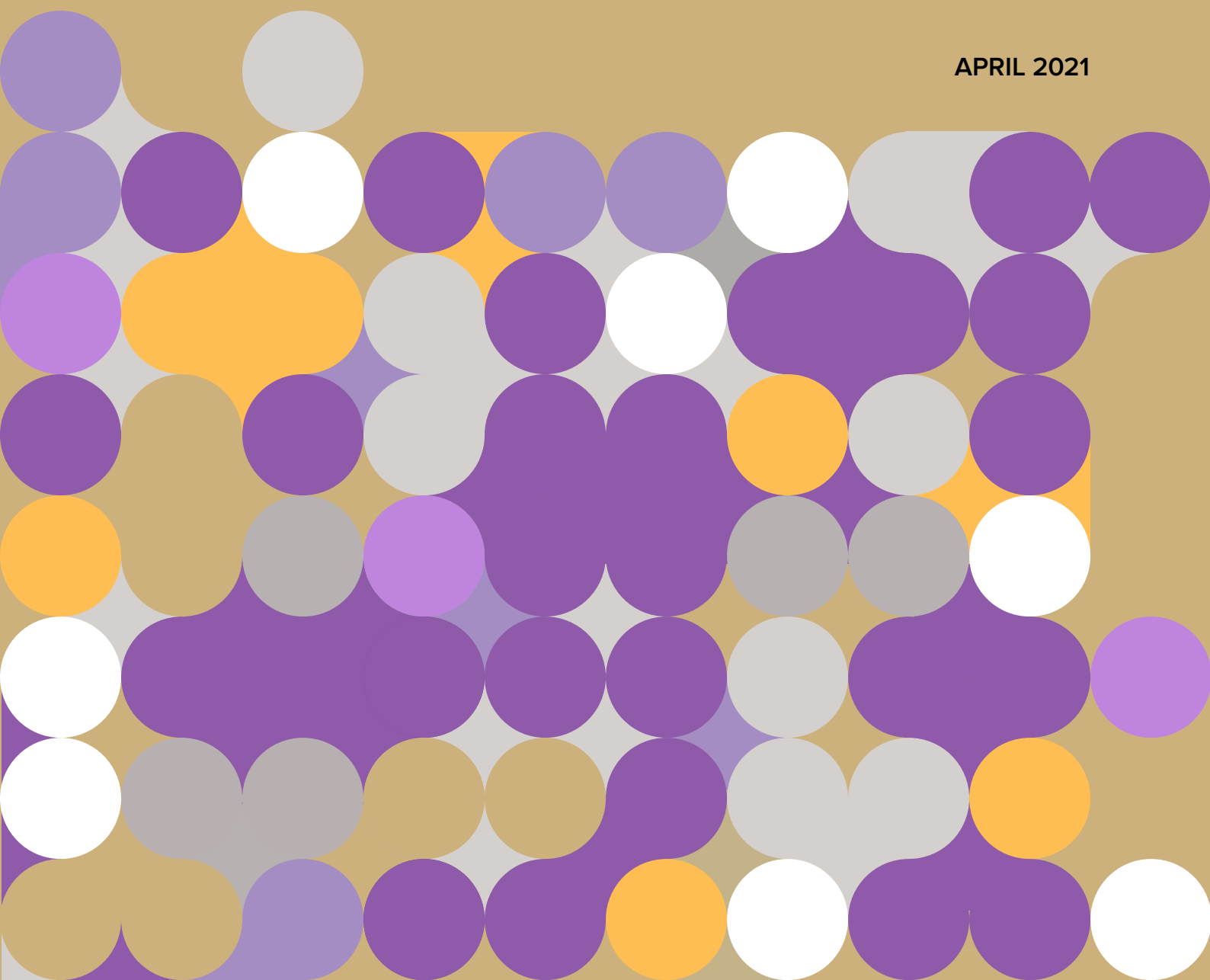


INCLUSIVE RECRUITMENT

**A GENDER, DIVERSITY AND INCLUSION TOOLKIT
FOR PEOPLE AND CULTURE PRACTITIONERS**

APRIL 2021



About CGIAR's Gender equity, Diversity and Inclusion Function

Established in 2020, CGIAR's GDI Function provides expert advice, tools, and training to advance gender, diversity and inclusion in CGIAR's global workplaces. We partner with leadership and staff to ensure that CGIAR's workplaces are truly inclusive. We are guided by CGIAR's [Framework for Gender, Diversity and Inclusion](#) and our ambitious [Action Plan](#). We collaborate and are aligned with CGIAR's Gender Research Platform and we work to embed a GDI-lens into all areas of CGIAR's work.

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Contact

For more information regarding CGIAR's work to advance gender equity, diversity and inclusion in our global workplaces, please visit:

<https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/>


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How to use the Toolkit

This Toolkit aims to provide People and Culture practitioners with a set of practical tools to make the recruitment process more inclusive and supportive of diversity. Whether you are just getting started on your journey or looking to enhance what you already have, these resources will guide and support your efforts.

The Toolkit is broken down into 8 Action Areas for creating a more inclusive recruitment process with the addition of an Annex that provides you with practical checklists and tools to apply at each stage of the recruitment cycle.

Click the bookmarks toolbar () in your PDF reader to easily navigate from section to section as you explore this toolkit. Don't see the bookmarks icon? Click [here](#) to learn how to enable it.

The 8 Action Areas for Inclusive Recruitment

1. Public Image <ul style="list-style-type: none"> • What does our public facing image say about diversity? • How can we ensure we are attracting diverse candidates? 	2. Language Matters <ul style="list-style-type: none"> • How inclusive is our language? • How can we screen for and use more inclusive language? 	3. Targeted Outreach <ul style="list-style-type: none"> • How do we maximize talent pools and increase applications from diverse candidates? 
4. Job Design and Information <ul style="list-style-type: none"> • How can we be more aware of systemic barriers when deciding on job qualifications? • How can we be more transparent and proactive with job information? 	5. Application Process <ul style="list-style-type: none"> • Are our application forms and processes deterring applicants? • How accessible in terms of format and options to all in terms of format and options are our applications? How can they be improved? 	6. Assessment <ul style="list-style-type: none"> • How can we identify and minimize systemic bias when assessing potential candidates? 
7. Interviews <ul style="list-style-type: none"> • How can we reduce bias in the interview process? 	8. Leveraging Data <ul style="list-style-type: none"> • How can we track demographics across all stages of the process to yield helpful insights into what is working and what is not? 	

Introduction

- **What is workforce diversity?**
- **Key Considerations**
- **The Candidate Journey**



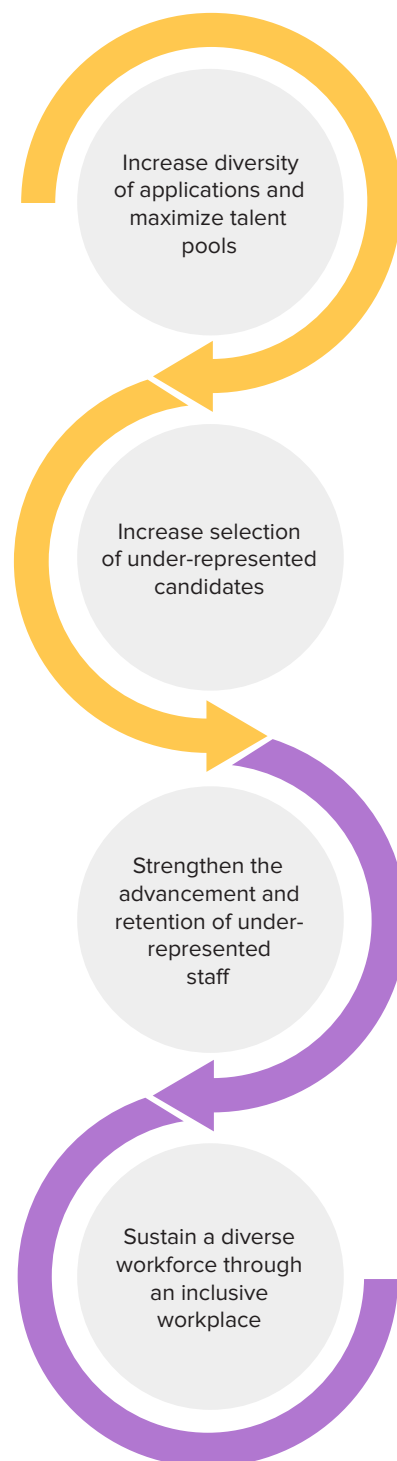
CGIAR is [committed to fostering diversity and inclusion](#). We recognize and value the multiple, intersecting dimensions of social and professional diversity in our global workforce¹ and we seek to sustain and further enhance it.

