utm_term=diversity+
- Indi-to-go – EDI updates
- Facebook - GHC Official Staff Group
- WhatsApp Diversity and Inclusion Group [GHC Staff Equality, Diversity and Inclusion WhatsApp Group Declaration \(office.com\)](#) (07932 965330)
- Equality, Diversity and Inclusion Lead - Tania Hamilton – access support [HERE](#)
- CIPD HR Inform

Next steps: Declaration

Now that you have read through this information pack:



Ensuring
inclusion and
belonging for all

- ❖ please close the presentation
- ❖ tick the check box (on Care to Learn) to confirm you have read through this information pack and to record your level of competence in Inclusive Recruitment.