

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-Bias Recruitment and Selection Toolkit

NHS London Race Strategy

A better NHS for us all

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Foreword



De-bias of recruitment, secondments and professional development opportunities is one of the key priorities identified in the 10 year London Workforce Race Strategy published in October 2020.

This Toolkit developed in partnership with NHS Trust Heads of Resourcing and Equality, Diversity and Inclusion Leads across London is the first step in closing the gap in Relative Likelihood to be appointed after shortlisting between Black, Asian and Minority Ethnic staff and compared to their white counterparts – in 2020 the gap stood at 1.6, this means white staff are nearly twice as likely to be appointed after shortlisting than their black or Asian colleagues an unacceptable gap in a city where 45% of the workforce is from a BAME background and a difference in experience that has been proven to have a negative impact on how our staff feel about working in the NHS.

The purpose of this toolkit is to ensure all those involved in recruitment and selection of NHS staff in London are aware of how bias exists within recruitment and selection processes and what actions they can take to ensure the process is equitable and bias is eliminated at each and every stage from Job Design to Onboarding.

Implementing the best practice and evidence based approaches outlined in the Toolkit will also support organisations that seek to improve their performance in WRES indicators 4 and 7 - WRES indicator 4 tells employers the **Relative Likelihood of white staff accessing non**

mandatory training and Continuing Professional Development compared to BME staff and WRES indicator 7 measures the Percentage (of staff) believing that the trust provides equal opportunities for career progression and promotion.

We are grateful to those individuals and organisations who have so generously given their time and willingly shared examples of good practice that are included in the Toolkit. Our intention is that we continue to add to the Toolkit with further good practice evidence and we invite all those who use it to contribute to this work on an ongoing basis.

We hope that you find the Toolkit a valuable addition to your local policies and processes and a good resource for supporting conversations about changes to practice.

Janine La Rosa

Head of Equality & Inclusion, London Region NHS England and NHS Improvement

Jemma Ball

Associate Director of People & Culture, East London NHS Foundation Trust Chair of Heads of Resourcing Network, London

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





The purpose of this **Toolkit** is to provide a structure for how bias can be eliminated at each stage of the recruitment and selection process.

Recruiting people with the right values and skills to work on the many different roles we have in the NHS in London is a key foundation for ensuring our organisations are fairer places to work. However we need to guard against recruiting people who "fit" our teams and organisations and instead consider what each candidate is bringing in terms of their expertise that will contribute to an inclusive culture.

The Toolkit has identified 11 separate stages of recruitment and selection. At each stage we identify what might cause **bias** to occur and what **de-bias action** can be taken to mitigate or remove the bias. There are **Questions or Challenges** for each stage which you can address for your own organisation and **Risks** identified that are common to the process.

Where possible we have linked to **Resources** that are freely available so support change.

The **Toolkit** will be added to as more resources and examples of good practice are made available.

If you wish to contribute to these resources please contact the team at **london.racestrategy@nhs.net**

NHS England and Improvement London Workforce Equality and Inclusion Team.

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Types of Bias

Bias is generally defined as a preference – either to like or dislike – based on personal opinions.

Within the field of Equality, Diversity and Inclusion and Recruitment and Selection a **bias** is usually referenced as a negative behaviour that can lead to unfairness in the recruitment or selection of candidates.

Within this Toolkit we use the term **bias** in a generic form at various stages of the Recruitment and Selection process. There are a number of types of bias that have been identified and the definitions below are the most frequently encountered in Recruitment and Selection processes.

Stereotyping

When deciding to apply for a job, a candidate might subconsciously undervalue their skills because they belong to a negatively stereotyped group. Encourage all groups to apply and say so in your advert. For example, recruiters might unconsciously stereotype a mature candidate as not being as proficient in computer coding as a younger prospective employee, whereas a candidate who matches the stereotype for a particular role might be unduly benefited (e.g. a young woman applying for a nursing role over an older, male candidate). Stereotyping occurs when we unconsciously (or consciously) expect a member of a group to have certain characteristics without having actual information about that individual.

Status Quo Bias

Recruiters and managers might unconsciously favour candidates who have similar characteristics to the person who previously occupied the position; this would lead to little change in workplace diversity. In your selection, try not to be influenced by the characteristics of the previous person that occupied that role.

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Confirmation bias

is the tendency to search for, focus on, or remember information in a way that confirms our own preconceptions. Research suggests that interviewers can take as little as four minutes to decide whether or not they want to hire the candidate. Information not consistent with the first impression can be overlooked, which is why it is important to use structured interviews. Try **not** to make **quick decisions** about candidates; think over your thoughts for a while and do not to let details that confirm your pre-conceptions influence the way you assess or consider a candidate. Similarly, candidates with the preconception that they do not 'fit in' to a workplace may subconsciously search for information that confirms their preconceptions, which could affect their decision to apply.

Outgroup Bias

Support colleagues who are new to the organisation (through coaching, support groups, networks, training and orientation programmes). Pro-actively address the implicit bias through ongoing learning and support offered to minority groups.

Decision making bias

Include people in hiring decisions who have not been involved in assessing candidates. When people (who are similar) work together their opinions tend to converge and everyone agrees with everyone else. This is called groupthink. Stick to what the scores tell you for final decisions.

For further information about Bias please see these useful resources from the Equality Works Group.

The Different Types of Unconscious Bias – EW Group (theewgroup.com)



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Job designed around current post holder

No objective mapping of equivalence



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

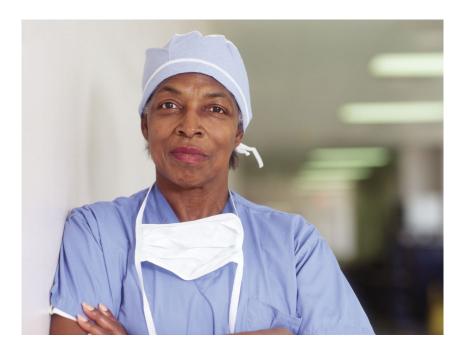
Questions or Challenges

Risk

Resources



Job designed around current post holder - will not promote diversity if you "recruit to type"





Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk

Resources



Focus on the requirement for the role. Consider how the role has changed. What type of cases/patients does the service see now; what is the impact of technology on how the role needs to be delivered; if the role can be done remotely does this change the requirements for the candidate?

Remove any requirements added based on existing role holder e.g. if existing role holder had a specialist skill that is not core to the role make sure that this is not included in the requirements for their replacement.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges ->



Resources







Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges

Risk



Resources



Lack of resources to review the volume of JDs needed.





Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk

Resources





The HEE Star is an interactive model designed to support workforce transformation. This will prompt you to consider what workforce requirements are as services evolve or new services are designed. The link will take you to the HEE Star home page which will allow you to access the tool

HEE Star: Accelerating workforce redesign | Health Education England

Labour market disadvantage of ethnic minority British graduates: university choice, parental background or neighbourhood?



Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





De-bias Action

Questions or Challenges

Risk

Resources



No objective mapping of equivalence. If a certain qualification is stated what can be an equivalent level of skill or experience that is equally valid for the job?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk

Resources



Are masters degrees necessary? The guidance from the Agenda for Change handbook advises how to consider equivalents.

Visualise career and candidate growth. By specifying career pathways for professions it is clear how an individual can advance.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges ->



Risk

Resources



Impact of Agenda for Change? Need to have minimum number of points to match to a particular band. Consider all job factors collectively to get a rounded picture of the requirements.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk



Resources



Proposal – Review job design of 10 jobs most impacted by bias e.g. Band 6 nurses, Band 7 nurses, AHPs.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk

Resources





Agenda for Change job factors need to be considered when undertaking job design. By ensuring job requirements can be described in terms of equivalent requirements this will support the removal of bias based on the existing role holder's profile. The link below explain how Knowledge, Training and Experience are considered as part of job evaluation.

