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Guidelines for a fair selection process to encourage diversity

*Ensure fairness of your selection process and reap
the benefits of having a diverse workforce*



A fair selection process to encourage diversity

When mapping out a selection process, you will want to ensure that you present your job role as attractive, that you welcome applications from all those meeting the specific job criteria you have identified and that you assess applicants fairly based on these criteria. You can then develop your message around welcoming diversity and recognising difference.

This checklist highlights some of the areas you may like to consider to help you in this.

How to use the checklist

- Read each item in the checklist
- Tick where you already meet these requirements
- Mark those where action is still required
- Take action to remedy the outstanding issues (recommendations according to Steinkühler, 2007)

Selection process

Done

- Prepare a job description based on explicit selection criteria (education, qualification, experience, personal characteristics, etc).
- In the job description, use male and female personal pronouns (he/she...) or re-write the job description so that it is gender-neutral.
- During the selection process, find out to what extent the candidates fulfil these – and only these – criteria. Avoid gathering information that goes beyond the question of whether or not applicants match the job profile. Are these two things different?

Job advertisements

Done

- Write and design adverts so that you do not discriminate against potential applicants due to their race, ethnicity, sex, religion or world view, disability, age, or sexual orientation. This applies not only to newspaper adverts or online postings but also to announcements made internally across the company intranet or on the company noticeboard.
- Use a gender-neutral job title.
- Avoid using photos on adverts as they may discriminate if only (or mostly) individuals of, for example, one gender or ethnicity are depicted – and it can be difficult to find a truly representative image.
- If mentioning language requirements, be sure that they are relevant for the job and not simply a nice-to-have. If so, don't mention them.
- Only include a certain religious affinity or world view if you are an organisation pursuing ideological aims.
- Avoid descriptions of the job, job requirements or the company that may discriminate against certain groups because of their sex, age, or disability.

Documentation of selection process

Done

- Document the criteria you will use for selection.
- Document the reasons you will use for rejecting applicants.

Job interview and assessment centre

Done

- Use standardised or partly standardised interview guidelines with which you only gather information concerning your pre-defined selection criteria.
- Use standardised exercises.
- Document the interview.
- If possible, have two individuals conduct the interview with the applicant.
- Avoid questions concerning the following topics (unless they are relevant for the job): disabilities, pregnancy, sexual orientation, religious beliefs or world view, age, race / ethnicity.

Your recruiters

Done

- Educate them with respect to local equality legislation and the implications for selection.
- Train them in the use of the materials used during the selection process (tests, questionnaires, interview guidelines) and make the selection criteria transparent to them.
- Point out that during the selection process, they must not ask any questions that go beyond the pre-defined selection criteria.

Rejection communications

Done

- In a letter of rejection, ensure that the reasons for not offering the position are communicated based solely on the job requirements.
- Make a decision on who will communicate with candidates and how to handle direct enquiries from those wanting further information about the lack of job offer.
- Ensure that everyone who may deal with candidates is able to give the same information.

cut-e's recommendations specifically for online testing

Done

- Formulate online forms neutrally and do not force applicants to indicate sex, ethnicity, or other relevant criteria.
- Make sure all contents are accessible and barrier-free.
- Prior to the test, give test takers the opportunity to find out whether they need assistance when taking the test.
- Give those who need assistance the opportunity to talk to a person with experience in this area that he or she can make the necessary arrangements to support the candidate.
- Make arrangements for certain challenges (e.g. those with visual impairment).
- Look at the test to see if there are any known significant differences in test performance between the different groups which fall under equal opportunity legislation. If so, calculate separate norms for the groups.
- Use tests that are tailored to different educational backgrounds with respect to the language used and complexity (but of course use one and the same test for all applicants applying for one job).
- If possible, give test takers the opportunity to take the test in their first language. If this is not possible, check well in advance whether they speak the language well enough to take the test in a different language.
- When comparing those who have taken the test in a language other than their first language with those who have completed it their first language, analyse whether there are significant differences between the groups.
- Give all test takers the opportunity to familiarise themselves with the material and try out some example items as often as they want.
- Make sure the software required for taking the test is free of charge or can be delivered free of charge to the test takers.
- Give all test takers of one group the opportunity to complete the same test with the same examples under the same conditions.
- In unsupervised settings, make sure test takers cannot cheat (for example by using an item generator that creates a new test each time test takers log onto it).

For further information on how to create a more diverse workforce, please refer to www.cut-e.com/diversity.

cut-e is a world leader in the design and implementation of innovative online tests and questionnaires for recruitment, selection and development. *cut-e* helps companies identify people with the right capabilities and cultural fit to deliver optimal business results. *cut-e* carries out over 12 million assessments per year in over 70 countries and 40 languages.



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