

Hiring Without Bias: A Practical Overview

It is essential to understand the key stages of the recruitment process and how they can be affected by bias. This chart provides practical ways to reduce bias and ensure inclusivity throughout the entire recruitment journey.



1 Attraction

- Inclusive marketing (DEI website, storytelling, wording on ads, diverse imagery)
- Advertising using diverse job boards
- Third party recruiters
- Internal recruitment strategy



2 Selection/CV sifting

- Blind CVs (if applicable)
- Review the minimum requirements to ensure they fit the job specification
- Understanding that experience of ethnically diverse candidates may look different



5 Onboarding

- Make processes and training materials diverse
- Signposting to relevant channels, i.e. network groups, anonymous feedback



4 Interview

- Training of interview panels
- Potential construction of diverse panels (although this can present issues)
- Establishment of 'interview champions' across your organisation who can vet processes for fairness etc.
- Ensure consistent quantifiable questioning across interviews for a role
- Send interview questions in advance



3 Assessment

- Use of assessments that don't rely on entrenched norms
- Understanding that people from specific backgrounds will have been trained on certain assessment styles



A Practical Guide to Recruitment Data Collection and Use

Data collection is key, without recruitment data you cannot diagnose and fix recruitment issues, data can also be used to measure success of inclusion measures.

Organisations should monitor ethnicity at all stages of the recruitment process. According to our 2024 Maturity Matrix:

- **81.4%** of organisations monitor ethnicity during the recruitment process for some job roles
- **65.1%** monitor diversity of candidate pools for all positions

This is important as it will allow you to see:

- Attrition at every stage of the recruitment process
- Diversity at every stage of the recruitment process

Key areas: The barriers across recruitment stages

Attraction A candidate pool that is not proportionately diverse at attraction stage	• Adverts are not in the right places to attract ethnically diverse candidates • Advert wordings are not attractive to candidates • If you use external recruiters, their processes may be preventing you from tapping into diverse candidate pools • Ethnically diverse candidates don't see themselves working for the organisation
Lack of candidates in industry If the candidate pool lacks diversity for specific job roles, but is proportionate to industry then this indicates a pipeline issue	• Industry is not accessible to ethnically diverse candidates • Industry is not attractive to ethnically diverse candidates • Industry is not something that ethnically diverse candidates are aware of • Bias and stereotyping certain identity groups within roles
Lack of diverse candidate pools If your candidate pool is not diverse across all stages e.g. selection, assessment and interview stages	• Those who do not collect data will not understand where the candidate pool is becoming less diverse • The elimination of ethnically diverse candidates can be driven by bias

Diagnosing and addressing issues with candidate pools

1. Gain a clear understanding of your organisation's typical recruitment timeline.
2. Identify whether there is flexibility to review entry requirements and extend recruitment processes to incorporate DEI strategies—this depends on the urgency of the role.

1. If there is leeway for extension, diagnose the issue:
2. Where is attrition occurring? (e.g. interview stage)
3. If no clear stage stands out, consider whether it's an issue of attraction or a lack of diverse candidates.

Addressing Attrition Issues:

1. Ensure you have measures in place to address attrition – currently, 46.5% of organisations do.
2. Balance diversity goals with the urgency of filling the role. Consider:
 - Buy-in from recruitment teams and hiring managers.
 - The potential impact of delays on the business or the role.

Strategies:

1. Readvertise to attract new candidates.
2. Maintain a 'warm bench' of strong candidates from previous recruitment rounds.
3. Implement a process to reject long/shortlists that don't meet diversity aspirations.