Knowledge training and experience - NHS Employers

Guidance - NHS Employers Recruitment Processes

<u>Guidance - NHS Employers -</u> <u>Inclusive Recruitment</u>

Guidance - NHS Employers - Inclusive Recruitment Supporting Economic Recovery

<u>Guidance - NHS Employers -</u> International Recruitment Toolkit



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk

Resources





<u>Guidance - CIPD Recruitment -</u> <u>An Introduction</u>

Guidance - CIPD - Building inclusive workplaces

<u>Guidance - CIPD - Neurodiversity</u> <u>at Work</u>

<u>Guidance - Neurodiversity Toolkit</u>

<u>Guidance - Government - Inclusive</u> <u>Recruitment Support</u>

<u>Guidance - Stonewall -</u> <u>Employers Toolkit</u>

Guidance - NHS Employers -Employing people with learning disabilities

<u>Guidance - Mayor of London - Inclusive Recruitment Toolkit</u>

<u>Guidance - Guardian Jobs Guide to</u> <u>Inclusive Recruitment</u>

<u>Guidance - University of St Andrews - EDI Online Inclusive Recruitment Guide</u>



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk

Resources





Guidance - Positive Action Recruitment with the Police

See Recruiting Metrics - How to calculate (from LinkedIn)

<u>Guidance - Royal Academy of</u> <u>Engineering - The Academy D&I</u>

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Gendered language

Focus on nice to haves rather than essentials

Length of description

Desirable criteria

Generic and jargon - acts as a barrier to understanding the role requirements

'It's not for us'

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Questions or Challenges

Risk

Resources



Gendered language





Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk

Resources



Plain English. Undertake a language audit of all job descriptions to remove jargon, ambiguity, acronyms and other unnecessary words.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->



Risk

Resources



Should we try harder to 'sell' our jobs even where supply isn't limited?

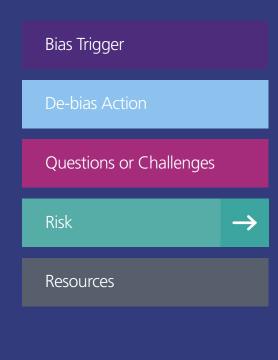


Unconditional offer

Induction and onboarding

Talent approach

Further resources





Increased cost to develop job descriptions.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges

Risk

Resources





Gaucher, D., Friesen, J., & Kay, A. C. (2011). Evidence that gendered wording in job advertisements exists and sustains gender inequality. Journal of Personality and Social Psychology, 101(1), 109–128.

Gendered wording in Job
Advertisements exists - Journal of
Personality and Social Psychology



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior

Questions or Challenges

Risk



Focus on nice to haves rather than essentials.



Shortlisting

Interview and assessment

Job application

Selection

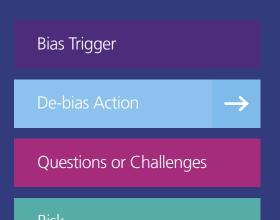
Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





Shift focus to the main purpose of the role.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->

Risk



How do we build capability and capacity in recruitment teams to support this new skillset?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk





Recruitment team too far removed from job to develop bespoke descriptions. Mitigate by reviewing jobs that are most frequently advertised first and ask for input from service managers to undertake this.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior

Resources



Length, can make it difficult to read and understand requirements of the role.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Resources



What does the candidate need to know? Keep to specifics and do not include an extensive list of tasks that are very rarely required.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Resources



Plain Language

Al tools to mitigate biases in writing job descriptions & person specifications - adopted Textio.

Example Atlassian



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Desirable criteria often based on historic factors such as what skills or experience the outgoing person had and not objectively justifiable criteria.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Remove any criteria that cannot be justified.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Resources



Generic and jargon acts as a barrier to understanding the role requirements



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Resources



Ensure use of plain language. Test understanding of job description contents with colleagues unfamiliar with the role.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Resources



Plain Language



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



'It's not for us' nothing appealing about the job to Black Asian or Minority Ethnic applicants or an indication from the job description their application would not be welcome.





Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Make clear how the candidate will be supported in the role e.g. supervision arrangements, access to continuing professional development.

Include images that promote inclusivity in all recruitment literature including microsites.

Test job description contents with staff race equality networks if possible.

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Images - candidates perception of the organisation will be influnced by what they see.

Language and phrasing

Where it is placed – NHS Jobs only?

Geographical restrictions when could be anywhere

Internal/external

Length of time the advert is open for

EDI statement

Not rooted in community

Trac set up - make sure it is easy for people to apply and navigate the system



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Resources



Images - candidates perception of the organisation will be influnced by what they see.





Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Resources



Due consideration around use of images - are they inclusive and representative of your organisation and local area?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Resources



Who's Watching the Race? Racial Salience in Recruitment Advertising

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior

Questions or Challenges

Resources



Language and phrasing.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Resources



Plain English explanation including job titles - remember that the NHS uses abbreviations and descriptions that will not be familiar to people who have never worked in healthcare.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->



Resources



Managers may lack expertise in writing adverts and recruitment team not geared up to amend - who will own these actions/making changes?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Resources



<u>Plain Language</u>

Language Bias in Job Adverts

Gender Wording in Job Adverts

Gender Decoder

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior



Where it is placed – NHS Jobs only?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Go beyond NHS Jobs to where the local unemployed community might look and specialist providers e.g. charities.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Geographical restrictions when could be anywhere.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Build in to recruitment process an assessment of whether whole or part of job could be done remotely.

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Questions or Challenges

Risk



Internal/external.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk



Open up to new entrants from outside the NHS – remove requirements for a number of years experience in the NHS.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->



What are the merits of the different platforms – covering the whole age range?





Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Ris





How to weight the different media that is available for people to advertise on – LinkedIn/ job centre. What type of candidates will the different media attract and will this perpetuate exclusive rather than inclusive recruitment?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Length of time the advert is open for can exclude those who take a more considered approach to job applications and like to think about the suitability of the role.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Extend advert deadlines as evidence shows that women can take longer to decide to apply.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Equality, Diversity and Inclusion Statement



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Need to ensure an Equality, Diversity and Inclusion Statement is included in all adverts. It should meaningfully represent the organisation's values and encourage applications. Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Not rooted in community.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Recruitment rooted in local community but clearly communicate where there is flexibility on requirements.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior



Trac set up - make sure it is easy for people to apply and navigate the system.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Engaging with local colleges and communities, seek out schemes that support in to work.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Trac & NHS Jobs Application forms aligned to Agenda for Change

Complex and long process. Not user friendly.

Unnecessary information requested



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/
pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Questions or Challenges

Risk



Trac & NHS Jobs Application forms aligned to Agenda for Change



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk



Include questions on fit with NHS Values on the template application form on NHS Jobs. This will require candidates to consider personal qualities alongside experience and education.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->





Application process needs to be fair across all bands and staff groups. Not a single solution tailor to role requirements.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk





Replacement of current operating systems for applications (NHS Jobs and TRAC) not within the gift or organisations and costs likely to be high. May need to push for a national solution or have a pilot in some areas to share costs.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





De-bias Action

Questions or Challenges

Risk

Resources



Complex and long process. Not user friendly.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk

Resources



Shorter job application is available on Trac – takes away emphasis on career history. Can improve prospects for younger candidates as they can describe other activities or achievements.

Alternative means of applying – open days (see behind the scenes/ simulation suites) and help filling in the form.





Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->



Resources



Video interview to answer key questions and used to shortlist?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

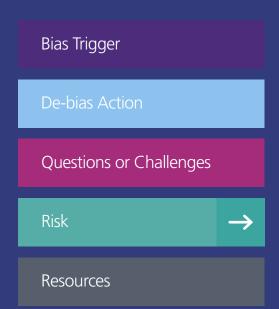
Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





Replacement of current operating systems for applications (NHS Jobs and TRAC) not within the gift or organisations and costs likely to be high. May need to push for a national solution or have a pilot in some areas to share costs.



Job application

Shortlisting

Interview and assessment

Selection

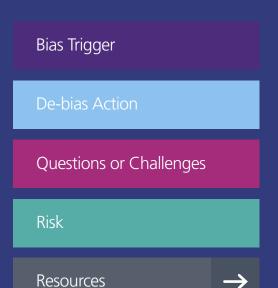
Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





Prince's Trust Case Study



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Questions or Challenges



Unncessary information requested that might trigger bias e.g. where clinical training was undertaken instead of what professional registration details are.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges



Develop skills based recruitment tools.

Use alternative format application forms that are available on TRAC



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->



How to tie in with those who can support and /or are doing this well.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Lack of weighting between essential and desirable criteria

Lack of hiring managers idea of ideal number of years service







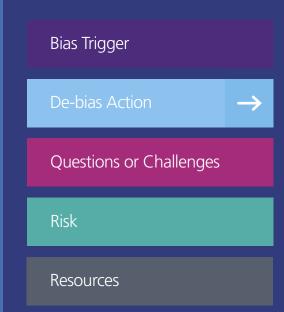
Lack of weighting between essential and desirable criteria.



assessment Selection Conditional offer/ pre-employment checks Unconditional offer Induction and onboarding

Talent approach

Further resources





Recruit for attitude and train for skill.

Assessment centres and speed interviews instead of CV and application.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->

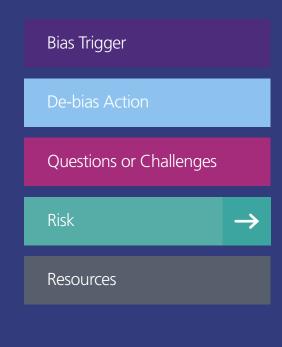


Resources











How to keep it secure so you know the person taking the assessment is the person coming for the role.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Actior

Questions or Challenges

Risk

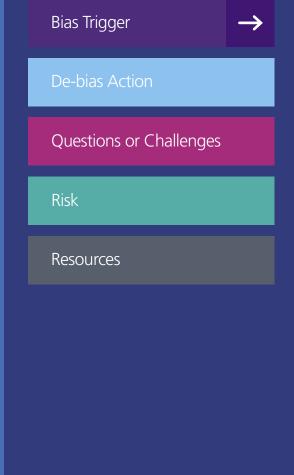
Resources





Recruiting Metrics







Lack of hiring managers idea of ideal number of years service.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk

Resources



Automated shortlisting.

Ask panel members to assess candidates independently before coming to a joint decision. This will avoid "group thinking" and save time shortlisting.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->



Ris

Resources



How to ensure that the Artificial Intelligence itself is not prejudiced?





Talent approach

Further resources





Some new methods might be untested in healthcare settings.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk

Resources





Making decisions about applicants in batches



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Language used and questioning techniques

Accents and judgement

Judgement about candidate's ability to be understood by others.

Design of questions

Job design Job description Job advert Job application Shortlisting Interview and assessment Selection

assessment

Selection

Conditional offer/
pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges

Risk

Resources



Language used and questioning techniques.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges

Risk

Resources



Outgroup bias

Send a warm /motivational email invitation sent to candidates prior to interview or Assessment Centre invites. Personalise the invitation, combined with social norms (what other people similar to them do in general). Emphasise the NHS values and social mission in your correspondence with the candidates. Minority candidates may perceive themselves isolated from the mainstream. Before the interview day, send a quick SMS to candidates wishing them good luck.

Check understanding of questions and challenge use of language that may not be inclusive.

Psychometric de biasing, extend to interview questions and to interviewers.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges ->

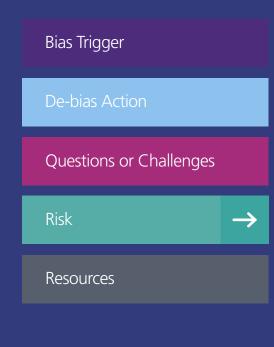


Resources

What is the appetite to use of other assessment tools? Panel interviews are not the most effective tool. Do they continue to be used for reasons of cost alone?



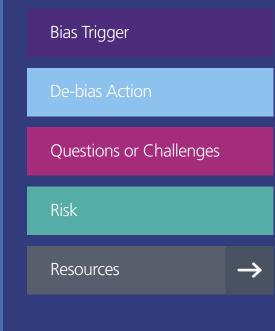






Relying on interview as main assessment tool.







STARR Interview Questions sample interview questions from Epsom and St Helier NHS Trust.

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Values-based Interview Question Guide

The following guide provides guidance on the types of questions to ask in values - based interviews using the Trusts Values - based interview questions and scoring form

You will be asking candidates the following questions types:

- 1. An **open question** to put the candidate at ease
- 2. A question about their response to the screener questions (once live in TRAC date TBC)
- 3. A question about **past experiences**, explored using the STARR model
- 4. A **scenario question** (known as situational judgment tests) using the probing questions set out below
- 5. One or more questions **specific to the role** being interviewed for
- 6. A question regarding **equality and diversity** in the workplace.
- 7. A **Closing** question

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Opening question



Choose ONE of the following questions.

Remember to ask the same questions to candidates being assessed for the same job.

- 1. Why are you interested in this role?
- 2. Why do you think you are a good match for this role?
- 3. What gives you the greatest / least satisfaction at work?
- 4. What makes a good / successful / rewarding day for you?
- 5. In what kind of team do you work at your best?
- 6. What energises / motivates or demotivates you at work?
- 7. Describe your most satisfying work experience?
- 8. What does success mean to you?
- 9. What is important to you when looking at a new role?

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



2

Screener based question

We are in the process of including value based screener questions into application forms. Once this is live in TRAC you will be given the responses and be able to ask any questions you may have on the individuals responses.

3

Past experience question

Also known as behavioral event interview questions (BEI)

These questions help you get a detailed response to the behaviours you have identified as important to the role as stated in the job description or personal speciation. They start with 'tell me a time when....'.

Choose ONE of the example questions on the following page.

Ask the questions and probe using all of the STARR probing questions of all candidates.

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Example Past experience questions

NHS

"Please tell me about a time at work when..."

Respect

- 1. You found it difficult to show respect
- 2. You acted respectfully
- 3. Someone else displayed a lack of respect to you
- 4. You witnessed a colleague or patient behaving disrespectfully
- 5. You had to manage someone who showed rude or inappropriate behaviour
- 6. You showed respect to someone of another culture
- 7. You put yourself in someone else's shoes
- 8. You gave feedback about someone's behaviour

Kind

- 1. You showed empathy
- 2. You showed someone they were valued
- 3. Your protected someone's dignity
- 4. You found it difficult to be kind
- 5. When you saw a colleague was unhappy
- 6. You were compassionate in a difficult situation
- 7. You helped someone who felt anxious or scared
- 8. You made time for a colleague or patient
- 9. You put someone else's needs above you own

Positive

- 1. You faced a challenging situation
- 2. You were open and flexible to change
- 3. You found it difficult to stay positive at work
- 4. When you were asked to do something you have never done before
- 5. You were under pressure to perform
- 6. Someone in your team was being negative
- 7. You helped someone when you were under pressure yourself
- 8. A change was introduced you didn't agree with



