

Inclusive Hiring Checklist for Managers

This checklist complements the [Recruitment and Selection Guidelines](#) for managers. Please refer to this guidance for more detail on the items below.

For support reviewing your hiring practices for inclusivity, contact equalitycharters@stmarys.ac.uk.

Vacancy Planning, Job Description and Authorisation

Consider if there is a need for a replacement or new vacancy	
<p>Make sure you are up to date on key training. It is essential you have completed the following before conducting panel interviews:</p> <ul style="list-style-type: none"> • Recruitment and Interview Training • Equality and Diversity Briefing • Unconscious Bias • GDPR Training <p>Find the courses above in the Essential Training Module on Moodle</p>	
Read the full checklist below as some items will require forward planning.	
Consider whether the role responsibilities should be reviewed. New roles, or roles where the responsibilities have been changed significantly, will need to be evaluated by HR.	
Consider what flexible/hybrid/job share arrangements you could support for the role.	
<p>Review and update the Job Description and Person Specification and provide these to HR.</p> <ul style="list-style-type: none"> • Consider the current and future requirements of the role, and avoid simply replicating what was expected of the previous post holder. • Make sure the knowledge, skills and abilities listed as Essential Requirements are truly required to be successful in the role.* • Check you are using inclusive language throughout and avoiding language that might discourage underrepresented groups from applying.* • Make sure you have followed digital accessibility guidance when writing the job description. <p>*For more guidance on essential requirements and inclusive language see 'Inclusive Job Descriptions' here.</p>	
Reach out to your HR Business Partner to discuss the role and any changes you have made based on the points above.	
Complete the Headcount Control Business Case (HCC). The HCC business case template can be found here .	

Advertising

Decide on a closing date and the expected/planned interview date. All adverts will be live for on average two weeks, which should be factored into the interview date.	
Draft the advert for the recruitment campaign.	

<ul style="list-style-type: none"> • Templates for roles over £25,600 per annum can be found here. • Templates for roles under £25,600 per annum can be found here. <p>For further guidance see section 3 in the Recruitment and Selection Guidelines here.</p> <p>All adverts must have the following positive action statement: <i>St Mary's University is committed to equality, diversity, and inclusion (EDI) and welcomes applications from all sections of the community. Learn more about our EDI initiatives and work as a Disability Confident employer. We will consider hybrid/flexible/part-time/job share working arrangements.</i></p>	
<p>Make sure your advert uses inclusive language. More guidance on inclusive language can be found in the document here, or in the Recruitment Training Pathway.</p>	
<p>If it is possible to offer flexible working/hybrid working/job sharing options, state this clearly in the job listing.</p>	
<p>Meet with Recruitment Partner to go through your recruitment campaign and complete the iTrent requisition form. You can find guidance on recruitment on iTrent here.</p> <p>Please bring the following to the meeting:</p> <ul style="list-style-type: none"> • Approved HCC form • Advert • Job Description (including selection criteria) • Proposed panel members • Interview Dates (if possible) 	
<p>Agree advert placement with the Recruitment Partner. Information on where all adverts are placed as standard can be found here.</p> <p>Also consider additional advertising avenues for attracting diverse candidates (e.g. specialist job listing sites, sharing via social media), and the cost associated with placing the adverts. Please note, additional advertising costs are charged to your department.</p>	

