Diversifying recruitment guide

Our expectations at
the University of Bath

We consider ourselves to be an inclusive University where differences are celebrated, respected and encouraged.

We believe diversity of experience, perspectives and backgrounds will lead to a better environment for our employees and students.

We encourage applications from all genders, backgrounds and communities, and value the positive impact that will have on our community.

We value, promote and celebrate inclusion by challenging discrimination and putting equality, diversity and belonging at the heart of everything we do.
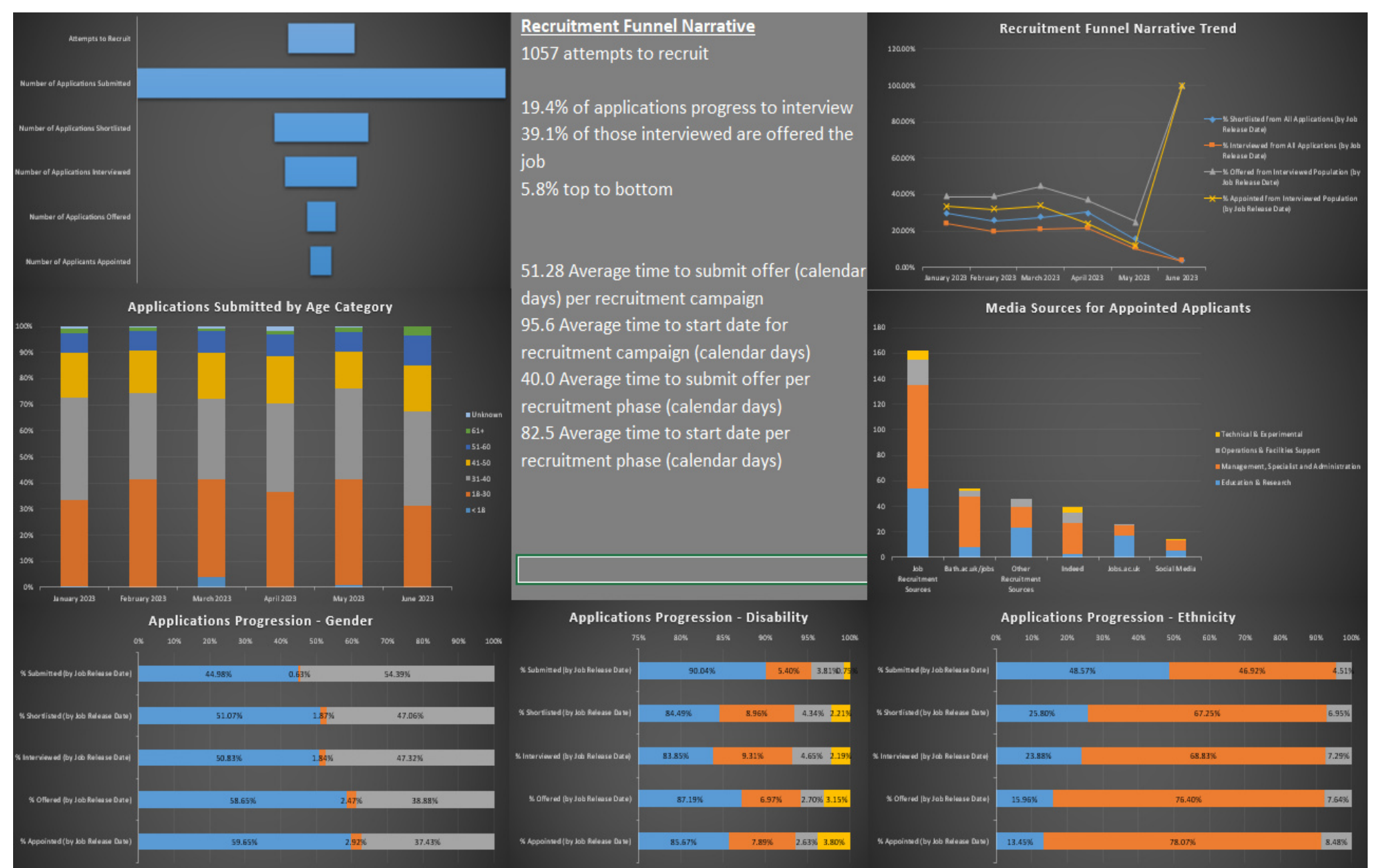
Covered in our guide

1. Data

Recruitment data dashboard

Our recruitment data dashboard can help to identify areas for improvement in your recruitment process – such as attraction, shortlisting and accepting role.