Gender, diversity and inclusion (GDI) is a [proven](#) enabler of growth and innovation. We [know](#) that organizations that take a comprehensive approach to diversity and inclusion have a competitive advantage in attracting talent and creating more adaptive and effective teams. **Inclusive hiring practices are increasingly critical for CGIAR to remain an attractive employer** to the world-class scientists and support professionals we need to drive our innovation. Such inclusive recruitment practices seek to maximize the diversity of our talent pools, minimize selection bias and support attainment of diversity targets as set by CGIAR leadership.

This toolkit has been produced CGIAR's System support function for Gender, Diversity and Inclusion (GDI) in support of **People and Culture professionals and other individuals who play a leading role in CGIAR's recruitment processes**. This toolkit focuses on the initial stages of the employee career life-cycle (see right in yellow). This toolkit is complemented by an additional eLearning course (forthcoming) for use by hiring managers and all those serving on hiring panels.

Inclusive recruitment is one element of a **holistic approach** to creating and sustaining enabling and inclusive workplaces.

You are encouraged to consider other GDI toolkits and resources available on the [Knowledge Hub](#).



¹ References throughout this document to CGIAR's global workforce and staff are used to emphasize our joint commitment to accelerating efforts related to gender equity, diversity and inclusion. It is understood that individual employment contracts rest with a CGIAR entity.

What is workforce diversity?

Workforce diversity refers to the individual characteristics of employees which make them different from each other. These characteristics can include gender, race, ethnicity, nationality, age, physical abilities, and sexual orientation among others. Diversity can also include an individual's life experiences, how they recognize and solve problems and how they typically interact with others. Such characteristics are often called “diversity dimensions”.

Diversity dimensions are often grouped as being “inherent” or “acquired”. *Inherent diversity* dimensions are those individual characteristics that employees have inherited or are born with, such as sex, race, ethnicity, and age. *Acquired diversity* dimensions are traits acquired through experience, such as education, skills, and working style, but they also include characteristics like marital/partner status and family composition. While workplace initiatives can focus on advancing inherent diversity in the workplace, many diversity initiatives are increasingly focusing on [integrating acquired dimensions](#) too.

As explained in the [GDI introductory eLearning Module](#), **diversity cannot be viewed one-dimensionally. It functions inter-sectionally**, meaning that people have many individual characteristics that combine to make them unique. For example, a person may self-identify as an early career (age), agronomist (discipline), Zambian (nationality), woman (gender), a person of color from a certain tribe (race and ethnicity), who has a preferred introverted working style. Creating and sustaining a workplace that is inclusive for all requires careful consideration and planning.

The first step is to track the diversity in a workplace within the organizational hierarchy and across occupational groups. You are encouraged to use the CGIAR workforce data available on the [GDI Dashboard](#) to better understand the diversity of your workplace.



Key Considerations:



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Examine diversity across grades and occupations

For example, while your workplace may have an overall gender balance, are the genders represented equally at all levels and in all occupational groups? A concentration of men in leadership roles and women in support roles perpetuates discriminatory gender norms about women and men's suitability for certain roles. Tackling this may mean bringing more men into departments that are female-dominated, not just the reverse. Seeing more men as administrative assistants can be just as important to the dismantling of gender occupational stereotypes as seeing more women as senior scientists.

Many CGIAR workplaces have staff who have relocated internationally to take up a role, as well as staff who are originally from that duty station. How are staff **from different nationalities and origins distributed in your workplace, and represented in senior leadership positions?** Are there differences in power along diversity lines? If so, such differences may work against a culture of equality and inclusion.

Contextualize diversity

This toolkit often uses the term “under-represented” and “minorities” instead of referring to specific groups. This reflects the **importance of contextualizing diversity for your workplace**. The goal is to have diverse personnel represented throughout CGIAR. The specific diversity targets may differ from location to location.



©Neil Palmer/CIAT

Representation matters, but inclusion is the goal

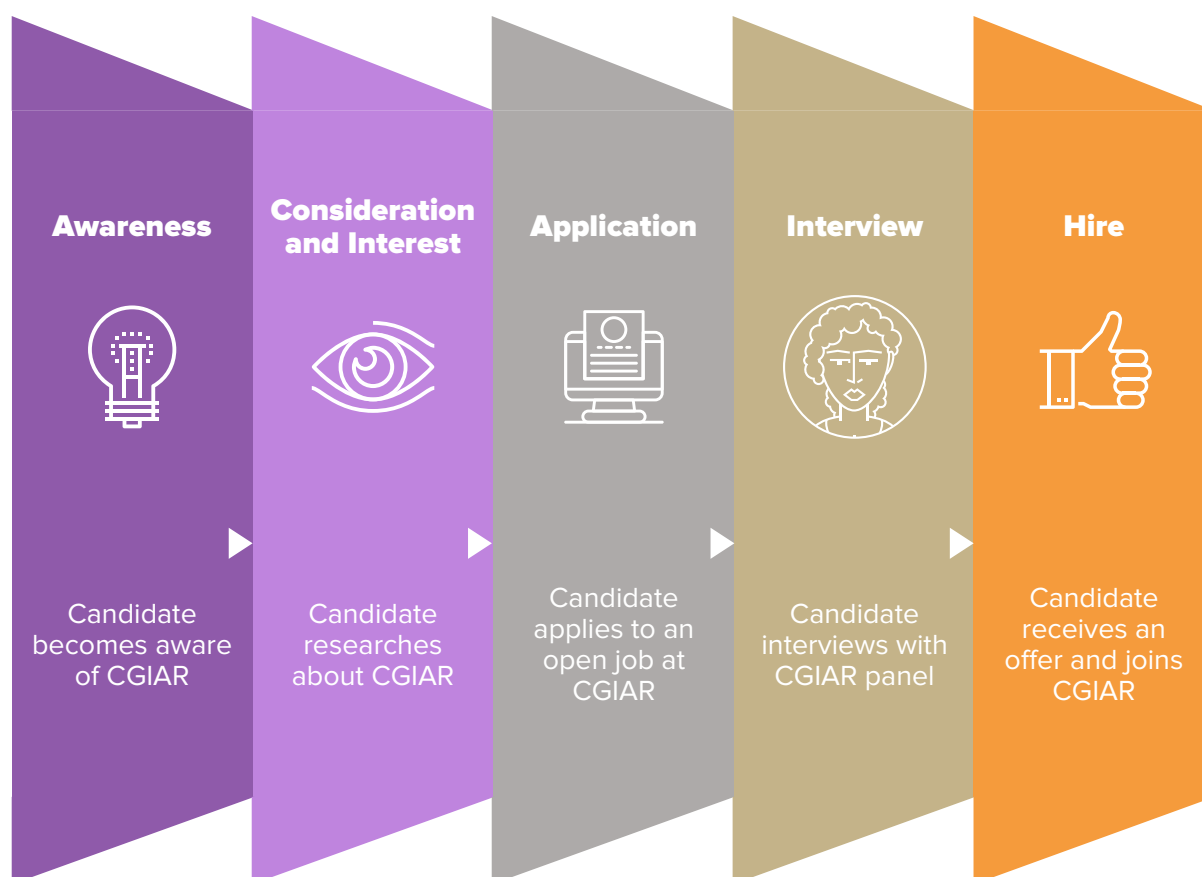
Diversity refers to representation – having people of different backgrounds represented at different levels of the organization. **Inclusion** is ensuring they feel a sense of belonging and are supported in sharing their diverse perspectives. A focus on representation alone – that is, diversity without inclusion - will not yield results and can even undermine efforts to retain diverse recruits or create a backlash from both minority and majority groups. Efforts must be made to ensure that ALL staff feel included and that they have a voice and potential for growth.

The Candidate Journey

Inclusion requires you to **understand the recruitment process from the candidates' perspective**. At each stage consider how your efforts will resonate with the diverse candidates you are seeking to recruit. What are diverse candidates' main wants and needs at each stage? What thoughts and feelings drive their behavior?