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Professional

- 1. You had to deal with a complaint
- 2. You received negative feedback
- You had to give difficul feedback
- 4. Something happened that you disagreed with
- 5. Your responsibilities were changed without your consultation
- 6. When your were challenged or ignored
- 7. You had to communicate a difficult message
- 8. You had to deal with a sensitive situation at work
- 9. You spotted something that compromised safety

Teamwork

- 1. You had to deal with a difficult colleague
- 2. You supported someone else at work
- 3. There was a conflict in your team
- 4. When a new person joined y our team
- 5. You didn't feel supported at work
- 6. You inspired or motivated someone
- 7. You shared your knowledge or learnings
- 8. A mistake was made in your team and how it was handled
- 9. You found a way to improve something



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

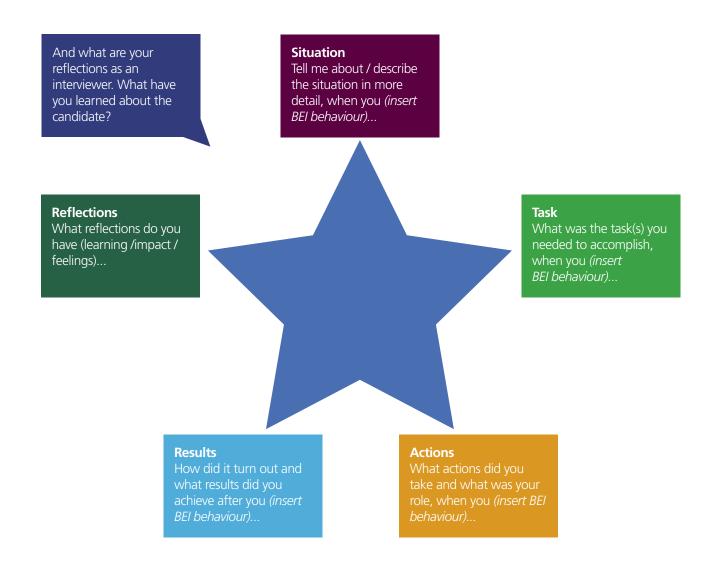
Further resources

Probe your Past experience question using Star probe questions



Probe the candidates response using the **STARR model**.

Use the same probing questions for all candidates. Score candidates using the criteria in the 'scoring sheet'. Remember to ask all of these questions, even if the candidate touches on them in their initial answer, to secure 'more detail'.



Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



NHS NHS

Scenario questions

Also known as Situational judgment test (SJT)

These questions help to provide the fairest, most accurate response to hypothetical role-based scenarios. Here you ask a hypothetic question based on the role your are interviewing for. You will see a set of scenarios for roles at the end of this guide.

Choose one guestions form the set of examples at the end of this guide

Ask the question and probe further by asking the 7 situational judgment test questions below

- 1. What are your immediate thoughts and feelings as you read through this scenario?
- 2. How do you think this sort of situation could arise?
- 3. What do you believe is the most challenging aspect of this situation?
- 4. What would you do if you faced this situation? What actions would you take, if any?
- 5. What do you think the consequences may be for taking these actions?
- 6. What would be the right thing to do to live up to our values?
- 7. Describe a similar situation you have faced. Probe in detail using the STARR model

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Your opportunity to ask specific role based questions.

Equality and diversity questions

Below are some options to ask questions exploring equality and diversity. Whilst there is no set model of probing to follow for these questions, we have included some below that may be helpful. Please ensure you make note and ask the same probes of all candidates in that role.

Choose one or more of the questions.

- 1. How would you describe your current thinking about diversity and equality in the workplace?
- How has your thinking changed over time?
- What do you think has influenced this [change in] thinking?
- How do you think this might change in the future?
- 2. What is your definition of diversity in the workplace?
- What does a diverse workplace look like?
- Why is it important?
- What are the benefits of a diverse workplace?
- 3. How would you advocate for diversity and equality initiatives with individuals who don't see its value?
- What are some ways you might do that?

- How would you go about that?
- What would be the end result?
- 4. Why is it important to address diversity and equality issues in the workplace?
- What are some ways organisations might do that?
- How would organisations go about that?
- What would be the end result?
- 5. Please tell us about an instance when you have demonstrated leadership or commitment to equality in your work.
- Here you can use the STARR model to probe further.



Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



7 Closing questions



- 1. What would success look like for you in this job?
- 2. What tends to get done (or not get done) on your 'to do' list?
- 3. Why do you think you are likely to do well in this role?
- 4. What qualities do you believe you would bring to our team?
- 5. What are the biggest adjustments / challenges you believe you would face if you were successful in getting this role?
- 6. Sum up why you believe you are a good candidate for this role?
- 7. What would prevent you from accepting an offer if one was made?
- 8. Are there any final points you would like to make that we have not covered to support your application?
- 9. Finally. What questions do you have for us?

The following pages contain Scenario (SJT) based questions specific to job roles

Note: while these are targeted at specific job roles, you may find that many of them are applicable to a wide range of job roles, including the one you are recruiting to. You may also want to create your own questions

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Nursing Positions

Example scenario questions



How could it happen?

Why is it challenging?

What should you do?

What should you not do?

- A. You are walking through a reception area which is busy with patients, families and staff. You notice a patient and member of staff talking to each other in ways that you think are rude or even threatening.
- Long waiting times
- Stressed patient or family in a very busy clinic
- Stressed staff, working under time pressure and looking after a high number of patients
- Patient doesn't feel listened to, or has not received the response they wanted from the member of staff

- It is confrontational
- Not the staff behaviours we want to see in our hospital
- Might feel protective towards your colleague
- Difficult to confront either the patient or the member of staff
- Other clients / patients might be affected

- Assess the situation and understand the context
- Stay calm yourself take the heat out of situation
- If you feel able to deescalate the situation, step in, or find someone else who can help
- Address patient's issues first
- Listening is a great way to calm people down

- Match the aggression
- Don't use inflammatory language e.g. 'calm down'
- Ignore the situation
- Belittle or undermine the member of staff in front of patients
- Put yourself at risk or take the patient away without understanding the situation

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen? Why is it challenging? What should you do? What should you not do? B. You are preparing a patient who has dementia to go to surgery and they are becoming distressed. Many of our patients Pressure of time Remain calm and be Be forceful suffer from dementia reassuring A distressed patient can • Be argumentative or or delirium cause feelings of distress Show empathy and show agitation • The patient may feel in the nurse compassion Soldier on on your rushed Might not have had full own if you need help Continue to follow • The patient may be training on how to best safe protocols and overwhelmed by noise work with patients with procedures Fail to document / how busy the ward is dementia Do anything where Never be physically • The patient may be Unclear on legal terms you are unsure of the forceful confused by unfamiliar legal requirements the faces and voices Concerns about dealing • Ask a colleague for help situation with the family • The patient may not Let theatres know if the understand why they Patient may become patient might be late are in hospital physically aggressive Let the family know

Document everything



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?			
C. Optional - Select another example or create your own:						

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

HCA Positions

Example scenario questions

How could it happen?



What should you do?

- A. You are coming to the end of a long shift and you answer a buzzer to a patient who has just been sick all over their bed and floor area.
- Patients can be sick at any time
- Sickness might be a symptom of what they are being treated for
- Sickness might be a side effect of medication or norovirus
- The hospital food might not have agreed with them

• It's the end of your shift, you're tired

Why is it challenging?

- You have a time constraint and need to leave work on time today
- It's an unpleasant task to deal with and you feel like you've finished for the day
- May be staff shortages and you are juggling many priorities at once
- Not nice for other patients
- It has to be cleaned up immediately for infection control / to maintain the patient's dignity

- Be kind and patient with the patient, reassure them they are okay and it's not a problem
- Ask the patient if they think they will be sick again, provide a tray
- Inform a qualified member of staff
- Draw curtains for privacy
- Clean up the area, wash the patient and change the bed as swiftly as possible
- Help the patient clean their teeth
- Document what happened

 Walk away and ignore it happened – let someone else deal with it

What should you not do?