You can access this report via your HR Recruitment Coordinator.

Accurate diversity data provides an unbiased way to increase inclusion, overcome unconscious biases, and ensure desired candidates accept job offers with us.

Representation

How representative is your department? What are the underrepresented groups?

Your HR Advisor or Business Partner can help you create your staffing profile. HRMI team can assist in student profile creation (Academic Departments).

This will allow you to consider strategies and goals for your next vacancy. Using HESA data, you can also compare your profile with other universities.

It's important to understand what barriers exist in your department for Women, BME, people with disabilities, and any other underrepresented groups.

Positive Discrimination vs Positive Action

Positive discrimination is where you treat a person or group more favourably because of a protected characteristic (such as race or ethnicity). This is not lawful therefore it is not supported by the University.

Positive action allows additional help to be provided for groups of people who share a 'protected characteristic' (for example, race, sex, or sexual orientation) in order to level the playing field. You can take proportionate action that aims to reduce disadvantage, meet different needs and increase participation.

Read the government guidance on Positive action in the workplace.

Turnover

Ask HR Advisor or Business Partner to share exit data with you and calculate turnover.

Understand why individuals are leaving and stay connected.

Consider carrying out stay conversation along with exit chats with staff who are leaving.

How to conduct strategic Stay Conversations

"Stay conversations"

The goal of a stay conversations is to gain an understanding of why employees stay, what they envision for their future at your company, and how their jobs can be improved.

Key leadership capabilities required for successful stay conversations include **empathy, advanced listening** and targeted **communication skills**.

Check this LinkedIn article on conducting stay interviews.

Exit interviews

A thoughtful exit-interview (EI) process can create a constant flow of feedback on why skilled employees stay, why they leave and how the organisation needs to change. It is worth to remember that engaged and appreciated employees are more likely to contribute and less likely to leave.

Read the Harvard Business Review article on exit interviews.

2. Assistance

Horsefly (labour market analytics tool)

Gather labour market intelligence before going to market, using realtime reporting on talent in the market. Use Horsefly's ethnicity data to look for locations around the UK that have a more ethnically diverse talent pool, helping you to cast a wider net when recruiting underrepresented candidates. To access a report for your vacancy, please speak to your HR Recruitment Coordinator.

Textio (augmented writing platform)

All recruitment adverts must be assessed using our augmented writing platform, Textio. This is to ensure they are gender neutral, or language linked to campaigns to encourage underrepresented groups to apply. It will help eliminate bias in job description, job adverts and selection questions.

Use the platform to optimise your writing with inclusive and clean language.
Your HR Recruitment Coordinator can provide you with access.

3. Job design

How to make job description more inclusive

Use gender neutral language in job descriptions and person specification. Run the descriptions through Textio.

Consider only advertising the essential requirements for the role. When possible, your job applications should offer an "equivalent" or "desirable" experience" option (as an alternative to a degree requirement).

Consider outreach, work placements and apprenticeships when designing a job.

4. Training

Ensuring you are up to date with all our equality, inclusion and diversity training

- Have you completed Unconscious bias and diversity in the workplace training?

- When did you complete the refresher?

- Have you completed the recruitment and selection training (a refresher course is available)?

Our Talent Acquisition Manager, along with the relevant HR Recruitment Coordinator will happily join a team meeting to discuss or brief you on inclusive recruitment practice.

Equality, Diversity and Inclusion

Fostering an outstanding and inclusive community is one of the core pillars of our University Strategy. We consider to be an inclusive university, where difference is celebrated, respected, and encouraged. We believe diversity of experience, perspectives and backgrounds will lead to a better environment for our staff and students.

We value, promote and celebrate inclusion, challenge discrimination and put belonging at the heart of everything we do.

We encourage applications from all genders, backgrounds and communities, particularly from under-represented groups.

We are proud to be a Disability Confident Leader (level 3), and are committed to building disability confidence and supporting staff with disabilities.

We received the Athena Swan Silver award in recognition of our commitment to promoting gender equality among students and staff. We are currently working towards our first submission for Race Equality Charter.

We dedicate our efforts to address racial inequalities and create an inclusive culture and environment where individuals can thrive, irrespective of their race or ethnicity.

The University of Bath is a member of WISE – to reinforce our duty to improving gender balance in STEM.

LGBTJOBS.CO.UK

Black Leadership Group

Activist. Authentic. Authoritative.

DiversityJobs
POWERED BY Circa

CTP
The Ministry of Defence
partnering with Right Management®

Disabilityjob.co.uk

All our roles are advertised on LGBT jobs, Disability job, Diversity jobs and Black Leadership Group's Job Board.