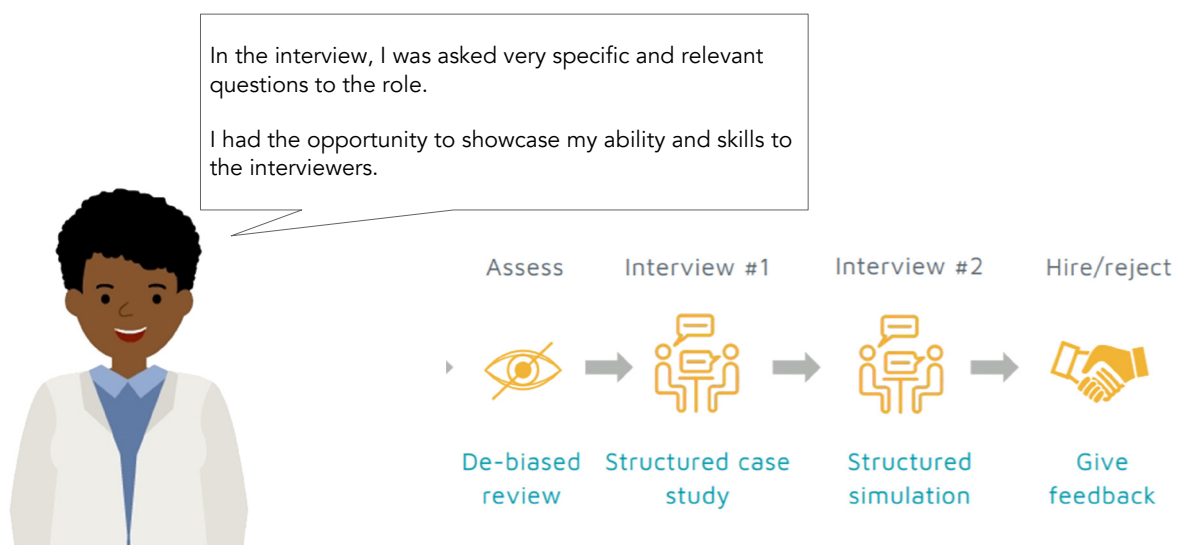
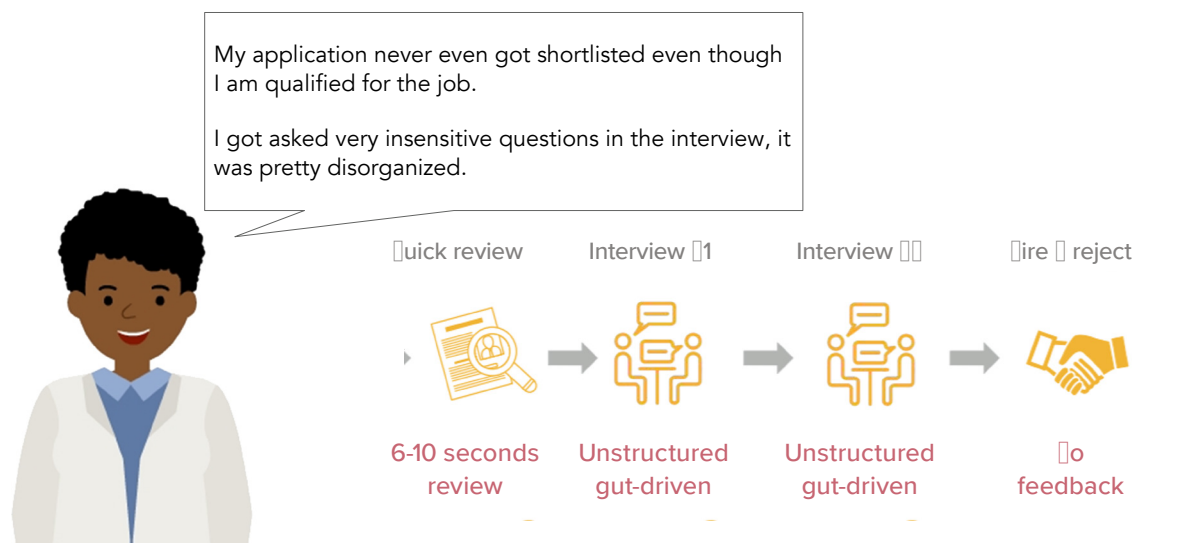
A candidate journey map is a representation of all the touchpoints that candidates have during different stages of the recruitment. Mapping a candidate journey is a great way to **improve your candidate experience** and to enhance CGIAR's **employer branding strategy**.

Put yourself in your candidates' shoes. Try to better understand their needs, wants and fears as they travel along the recruitment journey. What are their thoughts and actions and how might these answers differ for diverse applicants and at different stages of the process?



1. Awareness	<p>At this stage, candidates become aware of our employer brand.</p>	<p><i>How do you reach candidates to tell them about our organization?</i> <i>Are the networks/job boards/academic institutions, which you are using to source candidates, able to reach the diversity of candidates that you are targeting?</i></p> <p>See the Targeted Outreach section later in this Guide for more information.</p>
2. Consideration	<p>At this stage, candidates research our organization and competitors.</p>	<p><i>What are employees saying?</i> <i>What is the work environment like?</i> <i>What is our mission? Values? Reputation?</i></p> <p>See the Public Image section later in this Guide for more information.</p>
3. Interest	<p>At this stage, candidates choose our organization as their preferred employer.</p>	<p><i>What makes our organization different?</i> <i>What can it offer the candidate, in terms of opportunity and benefits?</i> <i>Does information about the job and organization resonate with the candidate?</i></p> <p>See the Job Information and Language Matters sections later in this Guide for more information.</p>
4. Application	<p>At this stage, candidates apply to our open job positions.</p>	<p><i>Does the application process make it easy for the candidate to apply?</i> <i>Does it ask questions that make the candidate uncomfortable or dissuade him/her from applying?</i></p> <p>See the Application Process section later in this Guide for more information.</p>
5. Selection	<p>At this stage, candidates go through our selection process.</p>	<p><i>Are the candidate's skills and experience going to be valued here?</i> <i>Does the candidate feel like s/he is being fairly assessed and given equal opportunity?</i> <i>Does the candidate see diversity in the hiring panel?</i></p> <p>See the Assessment and Interview sections later in this Guide for more information.</p>
6. Hire	<p>At this stage, candidates become our new employees!</p>	

Candidate Interview Experience



Take a look at the two different candidate experiences above. Some assessment processes can consist of reviewing CVs for 6-10 seconds each, followed by unstructured gut-driven interviews and no feedback or follow-up is given. This leaves candidates with a feeling that they were not given fair consideration and that the organization is not very thoughtful in its recruitment processes.

Debiasing our recruitment processes and taking a more structured approach will help provide candidates with a positive experience, regardless of whether they get the position in the end. By giving candidates the opportunity to showcase their skills and providing them with concrete feedback, we are able to promote CGIAR's image as an equal opportunity employer with fair recruitment processes.

Action Areas

Based on a review of current research and evidence-based recommendations, the following action areas have been identified as key to improving GDI outcomes in recruitment. This toolkit explores each in further detail:

- 1.** Public Image
- 2.** Language Matters
- 3.** Targeted Outreach
- 4.** Job Information
- 5.** Application Process
- 6.** Assessment
- 7.** Interviews
- 8.** Leveraging Data



1. Public Image

Inclusion in recruitment begins with candidates' first experiences of CGIAR. This is often a visit to our website to learn more about our organization. Consider:



What does our public facing image say about diversity?



Are diversity and inclusion highlighted in our core values and on the career webpage?



Does our public facing image feature our commitments and progress on GDI?



Are webpages accessible to persons living with disabilities?



Do our career page and recruitment materials feature images of diverse personnel in all roles?

Candidates will often use external sources to research our organization, such as [LinkedIn](#) and [Glassdoor](#). Look at what is being said on these sites, so you can actively consider and address any issues raised.

To brand CGIAR as an employer of choice for diverse candidates, we must put diversity front and center in our websites and materials. We must integrate the importance of diversity into our mission, values, and work. Integrating diversity into our mission has been [shown](#) to attract more ethnic minorities and to improve selection outcomes. Increased transparency also sends applicants, partners, and other stakeholders a clear sign that we are committed to advancing gender equity, diversity and inclusion in our global workplaces.

Public image matters when trying to encourage diverse applicants to apply. To understand pull factors in attracting women applicants, PwC conducted a [survey](#) of thousands of geographically and professionally diverse women, asking them what elements they considered important when applying for a job. The survey found that the majority looked at:

- the diversity of the organization's leadership;
- whether there are positive, relatable role models for them; and
- whether the organization publicly shares its progress on diversity.

Consider whether your communications prominently feature the information above.



Things you can do:



- **Ensure images are inclusive** without feeling like tokenism. That is, the photographs are not artificially composed or featuring stereotypical images. Show diversity in all its dimensions and counter common occupational stereotypes. For example, show women in logistics roles and men in human resources.
- **Show that we are promoting a more inclusive environment and the progress we are making** (such as linking to the GDI [Action Plan](#) and the [GDI Dashboard](#)).
- **Feature comments by CGIAR leadership** to gender, diversity and inclusion on websites. Words are not the same as actions, but these public commitments set an important tone from the top that indicate priorities and direction.
- **Make sure your recruitment process is accessible to persons with disabilities** by providing clear contact information and instruction for those wishing to request “reasonable accommodation ²”. In addition, use tools, such as the ones mentioned in the textbox mentioned on the next page, to make websites more accessible.
- **Use testimonials from diverse personnel, especially those working in under-represented fields.** Video testimonials from diverse staff on careers pages such as [as this one](#), can help prospective candidates to imagine themselves in our workplace. They also engage current personnel to promote inclusion as an organizational priority.
- **Feature the achievements of staff, especially those from under-represented backgrounds prominently.** This sends an empowering message about the career possibilities in our organization, as well as its support and recognition of achievements by staff from under-represented backgrounds.
- **Use inclusion statements in job advertisements and in the careers section of webpages.** This low-hanging fruit is a clear and direct way of communicating our workplace commitment to diversity in the workforce. Specific reference to various dimensions of diversity, such as sex, race, ethnicity, gender identity, sexual orientation, nationality, and disabilities in these statements and the integration of inclusion into our values send a stronger message than generic statements about being an “equal opportunity employer”. See below for an example inclusion statement.

