

Hiring Best Practice (checklist version)

This guidance is not intended as a replacement for the policies of relevant institutions but as an additional point of reference. The guidance offered here is not binding. This document contains the most important points of the [full CCP4 guidance document](#) in the form of a checklist for convenience.

Advertising the Position

- Try to **offer remote and flexible working as default**.
- **Be as specific as possible** when describing the flexible working patterns available so candidates know whether it would suit them.
- Try to **offer flexible/part-time working** across all levels of seniority.
- **Include the salary or salary range clearly** on the job advert and state whether or not it is negotiable. Ideally it **should be non-negotiable**.
- **Include benefits clearly in job adverts** where they go beyond the statutory minimum,
- **Remove biased language**, particularly stereotypically masculine-coded words and phrases (you can find language decoders online to help with this such as [this gender decoder](#)).
- **Make essential vs desirable role requirements clear and specific**.
- **Make role requirements behaviour/experience/competency based rather than character based**.
- **Avoid specifying that you require a 'cultural fit' or a 'person-organisation fit'**.
- **Offer reasonable adjustments** both during recruitment and on the job, and state that you are doing so on the job advert.
- **Offer a range of dates and interview times** to fit around applicants' schedules and state these on the job advert. The **timeline of the recruitment process** along with **what is expected at each step** should ideally be included on the job advert.
- If a particular contact person is given on the advert, **including their pronouns** will both avoid misunderstandings and signal that the employer is likely to be a safe environment for trans people.
- **Anonymised applications are often recommended, with names and dates removed**.

Selection Process

- **The selection of candidates and the interview should be carried out by a panel** rather than a sole individual
- People sitting on the selection panel should ensure that they've taken **unconscious bias training** prior to doing so (this is a requirement for all CCP4 PIs on the most recent BBSRC grant)
- **Make scheduling the interview flexible** by offering a range of dates and times.
- **Proactively ask candidates** whether they need adjustments, including a list of suggestions, rather than waiting for them to ask.
- **Offer remote interviews** via video conferencing software, and ideally **interview all candidates via the same medium** to avoid unconscious bias.

- **Use structured interviews**, where
 - candidates are all asked the **same questions in the same order**
 - there are clear **scoring criteria** for answers agreed upon in advance
 - members of the panel score answers **independently** from each other **before** discussing as a group
- **Make decisions about candidates in parallel**, by comparing them to each other, rather than deciding one at a time whether to progress them to the next stage

Monitoring Outcomes

- If you want to keep improving the hiring process, **seek anonymous feedback from all candidates** after it is complete.
- Try to **give personalised feedback on applications and interviews** when giving the decision as this increases accountability .
- **Encourage candidates to reapply** if they narrowly missed out and a similar position becomes available.
- **Monitor inclusion outcomes against targets at all stages of the selection process.** These targets should be **specific**, have a set **time frame**, be **accountable** to a particular individual or set of individuals, be made **public**, and be **monitored** publicly. Potential targets might include:
 - Aiming for a particular percentage of applications from various demographics
 - Increasing the hire rate for particular demographics to a particular percentage
- **Use inclusion data monitoring to adapt**, for example, to identify whether particular groups are less likely to apply, or are less likely to be short-listed.