Please share any job you are advertising with external network to widen the pool.

See listed below two platforms (WISE, CTP) and check their inclusive job adverts options. Our University is a member of WISE.

WISE
https://www.wisecampaign.org.uk/jobs-board

Career Transition partnership (CTP)
https://www.ctp.org.uk/

6. Talent pool

Standard wording for all adverts:

- We consider to be an inclusive university, where differences are celebrated, respected and encouraged. We have an excellent international reputation with staff from over 60 different nations and have made a positive commitment towards gender equality and intersectionality, receiving a Silver Athena SWAN award.

- We truly believe that diversity of experience, perspectives, and backgrounds will lead to a better environment for our employees and students.

- We encourage applications from all genders, backgrounds, and communities, particularly from under-represented groups, and value the positive impact that will have on our teams.

- We offer work experience to target early careers. We actively encourage people from disadvantaged backgrounds to apply.

- We are very proud to be an autism friendly university and are an accredited Disability Confident Leader, committed to building disability confidence and supporting staff with disabilities.

- We offer and promote inclusive policies and initiatives such as: annual leave plus discretionary days, family friendly policy, reward package and personal development.

- We work with outreach programmes such as project search, Women's Work Lab, Sure programme, and Prince's Trust TEAM programme.

Improving the adverts

- Ensure you highlight part time, flexibility, job share, maternity and paternity leave offering, returning to work fund, access to work and assistive technology team.

- If aiming to attract females, ensure a female is named as a contact - and vice versa for males and underrepresented groups (where possible).

- Consider being explicit in adverts: "we are working to improve the current gender balance within the department. We particularly welcome applications from females, who are currently underrepresented in the department."

- Actively encourage candidates from disadvantaged backgrounds to apply. Example wording: As part of our ongoing commitment to increasing the diversity and social mobility of our students, we particularly encourage people from disadvantaged backgrounds to apply.

- Create a webpage (known as micro-site) to showcase diverse content and links. Highlight our inclusive offering (give examples) to work or assistive technology team. Contact HR Coordinator for more information.

- There is a direct correlation between job adverts containing pictures or video of an under-represented group and applications from that group. Encourage those in under-represented group in the department to share their story to help with attraction.

- Consider producing a video job advert. Speak to your Recruitment Coordinator for more information. Watch an example.

- Set up a search committee to identify underrepresented groups' talent – reach out and invite those identified to apply.

Selection panels should be visibly diverse, with various genders, ages and disabilities represented, wherever possible.

Are you showing inclusivity with your panel selection?

Include someone from outside of your department or team to bring a diverse approach.

7. Panel members

Anonymised applications have been adopted to remove conscious and unconscious bias during the shortlisting stage.

Personal details will remain hidden until the candidate is offered an interview.

The University has a commitment under the Disability Confident Scheme. Disabled applicants who meet the essential criteria for a job vacancy will be invited for an interview.

8. Shortlisting

Consider watching this three-minute video on unconscious bias:
[Understanding unconscious bias | The Royal Society - YouTube](#)
ahead of a selection process.

Ensure the physical interview room environment or online method is appropriate for the individuals.

Accessibility, temperature, and any materials or tools used should be checked for inclusivity.

Where candidates have disclosed a disability it is recommended that interview questions are shared 20 minutes prior to interview.

[Find out more about supporting autistic adults to succeed at interview](#).

9. Interview

Explore engagement with equality, diversity and inclusion during interview

Example questions:

- Could you tell me about a situation when you demonstrated teamwork and inclusion in your leadership style? Or in your communication style?
- Describe your experiences in assessing equality, diversity or inclusion initiatives - could you tell me about the outcomes and what was the most important take from them for you?
- What experiences have you had with recruiting, hiring, training, and/or supervising a diverse workforce?
- What is the most challenging aspect of creating a diverse environment?
- What is your approach to understanding the perspectives of colleagues from different backgrounds?

Example questions on inclusive behaviours (continuation):

- If you are faced with a situation where someone you work with is being culturally insensitive, sexist, racist or homophobic - what will be your immediate reaction and response to this behaviour?

- Can you describe an activity or a project addressing diversity that you were an integral part of developing?

- Tell me about a time when you advocated for equity, diversity or inclusion in the workplace? What was the outcome and what changed as a consequence?

- Can you give me an example of a situation when you made your team feel a sense of inclusion or belonging, or equity?

- What steps would you take to eliminate bias from your departments processes?