² A **reasonable accommodation** is any change to the application or hiring process, to the job, to the way the job is done, or the work environment that allows a person with a disability who is qualified for the job to perform the essential functions of that job and enjoy equal employment opportunities.

How to make webpages accessible

A wide variety of resources are available to help make webpages accessible to persons with disabilities, including standards like those by the Americans with Disabilities Act (ADA) and the Web Content Accessibility Guidelines (WCAG), as well as companies and plugins specialized in enhancing websites for accessibility.



Diversity statements in isolation will feel like a 'check the box' exercise and work against creating an inclusive culture. Commitments must be evidenced in action, which is conveyed through a holistic and integrated approach to GDI, not just in recruitment, but throughout our organization's values and practices. Showcase GDI strategy and other efforts to attract and support diverse candidates.

Sample Inclusion Statement

The below statement is an example to guide and inspire. You are **encouraged to adapt** the below for your local context to make the statement more meaningful.

We are committed to fair, safe, and inclusive workplaces. **We believe that diversity powers our innovation, contributes to our excellence, and is critical for our mission. Recruiting and mentoring staff to create an inclusive organization that reflects our global character is a priority.** We encourage applicants from all cultures, races, colors, religions, sexes, national or regional origins, ages, disability statuses, sexual orientations, and gender identities. We particularly welcome applications from women.

We offer competitive salary, excellent benefits and flexible working arrangements [link to these to more info]. **If you require accommodation due to a disability, please email your request to [CONTACT INFO for requesting reasonable accommodation].** We look forward to hearing from you.

GDI integrated into core values and mission

Specific diversity dimensions

Salary and benefit specifics help encourage candidates to apply, so add links to more information.

Don't just "encourage" persons with disabilities to apply, make it possible!

2. Language Matters

How inclusive is your language?

Linguistic biases can undermine diversity and inclusion goals by failing to recognize the way different words attract or deter people. The words chosen on our websites, in our recruitment materials and most importantly in a job description, paint a picture of our organizational culture and the candidate qualities we value.

By better understanding the impact of language in recruitment, your efforts will be more inclusive and attract the diverse candidates you are trying to recruit, not just in terms of demographics, but also those who support the organizational values needed to promote an inclusive culture.

A series of studies titled [“Evidence that gendered wording in job advertisements exists and sustains gender inequality”](#) (Gaucher, Friesen, and Kay, 2011), revealed that participants, particularly women, found jobs most appealing when they included words associated with their gender. Notably, however, men were not found to be dissuaded from applying to jobs with feminine-coded words as much as women were from masculine-coded words in job descriptions.

The study found women were not put off by masculinely worded job advertisements because they see themselves as unskilled for the job, but because such wording indicates an environment that is male-dominated and possibly unsupportive of gender diversity. This happens on an unconscious level. Not a single participant in the post-experimental debriefings said their responses were influenced by the wording of advertisements, or realized the extent to which advertisements included words that conformed to gender stereotypes.

A [review](#) by Textio, an augmented writing tool³, found that job advertisements with words like “exhaustive”, “enforcement”, and “fearless” tend to be predictive of male hires and “transparent”, “catalyst”, and “in touch with” of female hires. The figure below shows other phrases found by Textio to be predictive of male and female hires.

LinkedIn's study “[Language Matters: How Words Impact Men and Women in the Workplace](#)” found distinct differences in the words women and men use to describe themselves. In general, LinkedIn found that women are more likely to showcase their “soft skills” in their profiles, and men their “hard skills”. When trying to appeal to all genders,

it's important to remember to go beyond skills and describe the expected deliverables and ways of working.

Instruction on this is included in the hiring manager training module (forthcoming). People and Culture professionals are advised to scan all job advertisements for gendered words and work with hiring managers to rephrase as necessary in order to support more diverse applicant pools. There are several quick and free tools to do this, such as those featured in the text box on page 19 – “Resources to help make your language more inclusive”

Phrases used that resulted in higher numbers of applications from men or women



³ **Augmented writing tools** can search for words and phrases in written material, such as job descriptions, and suggest alternatives. It can be used for a variety of purposes, including making language more inclusive by eliminating gendered words

Things you can do:



- **Screen job and workplace descriptions for words and phrases found to have gendered impacts on potential candidates.** Support hiring managers to create gender neutral job descriptions by reviewing and suggesting replacement words or phrases. Remember to run these checks on all your written materials, including emails to candidates.
- Use tools like LinkedIn Job's "view-to-apply" ratios to **assess who is viewing your job notices compared to who actually applies, and then adjust your approaches accordingly.** If you're finding that men are responding to your job descriptions at a higher rate than women, try adjusting the words used and information so that the job description resonates more with women.
- **Use gender-inclusive language across all languages used.** Provide both the masculine and feminine forms of gendered nouns and pronouns for languages with grammatical gender such as French and Spanish. Resources listed below include tools and guides in a number of languages.
- **Integrate gender-inclusive writing as a workplace practice, not just for recruitment.** Remember that efforts will fall short if new recruits are met with a workplace that does not reflect the inclusion which attracted them in the first place. Widely circulate guidance and tools to help personnel make their writing more inclusive. Make these available on internal platforms like Sharepoint for easy reference. Promote their usage.



Inclusion is conveyed differently across languages and cultures. Languages with gendered forms of adjectives and nouns can be made more inclusive by using gender neutral forms (Latinx, for example) or presenting all forms alongside one another (Director/a, for example).

Resources to help make your language more inclusive

Tips on Inclusive Job Descriptions

- LinkedIn
[“5 Must-Do’s for Writing Inclusive Job Descriptions”](#)
- SocialHire
[“Your 3-step Guide to Crafting Inclusive Job Descriptions”](#)

Multi-lingual Inclusion

- **UN Gender Inclusive Language [Guidelines](#) and [Toolbox](#).**
Available in linguistically and culturally contextualized [Arabic](#), [Chinese](#), [English](#), [French](#), [Russian](#) or [Spanish](#) versions.
- Wikipedia
[“Gender Neutrality in Genderless Languages”](#)
- NonbinaryResource.org,
[Multilingual Non-binary Pronoun List](#)
- Washington Post
[“A guide to how gender-neutral language is developing around the world”](#)
- Engadget
[“Google is working to remove gender bias in its translations”](#)
- **Resources in non-English languages:**
 - Spanish: [nobinario](#), [Archivo Mogai](#)
 - French: [Langage non binaire](#)

Augmented Writing Tools (English)

- Kat Matfield’s [Gender Decoder for Job Ads](#) is a free tool that screens for [gendered words](#) in your job descriptions. It has shaped other similar tools such as the [Gender Bias Decoder](#) from Total Jobs.
- [Textio](#) (paid service) [analyzes](#) the text in millions of job ads, where the hiring outcomes are now known, to find words and phrases predictive of male or female hires. This means that these words and their weight may change over time as more data is analyzed.

3. Targeted Outreach

How do you maximize talent pools and increase applications from diverse candidates?

Tailor your Approach

People are different. While this sounds obvious, recruitment strategies must be tailored to cater to diverse candidates. To do so, it's important to understand the different ways applicants, particularly women and other under-represented groups, apply for jobs and what they are looking for in potential employers. If our goal is to increase the representation of key diversity dimensions in our organization, how are we adapting efforts to reach and resonate with these groups?

Studies, such as LinkedIn's [Gender Insights Report](#), reveal gender differentiated approaches in how men and women apply for jobs. The report found that both men and women search for jobs with the same frequency and they research companies to the same extent too. But **when it comes to applying, women were found to be more selective**. They apply for 20 percent fewer jobs than men and – after viewing a job – are 16 percent less likely than men to apply. This selectivity may be why **women were found to form a more robust candidate pool**, having a higher success rate once they apply (16 percent more likely than men to get hired after applying to a job), and even more so when the position is above their current one (18 percent more likely for senior posts). Therefore, when trying to recruit more women, bear in mind that you may need to be more proactive about encouraging women to apply and to reach passive recruits (those not actively looking for a job) with methods such as direct outreach or headhunting.

Such findings, as well as those on the effects of gendered language (see Language Matters) and job requirements (see Job Information and Application Process), **should inform how you shape job descriptions, application forms and evaluation processes** to avoid women self-selecting out of applicant pools and to screen for overconfident male applicants. If job descriptions and evaluations are executed by hiring managers, HR can provide training and oversight of these to make sure they do not contain unnecessary requirements and are focused on the right competencies for the job.