- Not pass the information on to a nurse
- Show irritation and/ or disgust and make them feel embarrassed
- Poor body language, clean up the area without talking to and reassuring the patient

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?

Why is it challenging?

What should you do?

What should you not do?

- B. During the early part of your shift a normally bubbly patient seems withdrawn. As you offer them a cup of tea they ask you to come closer and say that the ward staff on the previous shift were very rude and uncaring.
- It might be TRUE and needs properly investigating
- The patient may be confused or disorientated due to their medical condition or age
- They may not be aware of all of the care that's been provided
- The patient could have misinterpreted a staff reaction to something or there may have been an emergency situation to deal with

- No one likes to hear a patient is distressed or feels that they've not been cared for properly
- Raises concerns that colleagues have done their job properly
- You are not fully aware of all of the facts so you don't know if the complaint is justified
- Patients can feel emotional so they need a sensitive response
- They might now feel you've had the training to fully understand

- Stay calm and professional
- Show concern, be sensitive in what you say. Be neither dismissive or assuming
- Talk to the patent about raising the concern further for them
- It is important to involve a more senior person so that a proper investigation can be carried out before a response is provided

- Jump to conclusions either way
- Ignore or dismiss the situation
- Fail to report the situation
- Conduct the conversation in the full view of everyone... privacy is required



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?			
C. Optional - Select another example or create your own:						

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

AHP Positions

Example scenario questions



How	could	it ha	open?
			.ppc

Why is it challenging?

What should you do?

What should you not do?

- A. You are working with an experienced OT tech who you feel is working outside of their job role.
- Rotational staff might move to new areas and might not be aware of roles
- Experienced techs in practice for over 20 years may take on more
- Lack of supervision
- Unaware of job description
- Might feel pressure to do more than is expected

- Junior member of staff feels unsure how to approach an established team member
- Experienced OT tech might think their competencies and being challenged and be offended
- Might not be fully aware of what is or isn't in the experienced OTs job role

- Discuss in supervision and/ or seek advice from your line manager
- Check job role/ description
- Meet one-to-one with the experienced OT and talk to them about your concerns, listen to their reply

- Tell them off
- Discuss in an open forum
- Jump to conclusions without exploring
- Start to work outside your own scope of practice
- Be confrontational
- Ignore it / avoid dealing with it

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?

Why is it challenging?

What should you do?

- B. You arrive on the ward to assess a patient who is waiting to be discharged, when you hear another patient asking for help to get to the toilet.
- The patient's bowel movements may be affected by their illness or treatment
- They may have been asleep when the comfort round was done earlier
- They might not want to be a bother as they need help to go the toilet so might have left it until the last minute to ask

- Patient may be embarrassed and not want to make a scene
- You need to protect the patient's privacy and dignity, but it is not a patient whose care you are involved in / you do not work on the ward
- Judging urgency of the patient's need
- Need to consider the patient you are here to see
- There may be staff shortages on the ward

- Establish level of urgency and potential for loss of control
- Inform the patient who needs the toilet and the patient you are here to see that you're going to find someone to help
- Ask the member of staff you find for help if they are okay – do they need help moving the patient into privacy?
- Make sure the patient you are here to see does not feel left – apologise for the delay in seeing them

- Ignore the patient's needs as you are on the ward for a different reason
- Don't get help from a member of staff
- Assume the patient can sort the issue themselves, pass them a bed pan
- Embarrass the patient, dismiss or make light of the situation
- Allow your body language to signal annoyance
- Try to deal with the situation yourself, alone, rather than finding someone on shift to help



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?
C. Optional - Select another	example or create your own:		

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Doctors





Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?

Why is it challenging?

What should you do?

- B. Following your assessment, you have developed a treatment plan you feel is in the best interests of the patient. Other members of the MDT disagree with your recommended course of action.
- The other clinician may have been short of time
- There may be language issues between the clinician and the patient or with the nurse
- They may have misheard or not been party to the full conversation
- Consent training may be required

- You have heard from a third party, but were not present yourself
- The other clinician may be senior to you, or not in your team
- It presents a probity issue
- Unsure of who is right or wrong in the situation

- Speak with the other clinician and explain what the issue is
- Ascertain as many facts as possible before speaking with the other clinician, taking into account the urgency of the procedure
- If you believe full consent was not taken, you must report it

- Make excuses or explain on behalf of the other clinician without getting all the facts
- Speak directly with the patient without following due process
- Delay dealing with this, given the urgency of the procedure
- Agree with the other clinician that there is an issue, resolve it together, but not report



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?
C. Optional - Select another	example or create your own:		

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Senior Manager Positions

Example scenario questions

How could it happen?





What should you do?

- A. A member of staff tells you that they have seen an inappropriate comment about a work based issue on social media by another staff member. They believe the comment might damage our reputation.
- Social media is commonly used outside of work
- Some people use social media as an opportunity to vent / debrief
- The comment might have been taken out of context and there is a misunderstanding
- Naivety the person who wrote it might not have intended it to be in full view (not aware of privacy settings)
- Maliciousness the person who wrote it might want to cause trouble by it

- Social media outside of work can't be controlled and there is ambiguity about what is or isn't appropriate
- The comment might have an impact on the person who reported it, or potentially the public
- Damages organisational credibility and breech of professional standards
- Breech of confidentiality about the issue
- The person who wrote it might be feeling very upset about the issue

- Thank the member of staff for speaking up and raising this concern
- Let HR know what is happening
- Gain the facts and supporting evidence, don't just rely on what you hear
- Speak to the member of staff who wrote it and listen to their views
- Do not be judgemental towards the person who wrote the comment as you don't know the full picture
- Confidentiality do not discuss post with others

- Gossip about the comment to others
- Do nothing, ignore the concern and belittle the person for speaking up
- Challenge the issue directly with the person who wrote it without seeing the post yourself and finding out the facts
- Jump to conclusions about the issue
- Retaliate, make comments back on social media
- Not raise this issue with HR to find an appropriate way forward

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?

Why is it challenging?

What should you do?

- B. You would like to introduce a new change as you think it will increase productivity. There is resistance in the team you are trying to engage in the change.
- The team were not consulted in the early stages of planning
- The team feel it is a downward request from senior management, rather than feeling motivated and inspired to make the change work
- The team are 'stuck in their ways'

- Some team members don't cope well with change
- The team might view the change as a criticism of the way they are working at the moment
- It might involve a change in working conditions or a change in the people in the team (people might be afraid it could mean job changes)

- Gather the team and explain why you think the change will increase productivity
- Welcome ideas / feedback into how to proceed and incorporate these into how you progress
- Hold ono-to-ones with anyone who is especially resistant
- Keep dialogue open
- Support and coach the team manager to lead and role model the change

- Mandate change with no engagement with team
- Ignore feedback from, or discontent in the team
- Tell people 'you are just resistant to change'
- Make assumptions about what is causing the resistance
- Give in and not drive the change forward



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?
C. Optional - Select another	example or create your own:		

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Admin and Clerical Positions



Example scenario questions

How could it happen?	Why is it challenging?	What should you do?	What should you not do?
A. You are late for a meetin	g and a visitor stops you and ask		
 Hospitals are large and confusing places for patients and families Signage is not always clear 	 You are on your way to a meeting and worried about being late You may not not know where the place is 	 Stop and see if you can help Listen carefully to where they need to get to 	 Walk past and Ignore them Say 'I don't know' or 'it's not my job'
 They may be anxious or late They may have parked somewhere different to where they normally park so are 	The place could be very complicated to get to and you are worried your directions might make the patient even more confused / lost	 Give very clear instructions as to where to go Walk them all or part of the way if this is a greater priority 	Tell them to ask someone elseMake them feel like an inconvenience
disorientated	The patient / family may be anxious or even angry	If you don't know the way, find someone who can provide directions before you leave	

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?