9. Interview

University of Bath

10. Job offer

Salary guidance

A starting salary offer above the first increment must be supported with justification by the hiring manager reflecting the skills and competence the new employee will offer. This is in line with starting salary guidance.

If your request is for a starting salary above the second increment, it will be reviewed by the Talent Acquisitions Manager (they will analyse it on a case-by-case situation).

The request will then be further reviewed against impact on others within the department considering our gender pay report and equal pay.
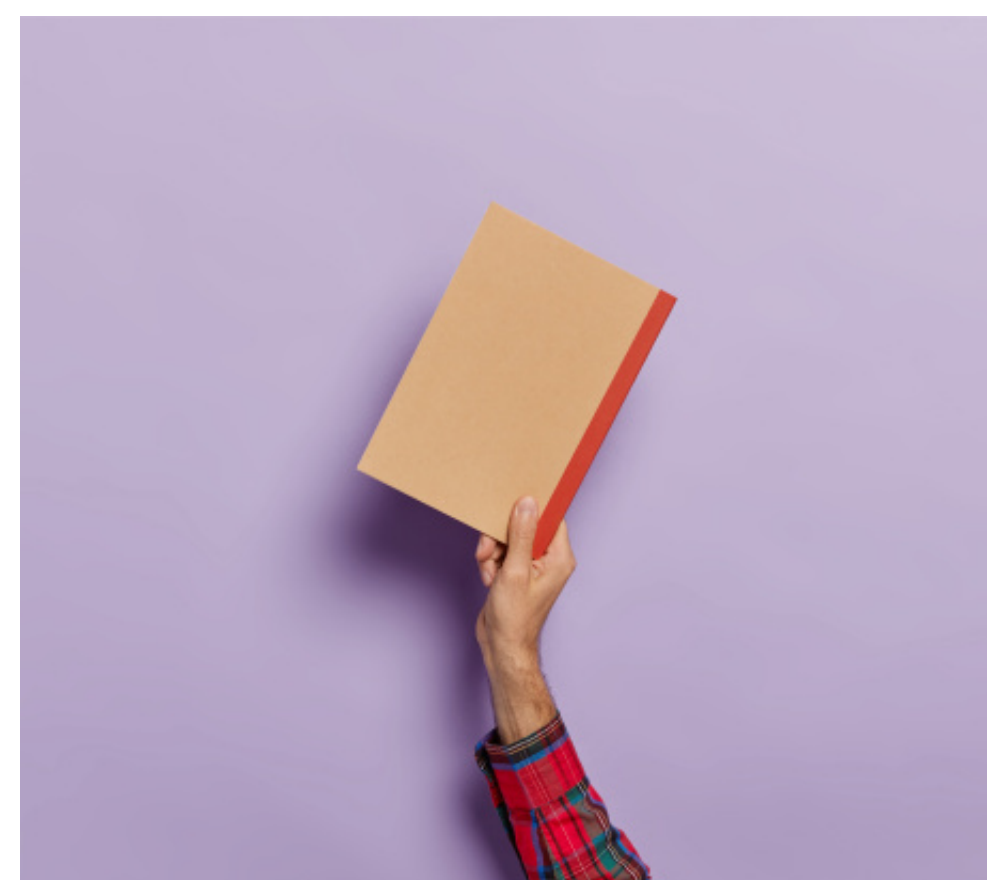
Offer a buddy for any new starter to help create a sense of belonging. Let them know about our staff networks.

View the disability support for members of staff page to find out more about the support we offer.

Share the EDI website and any upcoming events.

11. Onboarding

You will need to plan an induction and keep in touch with your new starter before they join.

To help you prepare, please [read the induction checklist](.).

12. Induction

Induction checklist

- Make sure new candidates are aware of department norms.

- Help educate new team members to avoid 'culture shock'.

- Ensure they complete unconscious bias training and diversity in the workplace.

- Signpost professional development courses such as Aurora, Elevation and Pathway.

- Promote events and activities – inclusive environment.

- Explain departamental communication style – by sharing emails' wording templates, signatures etc.

Resources

Recruitment

[Recruitment policy and guidance](#)

[Starting salary guidance](#)

[Recruitment and selection code of practice](#)

Equality, Diversity and Inclusion

[Equality, Diversity and Inclusion webpage](#)

[Race Equality Taskforce](#)

[Equality and Diversity Committee](#)

[Disability support for members of staff](#)

Training

[Mandatory staff training](#)

[Be The Change (tackling harrasment training)](#)

[Allyship training](#)