Challenge assumptions on the availability of diverse talent

Low numbers of qualified under-represented candidates are often cited as the main obstacle to achieving a diverse workforce: “There just aren’t enough women scientists”, for example. But a closer look at the data reveals otherwise. Examining women’s education and labor participation in a more disaggregated and nuanced manner can help us to better target our outreach and to appeal to more varied candidates. Differences in global trends also present an opportunity to address gender and nationality diversity goals inter-sectionally.

Women’s overall participation in tertiary education has [surpassed](#) men’s in recent years, and globally they form an increasing proportion of the skilled workforce. In 2017 [53 percent of Doctoral Degrees in the United States \(U.S.A.\)](#) were awarded to women (52.6 percent in the field of Biological and Agricultural Science), making it the ninth year running that women earned the majority of doctoral degrees in the U.S.A.

In fact, biological and agricultural sciences is the only Science, Technology, Engineering and Mathematics (STEM) subject in the U.S.A. where women have earned a higher proportion of doctoral degrees since 2009. This trend is also global. Since 2000, the world has seen a steady rise in the numbers of female agriculture graduates [[UNESCO, 2015](#)].

Much of sub-Saharan Africa is moving in the same direction, with women accounting for a rising proportion of doctoral graduates in scientific fields. South Africa and Zimbabwe, which have large numbers of science graduates, have achieved parity, with 49 and 47 percent respectively. In agricultural science, the numbers of female graduates have also been increasing steadily across the continent. Eight African countries report shares of women graduates in agriculture at 40 percent or more.

In South Asia, where the participation of women in tertiary education remains low in general, women in Sri Lanka account for 61 percent of tertiary education [[UNESCO, 2015](#)].

These gender equality gains in doctoral degrees, particularly in agriculture, signal an opportunity to dramatically improve gender diversity at the entry-level of CGIAR’s research pipeline, and amongst post-doctoral fellows especially. At present, women comprise only 34 percent of post-doctoral fellows in CGIAR [[GDI Dashboard, 2020](#)].

Low overall rates of labor participation in certain countries may cause women to be overlooked in our outreach efforts. While women only make up 18 percent of researchers in the Republic of Korea, they comprise 40 percent of the graduates in science and agriculture. Outreach efforts should also take into account the progress being made in the country-level ratios of women in research. In many countries, women outnumber men, for example in Bolivia (63 percent), Venezuela (56 percent), Thailand (52.7 percent), the Philippines (52.3 percent). They are nearing parity in countries such as Malaysia (49.9 percent), Namibia (43.7 percent), and South Africa (43.7 percent) [[UNESCO, 2015](#)].

Interestingly, female researchers in CGIAR both confirm and counter some of these trends in 2020. Five countries account for 44.4 percent of female research staff in CGIAR: Kenya, Mexico, the Philippines, India, and Colombia [[GDI Dashboard](#), 2020, listed in descending order]. This indicates that CGIAR is a competitive employer for women even in regions where their participation in the research workforce is low, for example in India (13.9 percent) and Kenya (25.7 percent)⁴.

Notably, some high-income countries have a surprisingly low proportion of female researchers. In France, Germany and the Netherlands, for instance, just one in four researchers is a woman.

Outreach efforts should also consider the disparities in **where** researchers end up working. Are you creating blind spots through the kinds of work experience you are looking for or networks with which you are engaging? In the Arab States, for example, female researchers are primarily employed in government research institutes, although some countries also have a high participation of women in private non-profit organizations and universities. In the business enterprise sector, fewer than one in four researchers is a woman and for half of the countries reporting data, this sector employs barely any women at all [[UNESCO, 2015](#)]. *Ask yourself whether you are valuing certain kinds of research experience more than others?*

Being open and intentional in hiring employees from a broader range of diversity dimensions will enable CGIAR to access untapped and under-utilized talent pools.

⁴ Data is latest available as cited in [UNESCO, 2019](#). For India data is as of 2015, Kenya 2010

Things you can do:



- **Take a proactive approach to reach under-represented candidates.** As discussed, women tend to be more selective in applying for jobs. Take a proactive approach to increase our organization's visibility and brand. For example, **use opportunities at public forums and events to announce calls for applications. Engage staff in promoting vacancies through their personal networks.** Some 75 percent of the workforce is not actively looking for a job, but the majority (75 percent) of these are open to considering new opportunities.
- **Diversify your approach to outreach at the national and regional levels** in order to respond to varying trends and availability of talent, as described above.
- **Use multiple platforms and types of media to reach candidates.** Besides the traditional outlets such as your career page, job boards and career fairs, other platforms may be more effective in reaching the diverse candidates you seek. Think about the context and those you are trying to reach. Maybe the use of social media (to attract younger applicants) or print advertisements (where online access is more limited) will help to broaden your reach.
- **Actively reach out to thematic associations or sub-groups focused on diversity. Ask them to circulate job postings through their networks.** A non-exhaustive list of CGIAR-relevant networks is included here to facilitate this wider engagement. Developing relationships with such networks helps to increase CGIAR visibility as an “employer of choice” for diverse candidates.
- While you recruit as individual Centers/Alliances, **consider doing outreach together to help maximize resources and reach.** Collaboration on similar roles also conveys a sense of the broader career possibilities across CGIAR. Further, this is one of the deliverables of the [GDI Action Plan](#) for 2020-2021 (see Key Objective 1.4 “Targeted, collaborative sourcing and outreach increases diversity in applicant pools”).
- **Strengthen internal pipelines for diverse candidates.** Internal pipelines fed by leadership, mentoring and/or sponsorship programs can strengthen career development for all. Ensure minimum participation rates for women or under-represented groups in such pipelines. If these targets are not met, consider more proactive efforts to identify candidates and encourage their participation.
- **Internship and fellowship programs can be a useful way to strengthen diversity at the pipeline entry-level.** To become more inclusive, these programs may need diversity targets and financial assistance to support applicants with costs. Many applicants from lower socio-economic backgrounds cannot otherwise afford to

work without income for months, and they may also face excessive visa expenses. Without such support, they would be excluded from applying. Consider equalizing opportunities for all interns, national and international.

- **Tap into overlooked candidate pools, like “returners”.** Returners are people who have taken an extended career break for caring or other reasons. These career breaks may cause them to be “sifted” out of longlists or make them more highly scrutinized. This is particularly the case when advertisements demand a minimum number of years of work experience, rather than emphasizing knowledge, skills and abilities. As a result, they are often unemployed or under-employed (in roles for which they are over-qualified). While returners can be any gender, 89 percent of people out of unpaid work caring for family or the home are women. A report from the UK Government Equalities Office found three quarters of women surveyed would like to return to work at some point, but face significant personal and structural barriers. Ensure your processes are supportive and encouraging of returners in order to access this under-utilized and experienced talent pool, that can be especially helpful in improving gender and age diversity.
- **Temporary special measures can help to accelerate progress where distance to equality would take a long time or might never happen under usual circumstances.** If they are available (not all workplaces or countries may allow such measures) special measures can be appropriate tools to accelerate progress towards its GDI goals. A Dutch engineering [university](#) recently took such a step, only allowing women to apply for the first six months of the recruitment process for permanent academic positions. While such measures are often controversial because they are exclusionary, they can help rectify historic and systemic imbalances in application and selection rates. Limiting applicant pools to candidates, who meet diversity criteria, at least initially, can also alleviate workloads for HR practitioners and managers who then review a reduced number of applications.



Communication is key when implementing temporary special measures. This includes clear explanation of why the measures are needed, how they will be implemented, and for how long. It helps to assuage fears and increase buy-in.

4.

Job Design and Information

While designing jobs and writing descriptions may be executed by hiring managers in some cases, People and Culture practitioners play an essential role in guiding and supporting them. The recommendations below are covered in the training module for hiring managers (forthcoming).

Focus on the Essential

Consider what experience and skills are strictly necessary for the job and keep this list of 'must-haves' short. Other qualifications can be listed as desirable, but keep these clearly separate from essential criteria to avoid unnecessarily limiting candidate pools. Standard requirements, such as field experience, are often blanketed across job descriptions without questioning whether they are really essential to the role. This can limit applicant pools unnecessarily by deterring women and other under-represented applicants from applying. Such people often face additional barriers to gaining such professional experience. Field service opportunities are more restrictive for those with families and care responsibilities or for LGBTQI+ personnel whose identities are criminalized in some [countries](#).

Be aware of systemic barriers when deciding on qualifications

Success in the sciences is often measured by the number of authored publications and patents, the citation rate of these papers, and the amount of research funding obtained. These criteria inherently limit diverse candidate pools, because, universally, the research publication and funding rate for women is lower than that for men. It is also lower for some people of [color](#) and other minorities than whites.

