

Faculty of Business Inclusive Recruitment Guide: A summary

Introduction

This guide supports Faculty of Business hiring managers at the University of Leeds to ensure the recruitment process is as inclusive as possible and is aligned with University of Leeds recruitment procedures, Athena Swan Principles, and equitable hiring practices. Based on the Yorkshire Universities Inclusive Recruitment Guide (June 2023), this guide outlines procedures to ensure fair, inclusive and diverse hiring, supporting managers to create a clear and accessible recruitment process. Its purpose is to remove barriers to opportunity and improve fairness, ensuring we are attracting and retaining the best talent as well as providing a positive candidate experience.

The Benefits of Inclusive Recruitment

- Access a wider and more diverse talent pool.
- Strengthen an inclusive faculty and organisational culture, and improve retention.
- Increase innovation and problem-solving through diverse perspectives.
- Better reflect and support the student community.
- Reduce bias in decision-making.

Writing a Candidate Brief

- Use inclusive job descriptions, person specifications and adverts that encourage marginalized candidates to apply, knowing they will feel supported.
- Review qualification and experience requirements to avoid unnecessary barriers. For example, if the role does not require heavy use of specific technology, do not include data systems and software knowledge as a requirement.

- Use gender-neutral language and inclusive language checking tools.
- Ensure criteria reflect current role requirements rather than historical expectations.
- Clearly reference University values: Inclusion, Integrity, Compassion, Collaboration.
- Advertise through diverse networks and job boards to broaden candidate reach.

Shortlisting

- Use a panel of at least two, ideally three, reviewers to consider applications.
- Ensure panel diversity as much as possible.
- Score applications independently before panel discussion.
- Assess only evidence contained within applications.

Invite to Interview

- Provide broad interview themes in advance.
- Share details of any tasks or assessments ahead of time.
- Inform candidates if wider questioning will be used.
- Include accessibility information such as directions, building information, parking details and maps.
- Invite requests for reasonable adjustments in advance.
- Share interview panel member names and expenses information (if appropriate).

Planning The Interview

Selecting an Interview Panel

- Ensure panels include diverse representation, including colleagues across various grades.
- All panelists must have completed University EDI training.
- Ideally, at least one panelist should have undertaken the University recruitment training.

Question Design

Interview Scheduling

- Provide a minimum of one week's notice, ideally two.
- Include interview dates in advertisements when possible.
- Schedule comfort breaks for panelists.
- Avoid scheduling interviews on major religious or cultural observances where possible.
- Conduct interviews during Faculty Core Hours (10am– 4pm).
- Apply a consistent approach to face-to-face, online or hybrid formats.

Conducting the Interview

- Rotate questioning between panel members.
- Keep detailed evidence-based notes linked to scoring criteria as they may be requested by candidates.
- Allow candidates time to ask questions.
- Hold a panel discussion promptly after interviews.
- Record clear reasons for selection decisions.

Offering a Role

- Appoint only candidates who meet all essential criteria.
- Retain appointable reserve candidates if appropriate.
- Provide constructive feedback to unsuccessful candidates.
- Discuss right-to-work and visa requirements.
- Ensure feedback is evidence-based and linked to criteria.

Note: This guide is a summary of the Faculty of Business Inclusive Recruitment Guide and has been prepared by the Faculty Equity and Inclusion Project Officer Helen Rook. Please note this summary has been developed from the guide for hiring managers employed by the Faculty of Business only, and other procedures and expectations may exist elsewhere. For questions relating specifically to this guide, please email h.rook@leeds.ac.uk.