Why is it challenging?

What should you do?

- B. You are working on the reception area for a busy clinic and one of the patients and their relative has been waiting for several hours due to appointments badly overrunning. The patient is clearly getting quite agitated and angry almost aggressive.
- Heavier than expected workload due to staff shortages
- Admin error in the level of appointments
- Changes in medical priorities or an emergency situation may have taken precedence
- Patient / relative can make assumptions others are being seen before them or they have been forgotten about

- Long waits can cause genuine tension and frustration
- Patients are stressed and such situations can get magnified
- You're not in control but are dealing with the situation
- People's moods change, they can become angry / aggressive
- Health issues and concerns e.g. in pain, upset, elderly

- Stay calm / approachable
- Acknowledge their frustration
- Assess if you are able to do anything to ease the situation
- Check appointment progress. Assure them they will be seen.
- Keep them informed

 find an interpreter if
 needed
- If they are in pain, liaise with triage for pain relief
- Be prepared to involve security if things escalate (last resort)

- Be preoccupied with your own pressures (not patient focused)
- Dismiss their frustration
- Raise your voice or appear defensive or frustrated
- Add to the tension by getting irritated in your tone, body language or expressions
- Make promises you can't keep
- Try to control a situation if it is becoming physically volatile – ask for help/ escalate if needed



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?
C. Optional - Select another	example or create your own:		

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Support roles

Example scenario questions



How could it happen?

Why is it challenging?

What should you do?

- A. You notice you have made a mistake in your work that could have impacted on patient experience, care or safety; but you are reasonably sure that no one has been harmed as a result.
- We are all human and anyone can make a mistake
- Pressure of time
- Distracted
- Not following agreed processes or protocols
- Genuine human error

- It can be difficult to admit to mistakes – people may judge us as a result
- If no-one was harmed it can feel easier to 'brush it under the carpet'
- Some managers' reaction to mistakes is to assign blame, rather than to use it as a chance to learn

- Admit the mistake
- Tell someone, such as your manager, as soon as you can
- Work together with the team to fix the issue
- Document what happened and share your learning - not only for patient safety issues; we need to put quality at the heart of everything we do
- Let pride get in the way – sort it out yourself without telling anyone – so the team won't learn and it may happen again
- Only report errors when harm occurs. In a true safety culture we learn from near misses too
- Consider that only clinical errors are important – everything everyone does impacts on patients

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?

Why is it challenging?

What should you do?

- B. You are on your way to lunch in the canteen overhear two colleagues talking. It seems to you that one of them is being rude and aggressive to the other. Patients can overhear them too.
- Some rude behaviours have become accepted practice in some healthcare organisations
- The person is stressed and this is 'leaking out' as aggressive behaviour
- The person is not aware that their behaviour is rude or aggressive

- They might be more senior
- You may not be 100% sure what's happening
- You will need to use your personal judgement
- You are concerned because of their tone and body language
- No one likes to be seen to be criticising a colleague
- It may lead to tension / other consequences

- Gently interrupt. Ask if they're aware people can overhear
- Remain impartial, calm and unemotional
- Ask the aggressive person to mind their tone
- Take them to one side
 give factual feedback
 about their behaviour
- Check if either of them want support
- You may need to report it

- Jump to conclusions
- Walk past without doing anything – let it carry on
- React emotionally or raise your voice yourself
- Embarrass either of the people involved
- Gossip about it later



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?
C. Optional - Select another	example or create your own:		

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

HR professional

Example scenario questions





How could it happen?

Why is it challenging?

What should you do?

What should you not do?

A. A candidate feels they have not been offered the correct salary for their level of experience.

- There may have been a miscommunication about salary levels on the job advert
- They may have seen the job advertised somewhere else for a higher salary
- There may be lack of clarity around the job level or role and responsibilities of the post holder

- You want to attract great staff but are only able to offer within your means
- The candidate may have a different view about what the job involves and you don't want to cause disappointment
- Clarify the roles and responsibilities of the job with the candidate
- Review the salary offered with others to check it is fair and if there is room to negotiate
- Ensure if offering a higher salary it fairly reflects other post holders in similar roles

- Dismiss the candidates concerns
- Not review the requirements of the role and if their request is justified
- Fail to explain to the candidate why this level of salary is offered

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?

Why is it challenging?

What should you do?

- B. You notice a colleague smells of alcohol and seems unable to concentrate. You are concerned for their welfare.
- They may be facing personal difficulties
- They may not have realised they were still intoxicated when coming to work
- There may be another explanation but on the surface this is what it seems like
- You will want to deal with the situation sensitively and not cause embarrassment however safety of others, including patients may be at risk
- It may be hard to reason with someone who is intoxicated
- Remain calm and discreetly feedback that you have noticed this and that you are concerned this may impact on the quality of work
- Escalate if necessary and you feel the safety of others is at risk
- Follow up and check that the staff member is ok, it may be a one off but may not be

- Jump to conclusions about the situation – you may be mistaken
- Make light of the situation with them
- Embarrass the person involved
- Talk about it to other team members
- Ignore it
- Fail to escalate if you feel patient safety or safety of others is at risk



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



How could it happen?	Why is it challenging?	What should you do?	What should you not do?
C. Optional - Select another	example or create your own:		



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Accents, judgement about ability, expectation of use of English phrases and idioms.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Psychometric de biasing, extend to interview questions and to interviewers.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Judgement about candidate's ability to be understood by others.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Training in interviewing for all and in particular in de-biasing processes.

Follow up on training for interviewing managers; monitoring panel interviews where BAME staff member invited to join. Need to evaluate this work.

Develop guidance for Debiased Interviewing as part of wider local actions on de-biased recruitment. This should include due consideration of how the panel is chosen. If there are a number of internal candidates it would be helpful to have a panel member who does not know any of the candidates and can offer an unbiased view of their responses.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Resources



Design of questions - needs to be clear to the candidate what information is being sought. Rambling, complicated questions can cause confusion.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Resources



Adoption of the STARR model of designing interview questions will support a de-biased process. This has been used effectively to give all candidates an equal opportunity to respond fully with relevant examples from their career history.

Introduction of peer decision making.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Resources



Inclusive-culture-at-North-East-London-Foundation-Trust.pdf (nhsemployers.org)



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Who makes the final selection decision?

Non tested and not objective scoring systems

"Team Fit"

Unconscious and conscious decisions



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Questions or Challenges



Who makes the final selection decision? Opportunity for hiring manager to override other panel members.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges



Overhaul of interviewing processes with radical redesign to be considered e.g. "blind" interviews.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

De-bias Action

Questions or Challenges ->





Can psychometrics be used to assist in decisions of team requirements?



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior

Resources



Non tested and not objective scoring systems.



Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Resources



Design scoring or ranking systems that do not contain subjective criteria.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Resources





Interview questions / scoring

In this interview we will be asking candidates the following questions types. Sample questions for all (excluding role-based questions) can be found in the 'Values-based interviewing question guide'. The panel may decide not to appoint if values question is not adequately answered at interview.

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

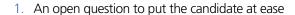
Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





- 2. A question about their response to the screener questions (once live in TRAC)
- 3. A question about past experiences, explored using the STARR model. For consultant interviews the college rep may ask the first question.
- 4. A scenario question (known as situational judgment tests) using the probing questions set out below
- 5. One or more questions specific to the role being interviewed for
- 6. A question regarding equality and diversity in the workplace.
- 7. Closing question

Answers are scored 1 -5 (5 being the highest) for how well answers show evidence of the values (respectful, kind, positive, professional and teamwork) as well as skills and competencies where necessary.