[Research](#) suggests that the main hindrance to women's research publication rate lies in differential access to funding, opportunity and recognition, which are all interrelated. Women and minorities are less represented than men in the very positions where researchers publish the most, such as senior faculty in universities. The number of women and minorities who have been recognized as leaders by high-prestige societies or through awards remains low, despite some high-profile exceptions. *Are you over-valuing publishing and public recognition, in a way that limits the way you source and evaluate candidates?*

Such **systemic barriers lead to the underutilization of women professionally**, particularly in STEM fields. In its study of 153 countries and using data from LinkedIn, the [World Economic Forum's 2020 Global Gender Gap Index](#) found that some professions could embrace more diversity in their hiring and adopt more inclusive managerial practices. In the Data and AI sectors, for example, more women have relevant skills (31 percent) than are being utilized (25 percent).

Stop requiring poor predictors of performance, like years of experience

Years of experience have not shown to be strong predictors of performance, yet they are often listed among the top requirements. This can disproportionately impact women, who are more likely to have taken career breaks for caregiving. Seniority requirements also create a systemic barrier to increasing representation of minorities at the highest levels, since minorities are not as well represented in management positions. Instead, ask candidates to provide evidence of their ability to achieve the desired performance objectives.

Offer flexibility whenever possible

Consider if a position could be done flexibly, in part or entirely, or if it could be a part-time or shared position. Many people want flexible working arrangements, but these have a special importance for marginalized groups, such as those with disabilities or those with caregiving responsibilities, who are constrained by commuting or spending mandatory time in an office. Note any such possible arrangements, link the role to any relevant policies.

Job advertisements, which include flexible working options have been [found](#) to attract up to 30 percent more candidates. Commissioned by the UK government, a [study](#) by the Behavioral Insights Team found that adding the phrases “part-time”, “job share”, and “flexible working” to job ads resulted in the following:

- Applications from women increased 16 percent overall and 19 percent for senior management positions;
- Women hired for top roles increased by a third;
- The total number of applications more than doubled, suggesting that flexibility also appeals to men.

Workplace flexibility is a key part of being a competitive employer, now more than ever. The global pandemic has normalized remote working for many positions. And flexible working arrangements such as compressed work weeks, staggered working hours, and telecommuting are likely to become mainstays of the modern workplace.

Flexibility is not just about attracting diverse talent, it is also key to retaining it. In a survey of US women who took a career break after having kids, some [31 percent](#) said they were forced to do so by a lack of flexible options.

Be transparent and proactive with job information, especially salary

State salaries, even in ranges. Women are more likely to apply if salary details are stated, including whether it's negotiable. Pay transparency promotes a culture of trust and equality conducive to inclusion. The value of work is linked to the duties and responsibilities, not to the person or their ability to negotiate. Job boards are doing their part to increase transparency around pay. LinkedIn's [Salary Insights](#) and [Glassdoor](#) draw on their data to suggest a market salary range when employers do not provide this information. It is therefore advisable to be proactive in this regard.

Job information - for example on benefits or flexible working arrangements - helps candidates, particularly women to make informed decisions. **It can be the difference between them applying or not.**

Despite the importance of this information to them, women are often reluctant to ask for details, especially on salary, parental leave or flexible work out of [fear that it will negatively impact](#) their chances of getting a job.

General Information to include on careers pages:

- **Benefit policies** such as medical, leave policies (vacation, parental, etc.)
- **Work-life balance** (flexible work arrangements, part-time opportunities, etc.)
- **Career advancement opportunities** (leadership, mentoring, sponsorship programs)
- **Information on duty stations** (living conditions, security, etc.). This is particularly recommended for hardship locations.
- **Employee Resource Groups (ERGs)** or blogs can help candidates get an idea of what our organizational culture is like.
- **Policies on standards of conduct, anti-harassment and sexual exploitation and abuse of power** to reflect our organization's commitments to creating a safe and respectful workplace.

Always include in job advertisements AND on the Careers page:

- **How to request reasonable accommodation.** To make it possible for persons with disabilities to apply or even view your job announcements, be sure to include information on how to request reasonable accommodation on your careers page and on job announcements. Make sure websites are compliant with standards such as those set by the ADA, to facilitate use of screen readers and other tools that are used by persons with disabilities.
- **Encouragement for diverse applicants to apply.**
- Links to CGIAR's **GDI commitments and progress made.**

A checklist of all these elements and a job description template can be found in Annexes I and II, respectively.

5. Application Process

Are your application forms and processes deterring applicants?

Are applications accessible to all in terms of format and options?

Consider whether you have gone beyond encouraging diverse applicants to apply. Have you made it possible? What does “equal opportunity” mean, if diverse applicants are met with forms they cannot complete? These forms must have representative options in terms of gender identity or other dimensions, and be accessible to those with vision impairments.

Offering only female/male options for gender signals to gender non-conforming or transgender applicants that an organization does not recognize that gender identity can be non-binary. If, for medical reasons, biological sex must be recorded in line with some national documentation, there is still the opportunity to include a third option. Australia, Canada, Denmark, Germany, India, Malta, Nepal, New Zealand and Pakistan have all issued passports with markers other than “F” (female) and “M” (male). Consider how inclusive/exclusionary your recruitment process is for applicants with such documentation or non-binary gender identities, and the message it sends them.

Are you asking too many questions? The wrong ones?

Application forms must include **the right type and extent of questions** in order to not limit or deter any candidates unnecessarily.

Application forms should contain only the essential information needed to screen for qualified candidates. However, they often request excessive details that are unnecessary in the initial stages. Long applications can deter applicants with little time or those who are more selective. For example, women tend to apply to 20 percent fewer jobs than men. Think about what information is truly necessary for your initial screening steps, and limit your forms to that.

Queries on **age, sex or gender identity or requests for photos**, are not appropriate for application forms. Soliciting such information, which is unrelated to job functions, can send the wrong message about which criteria are being used to evaluate applicants. It can deter those who fear discrimination on these bases. **Reduce demographics to the essentials (such as those required for monitoring GDI progress) and place them outside the application form, or even in a separate form altogether**, so that applicants know they are considered separately and that experience and qualifications are the primary considerations.

Demographic information is needed to assess your recruitment efforts and how they are progressing towards diversity goals, but **it should not be available to the hiring managers and reviewers who are long-listing and short-listing candidates**. People and Culture professionals should monitor the diversity of candidate pools, extend advertisement times, and increase outreach efforts as necessary until the pools of diversity are achieved.

Questions about **salary history** can impact women and others who tend to occupy historically undervalued professions with low wages. Such questions [reinforce a cycle of inequity and lower salaries](#). Such questions should be omitted. Linking salary to the job, rather than making it conditional based on an applicant's qualifications or ability to negotiate, promotes a culture of transparency and pay equity. As mentioned above, job descriptions should state salary or salary ranges.

Though less common due to being illegal in some countries, information **on marital status and number of dependents**, should never be asked in job application forms. Even at a later stage when such information is needed to calculate benefits for selected candidates, the question should be asked in a sensitive and inclusive way that recognizes the breadth of possible partner and dependency arrangements. Such discussions should be between applicants and People and Culture professionals only.

Things you can do:



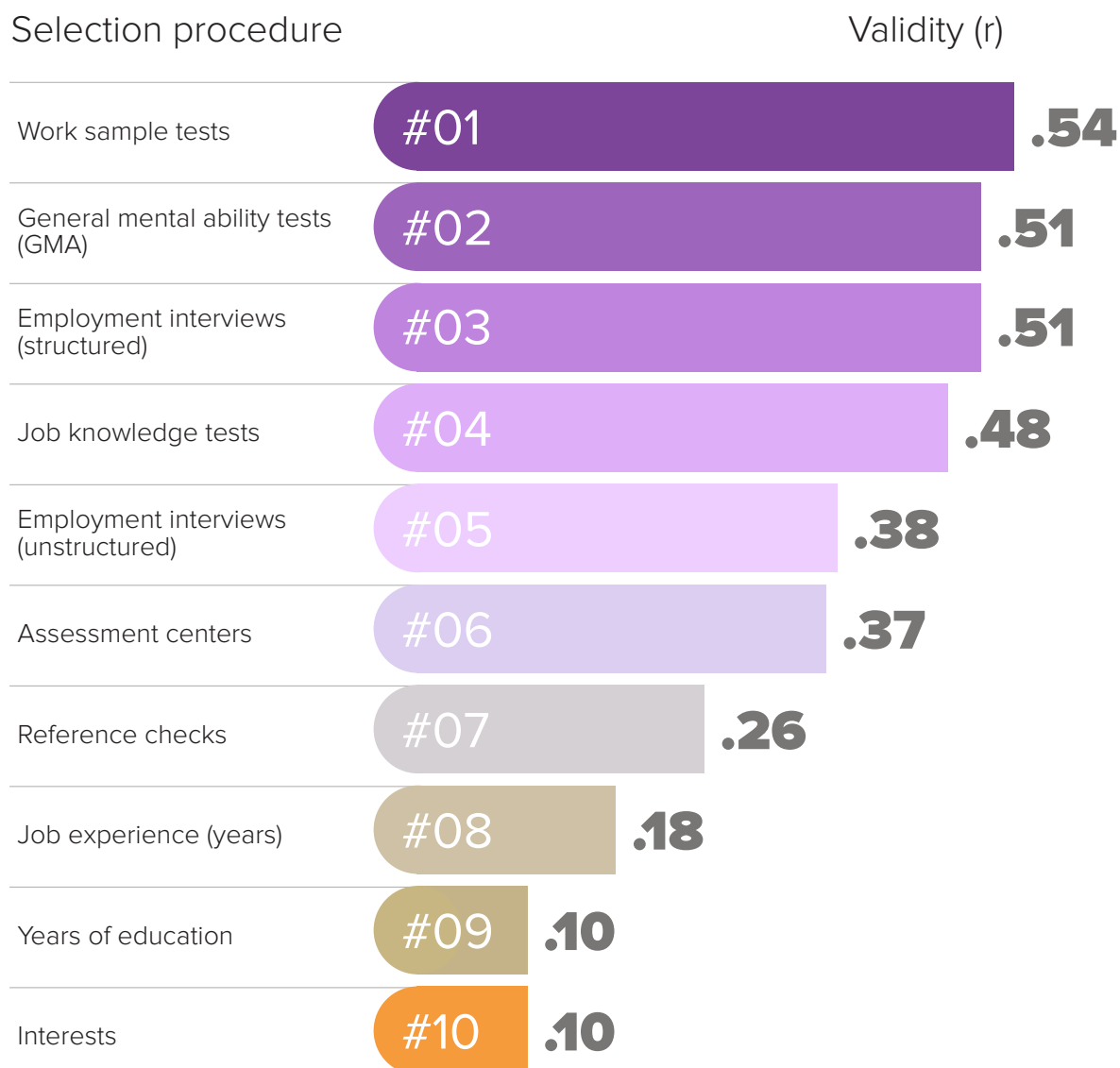
- **Consider what information is truly necessary for your initial screening steps, and limit forms to that.**
- **Ensure application forms are accessible to all, such as persons with disabilities.** Application forms should be in accessible formats, such as in Word or PDF, to facilitate use with screen readers. See “[How to make webpages accessible](#)” in Public Image section for resource links.
- **Expand gender identity options beyond the binary.** As a minimum, use “Female”, “Male”, “I prefer to identify in another way”, “I prefer not to share”. You may wish to offer more than these options to recognize the diversity of non-binary gender identities. Do not use “Other” as this has derisive connotations and is offensive. As advised by Stonewall in its guide, “[DO ASK, DO TELL: Capturing data on sexual orientation and gender identity globally](#)”, information solicited on gender identity should always be self-identified, optional, and changeable by the person at any time.
- **Reduce demographics to the essentials (such as those required for monitoring GDI progress) and place them outside the application form, or even in a separate form altogether.** Demographic information should still be collected and monitored by People and Culture professionals. It is needed to assess your recruitment efforts and their progress towards diversity goals. However, it should not be available to hiring managers and reviewers, who are long-listing and short-listing candidates.
- **If diverse slates are not achieved, People and Culture professionals should re-advertise openings and increase targeted outreach to widen applicant pools.**
- **Do not penalize gaps in employment.** Ensure forms are open to people with gaps in employment. Ensure automated application forms accommodate gaps in working history. Further, do not interpret such gaps negatively with regards to candidates’ professionalism or ability to perform a job. Doing so will tend to disproportionately impact women who are more likely to have taken career breaks for caregiving.



6. Assessment

Key to debiasing the assessment process is removing irrelevant information from the evaluation process, such as the demographics discussed in the Application section. Years of education, CVs/Resumes, and past experience have all been found to be [poor indicators](#) of potential job performance. All were found to have the lowest predictive validity in the study shown (page 34). Instead of traditional CVs, that are prone to biased assumptions based on, for example, place of schooling, or interests, the assessment process should focus on methods predictive of good hires, such as aptitude tests, work sample tests, and structured interviews.

Predictive validity of selection methods



Source: Adapted from Hunter, John E; Schmidt, Frank L (1998) The Validity and Utility of Selection Methods in Personnel Psychology. Practical and Theoretical Implications of 85 Years of Research Findings' Psychological Bulletin Vol 124 N 2. pp 262-274

Competency / Skills Based Testing

Integrating and prioritizing **skills based assessments** into your hiring process can help you focus on qualities that will find you the most competent and best suited candidates for the job. It will help you to avoid inferring whether they have these skills based on their past experience. They are also more likely to result in more diverse shortlists and selections, by reducing the likelihood of bias. Use these as your first level of screening candidates, even before reviewing CVs.

Work sample tests simulate typical job assignments to assess the qualifications of candidates. These skills may be technical like accounting or more abstract like strategic thinking and problem-solving.

Depending on the position, other forms of competency based assessment may be relevant. **Cognitive ability tests or general mental ability tests**, as shown in the diagram on page 35, have been shown to be good predictors of performance, because they can indicate candidates' abilities to acquire and use new information.

Other types of useful questions are those that capture candidates' **situational skills**, how they would handle hypothetical situations, similar to those they might encounter on the job. Such questions often pose a dilemma likely to occur in the job position and find out how candidates would handle it.

Behavioral questions are similar to situational tests, but ask candidates about their **past experience** and require them to demonstrate how this experience demonstrates the necessary competencies. The **STAR** (Situation-Task-Action-Result) approach is typically used to frame these behavioral questions. Be sure to make it clear to candidates that you are looking for this structure in their answer. An example of a STAR question would be: "Share an example of a time when you faced a difficult problem at work (Situation/Task). How did you solve this problem? (Action) What did that experience teach you? (Result)."

Make sure that the above tests do not gauge knowledge that applicants will acquire after starting the job, and only focus on requirements needed to qualify for the position. Instructions on developing these types of questions have been included in the hiring manager training module (forthcoming).

Maximizing Technology

Assessment tools can often be integrated with applicant tracking software (ATS), such as Taleo, SAP or Workable, to automate the process. Some organizations choose to outsource this stage and use the services of companies specializing in hiring assessments, such as [Criteria Corp](#), [ideal](#), or [Wonderlic](#). These platforms tend to specialize in particular industries and/or testing certain types of cognitive or behavioral skills.

While these tools may not be able to test for the specific subject matter knowledge, or scientific and research skills relevant to CGIAR's work, they are equipped to assess broader skills such as leadership, management, problem-solving, critical thinking and personality. You'll need to assess the applicability and validity of using such tools for your context.

While ATS are commonly used to collect and sort recruitment information, it can also facilitate the process of anonymizing candidates during the sifting process. However, its CV focus and narrow approach to sifting applicants can undermine efforts to promote diversity.

By comparison, people decision platforms, such as [Applied](#), [Pymetrics](#) and [TalVista](#), focus on the quality of hiring decisions. This means they use anonymization, skills-based assessments, and prioritize diversity and inclusion in their approach. These companies have recognized the power of technology to help organizations debias their hiring process. They make the language of job descriptions more inclusive, removing opportunities for bias by masking candidate identities, standardizing the assessment process, and focusing it on skills. The benefits of this approach are not limited to increasing diversity. Applied found that:

- in a [randomized control trial](#), some 60 percent of hires made through the platform would have been missed in a traditional CV sift;
- hiring teams found up to three times as many suitable candidates than before, and reduced time spent on hiring by 66 percent; and
- selected candidates had a 96 percent retention rate after one year, compared to an 80 percent average in the UK.

Potential benefits and risks of diversity technology

Technology [has great potential](#) to support automating elements of the hiring process, to make it more efficient, fair and supportive of diversity. However such tools are only as good and unbiased as the those that design them and must be used with [caution](#). The below Figure from a Red Thread Research [report](#) highlights the potential benefits and risks of diversity and inclusion technology.

Benefits

- Implementing more consistent, less-biased, and scalable people decision-making processes
- Increasing the understanding of the current state of diversity and inclusion across the entire organization, using both traditional and new metrics
- Measuring and monitoring the impact of efforts designed to improve outcomes
- Raising awareness of bias occurring in real-time and at the individual level and enabling a range of people to act on it
- Enabling action at individual levels by making new, appropriate information available to employees at different levels within the organization
- Signaling broadly the importance of a diverse and inclusive culture to the organization

Risks

- Implementing technology that itself may have bias due to the data sets on which the algorithms are trained or the lack of diversity of technologists creating it
- Creating legal risk if problems are identified and the organization fails to act
- Enabling the perception that the technology will solve bias problems, not that people are responsible for solving them
- Reducing people's sense of empowerment to make critical people decisions
- Implementing technology or processes that are disconnected from other people processes or technologies
- Enabling employee perceptions of big- brother monitoring, an over-focus on "political correctness," or "reverse-discrimination"

People and Culture Professionals as a buffer for bias

Initial screening biases, such as the one found by a LinkedIn [study](#), in which **recruiters were 13 percent less likely to open women's profiles**, make a strong case for implementing anonymized hiring and removing key identifiers from candidate applications. This is where People and Culture practitioners have a key role to play as an anonymizer of applications.