Screening

<p>Put together a diverse screening and selection panel for both shortlisting and interviewing. The minimum number for the panel should be two people.</p> <p>Consider inviting an Inclusive Hiring Advisor to join your panel. Inclusive Hiring Advisors (IHAs) are trained and supported to help make St Mary's interview processes more inclusive. When selecting an IHA to serve on your panel, please do so using 2 or more of the following criteria:</p> <ol style="list-style-type: none"> 1. Whether the individual will interact with the role being recruited; are they an important stakeholder for this role? 2. Whether the individual has knowledge, expertise, or skills related to the role (i.e. you're recruiting for an IT Project Manager and you select an Inclusive Hiring Manager who is a 	
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<p>Finance Business Partner and has similar skills in terms of project and stakeholder management)</p> <p>3. Whether the individual brings a diverse perspective/experience to the members already on the panel (i.e. if the panel is three women, might there be a male Inclusive Hiring Advisor who fulfils criteria 1 and/or 2 and can also bring gender diversity?)</p> <p>Find out more about how to champion your Inclusive Hiring Advisor as a hiring manager. The most up to date list of IHAs can be found here.</p>	
<p>Ask your selection panel to complete key training. It is a requirement for the selection panel members to complete sections 3-5 of the Recruitment and Interview Training as well as the other courses above.</p>	
<p>Provide clear guidance to the selection panel on the selection criteria, and the definition of scores (see section 4.7 in the Recruitment and Selection Guidelines here)</p>	
<p>Complete shortlisting, using the agreed criteria. More guidance on how to ensure shortlisting is inclusive can be found here.</p> <p>Make sure any applicants who have declared a disability (their name will be marked with a blue flag on iTrent) and have met the essential criteria for the role are shortlisted for interview. (see section 2 in the Recruitment and Selection Guidelines here)</p>	
<p>Check that all applicants shortlisted for interview have the right to work in the UK or are eligible for skilled worker visa sponsorship.</p> <p>Please note: eligible roles are those earning over £25,600 per annum, and the cost of visa sponsorship will be covered by the department.</p>	
<p>At least two panellists must move shortlisted applicants to 'shortlisted' stage in iTrent, and all unsuccessful candidates to 'regret' stage in iTrent. If you have any reserve candidates move them to the 'reserve' stage in iTrent.</p> <p>HR Recruitment Team will then reach out to shortlisted candidates to schedule interviews, and notify unsuccessful external candidates. For any internal candidates, we ask that managers reach out to them personally as a courtesy. (See section 4 and 5 in the iTrent Recruitment Manager guide here)</p>	

Interviewing

<p>Write interview questions and put them into the Interview Question Template for the selection panel:</p> <ul style="list-style-type: none"> • Make sure questions are relevant to the job requirements. Examples of behavioural interview questions can be found here. • Include one question on St Mary's Values, and one question on Equality, Diversity and Inclusion. For a list of suggested questions click here. 	
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<ul style="list-style-type: none"> • Include questions to help you understand how candidates behave and approach problems in different situations. • Make sure questions are appropriate and legal to ask candidates (i.e. questions should not relate to age, marital status, pregnancy or childcare or other characteristics that are not relevant to the job and could introduce bias). • Use plain English and avoid jargon. • Make sure all candidates are being asked the same questions. 	
Provide clear guidance to the selection panel on the selection criteria, and the definition of scores (see section 5.9 in the Recruitment and Selection Guidelines here)	
<p>You will receive confirmation once the candidates confirm a time slot, as well as a calendar invitation with all necessary documentation required for the interview, including:</p> <ul style="list-style-type: none"> • Interview Guidance Form • Interview Question Template • Appointment Sheet 	
If you have been informed of any reasonable adjustments required to the interview process, make sure these are implemented prior to interview. More guidance on reasonable adjustments is available here .	
<p>Discuss candidates with the panel.</p> <ul style="list-style-type: none"> • Panel members should score separately before conferring (this can be during the interview). • Make sure that at some stage during the conversation the panel reflects on where they may be experiencing bias such as ‘halo effect’ or ‘affinity bias’. Common biases are covered in the Unconscious Bias Training. Some helpful prompting questions for doing this can be found here. <p>Watch out for:</p> <ul style="list-style-type: none"> • Assumptions being made about a candidate that were not asked about/explored during the interview. • Discussing additional criteria that were not being assessed during the interview. • Subjective assessments such as ‘cultural fit’. 	

Offer and Onboarding

Move successful applicants to ‘offer stage’ in iTrent, and all unsuccessful candidates to ‘regret after interview stage’ in iTrent. See section 6 in the iTrent Recruitment Manager guide here .	
Complete the appointment sheet and collate completed interview forms from all panel members. Return all of these to hrhelpdesk@stmarys.ac.uk .	
The HR Recruitment Team will then notify external candidates. For any internal candidates, we ask that managers reach out to them personally as a courtesy. Speak to your HR Business Partner if you would like advice on this step.	
Start planning for a successful induction, see Induction Guidance for Managers here .	

Consider how you will make sure staff can be included and supported effectively during their time at St Mary's, by signposting to resources like:	
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- [Quick start guide for new staff](#)
- [Equality Diversity and Inclusion Staff Networks](#)
- [Health and Wellbeing Resources Page](#)