Candidates score should be scored as the following:

0	No examples given or answer completely irrelevant.	3	Some points covered. Relevant information given. Some examples given.
1	A few good points but main issues missing. No examples/irrelevant examples given.	4	Good answer. Relevant information. All or most points covered. Good examples.
2	Some points covered, not all relevant. Some examples given.	5	Perfect answer. All points addressed. All points relevant. Good examples.

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/
pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Candidate Name	Panel Member	Date

Answer - score each answer from 1-5 (5 being the highest)

Question description	Add Question	Comments	Score
1. Opening questions: Start the conversation and put the candidate at ease. Example questions can be found in the 'Values based			
2.Question from their screener responses (once live in Trac).			

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



3.

Past experiences questions: (Min 1)

This question should help explore values and evaluate the behaviors you have identified as being important to this role as stated in the Job description and personal specification. They start with tell me a time when.....

Example questions can be found in the Values based interview questions guide

You can then ask the STARR probing questions.

3.a

Tell me about a Situation when you...

Probe using these STARR questions:

What was the Task you needed to accomplish?

What Actions did you take and what was your role?

How did it turn out and what Results did you achieve after?

What Reflections do you have now, looking back on the situation

3.b

(Optional) Tell me about a Situation when you...

Probe using these STARR questions:

What was the Task you needed to accomplish

What Actions did you take and what was your role

How did it turn out and what Results did you achieve after

What Reflections do you have?

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Scenario questions

4.

Helps you explore how they may act in the future using this evidence based 7 question approach to explore values within specific job roles.

Example questions can be found in the Values based interview questions guide.

4

- What are your immediate thoughts and feelings about this scenario?
- How do you think this sort of situation could arise?
- What do you believe is the most challenging aspect of this situation?
- What would you do if you faced this situation? What actions would you take, if any?
- What do you think the consequences may be for taking these actions?
- What would be the right thing to do to live up to our values?
- Describe a similar situation you have faced. [Probe in detail using STARR].

5.

Role based questions.

This is an opportunity to ask some role-based questions.

(You may add more than 3 if required)

5.a

5.b

5.c

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Equality questions

A chance to explore issues relating to diversity and equality.

Example questions can be found in the Values based interview questions guide.

7.

Closing Question

A chance for final observations.

In line with the implementation of the Workforce Race Equality Standard (WRES) please complete a feedback form, to be sent to the Trust CEO, for all BAME candidates not appointed to posts at Band 6 or above.

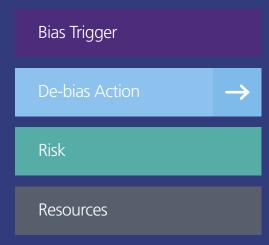






"Team Fit" used a reason for favouring a candidate who may not be best qualified.

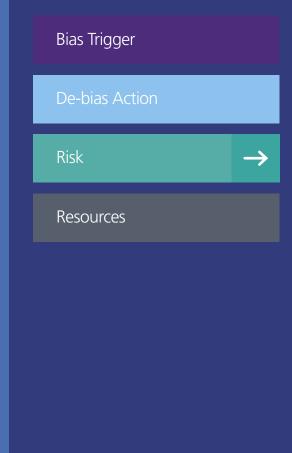






Consider appointments of candidates who add to the organisational culture rather than fit with it.

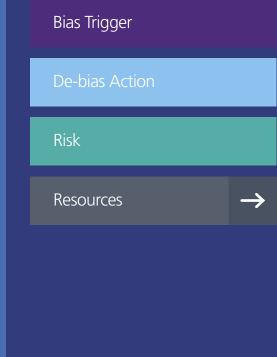






Still a concern that "Team Fit" is an implied reason for selection.







BAME Candidate Feedback Form

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



BAME Candidate Feedback Form

We are working to implement the Workforce Race Equality Standard (WRES) which is a requirement for NHS Organisations. This requires us to ensure employees from Black, Asian Minority Ethnic (BAME) backgrounds have equal access to career opportunities and receive fair treatment in the work place. This is also central to our RESPECT values and behaviours.

We have already introduced a number of changes to the recruitment and selection practices in ensuring we have a BAME representative on all interview panels for Bands 6 and above as well as having a gender balance. To strengthen this, our Chief Executive has asked to see feedback from every leadership interview (for roles band 6 and above) where a BAME candidate was not appointed. This will begin from 1 June, and as part of it, any BAME candidate who is unsuccessful will be offered a career coaching conversation.

We are doing this because studies have shown that a motivated, included and valued workforce helps deliver high quality patient care, increased patient satisfaction and better patient safety. Our WRES data and staff survey results show that we are not doing well in this area and we would appreciate your support in getting this right.

We therefore ask you to complete the attached template and return to the recruitment team with your interview paperwork for any BAME candidate that was not appointed.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





Post applied for Post grade Department Division ob reference number Interview date Panel Chair Lease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Ignature Date Date Lead of the control of the co					NHS
Post applied for Post grade Department Division ob reference number Interview date Panel Chair Lease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Ignature Date Date Lead of the control of the co	BAME (Candida ⁻	te Feedb	oack For	m
Department Division do reference number Interview date Panel Chair ease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Date Date cition to be taken	Candidate Name				
Department Division ob reference number Interview date Panel Chair ease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Ignature Date Date ction to be taken	Post applied for				
Division ob reference number Interview date Panel Chair ease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Date Date cition to be taken	Post grade				
oth reference number Interview date Panel Chair Lease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Date Date Lead of the candidate please provide feedback from Chief Executive Cition to be taken	Department				
ranel Chair lease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Date Date cedback from Chief Executive	Division				
ease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Date Date ction to be taken	Job reference number				
ease provide feedback below, on why the BAME candidate was not appointed. For internal candidates please provide formation on the developmental support this candidate will be given, in order to progress their career. Date Beedback from Chief Executive ction to be taken	Interview date				
gnature Date Date Ction to be taken	Panel Chair				
eedback from Chief Executive	information on the develop	mental support this candid	didate was not appointed. It ate will be given, in order to	For internal candidates plea progress their career.	ise provide
ction to be taken					
	Feedback from Chief Exe	couve			
ate	Action to be taken				
ate					
	Date				



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Unconscious and conscious decisions based on first impressions and non verbal behaviour.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Cross organisational recruitment leads e.g. within an ICS area one trust recruits for another e.g. radiology manager in trust A recruits for vacancy in trust B. Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Informal "checking up" on candidates

Lack of clarity regarding next step



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior

Resources



Informal "checking up" on candidates.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Resources



Incorporate into training on good practice. Instructions to hiring managers not to make informal enquiries to previous employers or manager's own network of contacts.

Organisational Values and NHS Constitution to be upheld throughout interview process.

