UNIVERSITY OF CAMBRIDGE

Diversity
in Recruitment

Framework

1. Introduction

It is widely recognised that the ability to attract and recruit a diverse range of employees at all levels is essential to build an inclusive culture.

The University of Cambridge is committed to a pro-active and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity. This commitment is underpinned by the University's core values, expressed in its mission statement:

- Freedom of thought and expression.
- Freedom from discrimination.

To support the University to deliver on this commitment, this framework has been developed as a source of ideas, information and resources to assist institutions in embedding the principles of diverse recruitment into all selection phases from constructing the advert, through advertising, shortlisting and interviewing. Institutions are encouraged to use the framework to support a more diverse approach to recruitment process.

The framework directly supports actions identified though our Athena Swan award, our Race Equality Charter award and the HR People Strategy, and complements the University's Recruitment Guidance (www.hr.admin.cam.ac.uk/recruitment-guidance), which provides more general advice and guidance on the University's approach to recruitment and selection.

> " We cannot be truly great as a university if we are not open to the social and cultural diversity of the world around us. "
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> *(Vice-Chancellor Professor Stephen Toope, 2018)*

2. Advert / Job Description

- Include a positive action statement to encourage applications from a diverse range of candidates; consider that the University particularly focuses on increasing diversity among staff on higher grades

  The University particularly encourages women and candidates from a Black, Asian and Minority Ethnic background to apply for this vacancy

- Use quotes that convey a welcoming environment, quotes from the Vice-Chancellor on diversity issues, and/or testimonials (please see the resources section for further information); consider what images would encourage diverse applicants (if in doubt, contact the E&D Section)

- Write the adverts in plain English and use wording inclusive of all applicants.

- Consider using a gender de-coder to identify words that may be off putting to women (https://www.totaljobs.com/insidejob/gender-bias-decoder/).

- Focus on the essential skills required to do the job effectively, considering transferable skills and non-degree holders. Use a person specification that allows for a wide range of candidates with appropriate skills to apply rather than a rigid person specification criteria.

- Be clear about the skill or experience level required.

- Consider the essential and desirable criteria for positions. Women and BAME applicants are less likely to apply for positions if they do not meet 100% of the essential criteria.

- Confirm on the advert if you are open to considering flexible working arrangements for the position (e.g. part time working, working from home / other locations or compressed hours).

3. Advertising

- Advertise through local and national diversity networks, such as the University's Women's and BAME networks, liaise with the University E&D Consultants for more avenues that could be utilised (email: equality@admin.cam.ac.uk)

- Share vacancies amongst your existing diverse networks and feel free to encourage people to apply

- Consider advertising in national and local media outlets, especially in regions with high BAME representation, and/or on a website that is specifically aimed at diverse applicants (these may involve additional cost) e.g.: www.diversityjobsite.co.uk | www.diversitydashboard.co.uk | www.vercida.com | www.rarerecruitment.co.uk | www.proudemployers.org.uk

- Consider advertising in media which has a strong female user base, or (where appropriate) promotes positions which are suitable for flexible working (these may involve additional cost), e.g: https://www.mumsnet.com/jobs | https://www.ten2two.org/| https://capabilityjane.com/ | https://www.timewisejobs.co.uk/ | https://www.ginibee.com/benefits.html

- Avoid the "quick hire" - allow sufficient time for the advertising stage to attract a diverse applicant pool.

- Build a record of successful diverse recruitments, including the advert text and the media used, to identify methods which helped to attract diverse candidates.

- Ensure that vacancies are available in accessible formats, with contact information to request alternative forms of application and other forms of reasonable adjustment.

4. Shortlisting

- Accept that you have biases. Consider why you might feel drawn to some applicants more than others, and what biases might be involved. Consider how race, gender, age, socioeconomic background, and other characteristics might influence you.

- Ensure that those taking part in the selection process undertake Recruitment Essentials training (please see the back page for links) and access the online modules on E&D and Understanding Implicit Bias.

- Agree a consistent scoring method prior to advertising to ensure that the shortlisting process is fair for all applicants.

- Shortlist against the agreed criteria. For example, when reviewing essential educational attainment, focus on the required qualification itself and not the university that awarded the qualification.

- Avoid any assumptions on the applicant's cultural or social "fit" within the institution based on the perceived difference of the candidate from the existing employees.

- Conduct the shortlisting with more than one person on the panel, ideally forming the panel that is diverse both in gender and race if possible.

- Research shows that when the final applicant pool has only one minority candidate, they are unlikely to be offered the position: try to ensure that more than one candidate from underrepresented groups is invited to interview stage.

- Engage with candidates at agreed points throughout the process to reduce the number of drop-outs.

- If the longlist is not diverse, you do not have to appoint someone immediately, consider re-advertising the position to encourage a more diverse shortlist.

- If you are using recruitment agencies or head-hunters, outline the University's commitment to diversity and insist that they provide diverse longlists for your positions.

5. Interviewing

- Conduct the interviews with more than one person on the interview panel. Try to form a panel that is diverse in its construction (in both gender and race if possible).

- Before the start of the interview, the Chair should encourage the selection panel to reflect on the equality and diversity commitments of the committee, recognising that everyone has their own biases and needs to actively mitigate against these.

- Avoid asking questions which could be deemed discriminatory (either directly or indirectly) (e.g. '*Where are you from?*' or '*That is an unusual name, where does it come from*?')

- Ask all candidates broadly similar questions.

- Ensure that interviews are held in a welcoming and accessible environment, suitable for those who may have a disability or require reasonable adjustments.

- Just as in the shortlisting stage, avoid any assumptions on the applicant's cultural or social "fit" within the organisation.

- Showcase the organisation's commitment to equality and diversity. You might want to consult the University E&D website and Race Equality website for details.

- Provide fair and constructive feedback to all applicants on how further applications could be improved.

- When selection committee have reached a decision on which candidate to appoint, the Chair could invite the panel to consider if implicit bias might have impacted the decision (e.g. making it more likely to appoint people with similar ethnic and cultural background to those sitting on the panel or those in the institution).

- Take time to reflect on the final selection decision.

- Justify selection decisions through evidence presented as part of the recruitment process and record the reasons for your decision.

- Monitor the recruitment process including the proportions of diverse applicants who progress from longlists to appointments.

6. Resources

Further Information and Guidance:

Recruitment

Recruitment Guidance: www.hr.admin.cam.ac.uk/recruitment-guidance
Recruitment Policy: https://www.hr.admin.cam.ac.uk/recruitment-policy

Equality and Diversity

Equality and Diversity webpage: https://www.equality.admin.cam.ac.uk/

University of Cambridge Race Equality:
www.race-equality.admin.cam.ac.uk/vice-chancellor
www.cam.ac.uk/news/on-diversity-vice-chancellors-blog

BAME Researchers: www.cam.ac.uk/bhmresearchers,

Staff Diversity Networks: https://www.equality.admin.cam.ac.uk/diversity-networks

Training

Equality and Diversity module: http://bit.ly/EqualityTraining

Implicit Bias module: http://bit.ly/Implicitbias

Recruitment Essentials (Academic Recruitment): http://bit.ly/RecruitmentEssentials

Recruitment Essentials (Professional Staff Recruitment):
https://www.training.cam.ac.uk/cppd/course/cppd-recruitessps

Recruitment and Selection Skills: https://www.training.cam.ac.uk/cppd/course/cppd-policies6

Imagery

Photo Library: http://digitalassets.lib.cam.ac.uk:8085/cambridge_university_photo_library/#/

Flickr: http://www.flickr.com/cambridgeuniversity

Instagram: https://www.instagram.com/cambridgeuniversity/