Ensure all communication with candidates is done via the recruitment or HR team to eliminate the opportunity for informal questioning of the candidate post interview.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



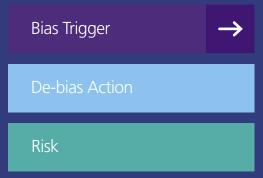
De-bias Actior

Resources



<u>Information Commissioner's Office</u> <u>guidelines on Privacy</u>







Lack of clarity regarding next step - when to give notice etc.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Risk



Provide clear communication to successful candidate on preemployment process to avoid ambiguity about giving notice.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

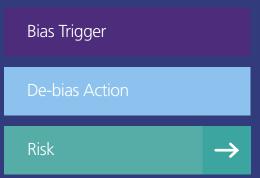
Conditional offer/ pre-employment checks

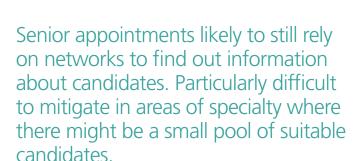
Unconditional offer

Induction and onboarding

Talent approach

Further resources









Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

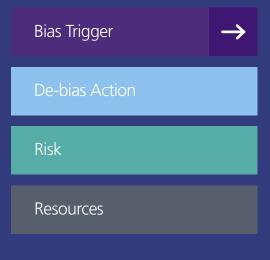




Potential for pay disparity and other inequalities

Length of time between conditional and unconditional offers may lead to disengagement of candidate.



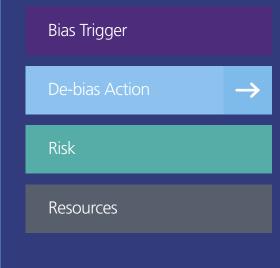




Potential for pay disparity and other inequalities e.g. non pay benefits.



Further resources

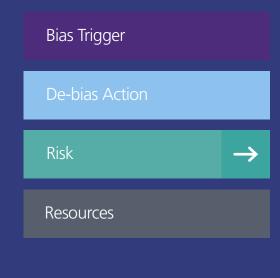




London wide guidelines for starting salaries and oversight of offers.

Oversight of 'manager discretion' to award uplifts in salary.







Potential remains for pay disparity depending on experience of candidate.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Risk

Resources





Potential for pay disparity and other inequalities e.g. non pay benefits - Understanding the ethnic pay gap in Britain

Malcolm Brynin, Ayse GüveliFirst
Published August 10, 2012
Research Article | https://doi.
org/10.1177/0950017012445095



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action



Length of time between conditional and unconditional offers may lead to disengagement of candidate.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action





Minimise delays on the pre-offer checks to ensure preferred candidates are not lost.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

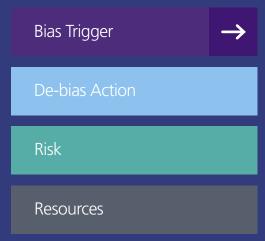




Length of time between offer and start date

Informal communications

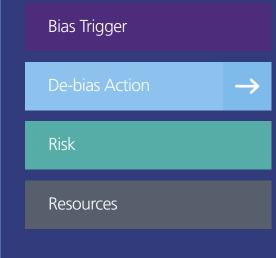






Length of time between offer and start date.





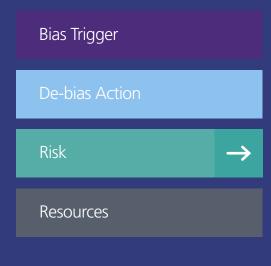


Maintain regular communication with new starter.

Effective induction early on in a new role. Attended by senior leaders.

Opportunities for new joiners to share their feedback and perspectives - fresh eyes.







Capacity to manage in areas with high recruitment numbers.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Risk

Resources



<u>Length of time between offer and</u> <u>start date - NHS Employers Case</u> <u>Study</u>



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Action

Questions or Challenges



Informal communications may give an advantage to one candidate over another in the same role e.g. if multiple appointments are made and a candidate/s are already known to the new employer they could get more favourable reception.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Questions or Challenges



Organisations develop onboarding actions to ensure candidates are made to feel welcome. This should include details of their commitment to equality and diversity. Practical information on how to join staff networks, a welcome video from staff network chair.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger

Questions or Challenges ->





Can we expidite transfers between NHS organisations? Methods for doing this can be unreliable.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger





Not ready for the step up

Growing local staff into senior roles



Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Resources



Not ready for the step up - possibly a subjective judgement from recruiting manager based on own view of role requirements.



Job application

Shortlisting

Interview and assessment

Selection

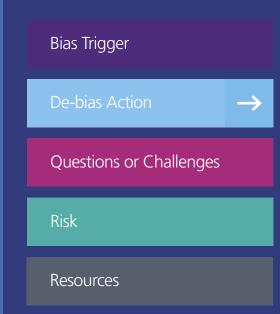
Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources





Ensure candidates are afforded fair opportunities to demonstrate their readiness for the next level up. Consider what evidence can be collected to support this and what testing and assessment processes have been put in place to ensure fairness.

Give equivalence as part of development plan.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges ->



Resources







Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk



Resources



Talent process is not robust and insufficiently well designed to eliminate bias.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action

Questions or Challenges

Risk

Resources





<u>Talent Management Toolkit – Leadership Academy</u>

<u>Talent in practice – case studies – Leadership Academy</u>

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Bias Trigger



De-bias Actior

Resources



Growing local staff into senior roles.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Action



Resources



Develop system wide standards for training and development provision such as those introduced in some clincial areas on the Capital Nurse programme.

Develop a system to ensure stretch opportunities are available on a fair basis.

Offering work placements, internships and pre-employment programmes + Mentoring and reverse mentoring schemes for staff from BAME backgrounds.



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



De-bias Actior

Resources



Guidance - Business in the Community - Inclusive Succession Planning

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Web Based Resources



Further Reading

6 Key Action Plan



Digital Publications and Web Based Resources



Unconscious Bias and the Hiring Process - YouTube

The Employment Practices Code

Guidance - Equality & Human Rights
Commission & Equality Act 2010

Orchestrating Impartiality: The Impact
of "Blind" Auditions on Female
Musicians - American Economic
Association (aeaweb.org)

<u>a-head-for-hiring 2015-behavioural-science-of-recruitment-and-selection tcm18-9557.pdf (cipd.co.uk)</u>

Job design

Job description

Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Web Based Resources



Further Reading

6 Key Action Plan



- Speaking of Psychology: Understanding your racial biases (apa. org) – Podcast and Transcript John Dovidio PhD
- Job Performance Attributions and Career Advancement Prospects: An Examination of Gender and Race Effects ScienceDirect
- Hiring as Cultural Matching: The Case of Elite Professional Service Firms Lauren A. Rivera, 2012 (sagepub.com)
- Candidate characteristics driving initial impressions during rapport building: Implications for employment interview validity Barrick 2012 Journal of Occupational and Organizational Psychology Wiley Online Library
- Evidence that gendered wording in job advertisements exists and sustains gender inequality. PsycNET (apa.org)



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Web Based Resources



Further Reading

6 Key Action Plan



Best Practices or Best Guesses?
Assessing the Efficacy of Corporate
Affirmative Action and Diversity
Policies - Alexandra Kalev, Frank
Dobbin, Erin Kelly, 2006 (sagepub.
com)



research-report-113-unconciousbais-training-an-assessment-of-theevidence-for-effectiveness-pdf.pdf (equalityhumanrights.com)



Job advert

Job application

Shortlisting

Interview and assessment

Selection

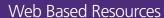
Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources



Further Reading



6 Key Action Plan



Selected Further Reading

Howard J Ross, Everyday Bias: Identifying and Navigating Unconscious Judgement in Our Daily Lives, Rowman and Littlefield, 2020

Iris Bohnet, What Works – Gender Equality by Design Harvard University Press, 2018

Amy C. Edmondson, *The Fearless*Organization: Creating Psychological
Safety in the Workplace for Learning,
Innovation and Growth, Wiley, 2109



Job advert

Job application

Shortlisting

Interview and assessment

Selection

Conditional offer/ pre-employment checks

Unconditional offer

Induction and onboarding

Talent approach

Further resources

Web Based Resources

Further Reading

6 Key Action Plan





Download the Action plan for implemention - 6 key actions on overhaul of recruitment and promotion



Wellington House 135-155 Waterloo Road London SE1 8UG

E @nhs.net