The use of written screening questions facilitates this by enabling candidates' answers to be grouped, randomized and anonymized for reviewers. This minimizes the opportunities for bias, including rating answers more or less favorably based on how the previous answer was rated, or inferring candidate demographics or background from responses. [Applied](#) uses the following process to reduce bias in assessing written responses:

1. **Anonymize** – remove all demographic information or indications
2. **Chunk** – group answers together, so that all responses for Q1 are reviewed together
3. **Randomize** – the order in which candidate responses appear for each
4. **Review** – based on clear evaluation criteria, reviewers score responses independently from one another

After this assessment hiring managers may wish to review CVs, although [some](#) argue these should not be reviewed at all, as they are an unreliable indicator of performance. If, after the initial skills assessment, CVs are reviewed by the hiring panel, People and Culture practitioners should remove all indications of demographic information (gender, age, nationality, etc.).

Further, People and Culture practitioners should act as intermediaries with candidates for any correspondence and for arranging meetings. This ensures a standardized approach and mitigates any opportunities for bias from hiring managers. By arranging meetings with candidates, People and Culture practitioners can prevent variances in candidate availability, flexibility or their needs for reasonable accommodation from impacting the decisions of hiring managers. For example, if a candidate has a visible physical disability, People and Culture practitioners can level the playing field by arranging for all candidates to be interviewed virtually and with no video. The focus should always be on candidates' abilities NOT their disabilities. This means that the necessary technology should be available so that everybody is able to participate no matter their diverse and respective needs.

Maximize Reference Checks

Use reference checks as an opportunity to gather more information on the candidate's *quality* of work, their interpersonal relationships, and other soft skills like adaptability, cooperation, respect for others, and more.

With regards to GDI, this is the time to investigate the candidate's ability to support and contribute to a diverse, safe and respectful workplace. Include questions in the application about their personal commitment to diversity and inclusion, and have candidates complete a self-declaration form, where they declare that they have no previous convictions or dismissals for misconduct. This is particularly important for personnel who will be working with children or at-risk adults. The CHS Alliance's [Protection from sexual exploitation and abuse and sexual harassment \(PSEAH\) Handbook](#) recommends that previous employers are questioned on the candidate's conduct and behavior and that criminal background checks are performed.

Provide clear guidance on the process and evaluation criteria

To help candidates showcase their best selves, include, in your application guidance, an overview of how your recruitment process works and provide tips and guides to help them prepare. For example, if you are using a specific approach for developing questions and assessing their responses, make this clear to candidates, and provide practice guides to help. Explain the STAR (Situation, Task, Action and Result) interview format, explain what type of answers and evidence you are expecting, and give sample questions to help them practice.

Increased transparency around the recruitment process, what qualifications you are looking for, and how you will evaluate candidates, promotes a culture of equity from the outset. Examples of how some are doing this:

- **Google** provides videos tutorials and tips on [how they hire](#). In line with other recommendations in this toolkit, the tutorials feature commitments to and information on wellness and diversity, as well as information on requesting reasonable accommodation for those with disabilities.
- The **United Nations'** [Careers page](#) features diverse staff and provides information on pay, benefits, the recruitment process and more. In addition the page has accessibility features to assist those with vision impairments.

Things you can do:



- **Support hiring managers to conduct skills-based assessments and structured interviews.** Train them and provide guidance on creating work sample/situational/behavioral or other competency based questions and interview techniques.
- **Anonymize candidate applications to the fullest extent possible.** Demographic information should not be available to evaluators until the interview stage.
- **Use technology, when appropriate, to support debiasing efforts.**
- **Act as an intermediary between evaluators and candidates to further standardize the process.**
- **Use reference checks to assess candidates past behavior and soft skills,** as well as their commitment to a diverse and inclusive workplace. This is the time to investigate the candidate's ability to support and contribute to a diverse, safe and respectful workplace, and ask about any instances of misconduct.
- **Provide clear guidance on the process and evaluation criteria** to help candidates showcase their best selves.

7. Interviews

One of the final steps in the assessment process is the interview. The interview process however is fraught with opportunities for bias. Once candidates are visible, whether in person or by video, affinity bias⁵, beauty bias⁶, and other prejudices against gender, accents, disabilities, race and other demographics can come into play.

Unstructured interviews make bias more prevalent as they hinder reviewers' abilities to focus on the key criteria for job qualifications. They give hiring managers false overconfidence in their decision-making since it is a more gut-driven approach.

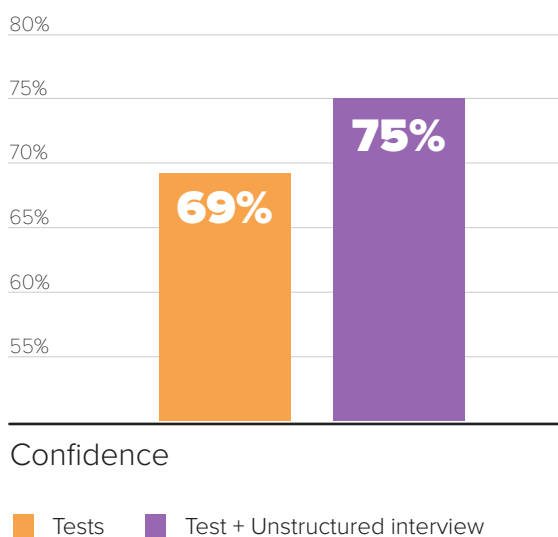
This has been found to lead to less accurate decisions in terms of hiring the best candidate. A group of candidates were assessed based on two standardized tests alone, or the two tests and an unstructured interview. Results, shown on page 43, found that individuals presented with interview information exhibited more overconfidence than individuals presented with test scores only. However, based on subsequent performance appraisals of selected candidates, the accuracy of decisions made using only the tests was found to be higher, both than thought by the hiring managers and compared to the decisions made using tests and an unstructured interview. This study showed that not only do unstructured interviews fail to help make accurate personnel selection decisions, the false overconfidence they give shows how informality and bias skew our ability to gauge candidate competency.

5 Affinity bias is being drawn to those with similar backgrounds, experiences, beliefs and values to ourselves.

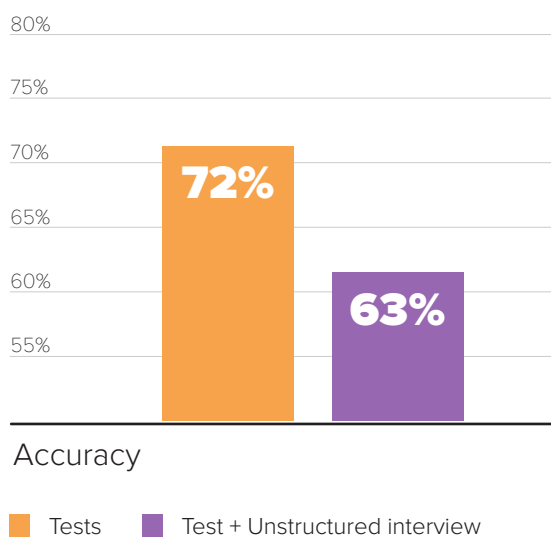
6 Beauty bias is the false association of attractiveness with positive qualities, such as competence, talent, or intelligence.

Structured interviews standardize these elements and guide reviewers to make decisions based on facts rather than subjective impressions.

Confidence in hiring decisions



Accuracy in hiring decisions



Source: Kausel, E. E., Culbertson, S. S., & Madrid, H. P. (2016). Overconfidence in personnel selection: When and why unstructured interview information can hurt hiring decisions. *Organizational Behavior and Human Decision Processes*, 137, 27–44. <https://doi.org/10.1016/j.obhdp.2016.07.005>

Awareness alone is not enough to mitigate the effect of these forces on the evaluation process. **Debiasing must be built into its structure.** Inconsistent formats, questioning and assessment methods hinder our ability to compare candidates fairly across the same criteria. Structured interviews standardize these elements and guide reviewers to make decisions based on facts rather than subjective impressions.

Structured Interviewing

A structured interview, as the name implies, has a structured format that:

- **Designs questions to gauge candidates' competence** to perform the job's duties
- **Has questions asked in the same way, order and with the exact wording** to all candidates
- **Has clear evaluation criteria** linked to demonstrated skills for grading answers
- **Trains hiring managers and panelists to interview and evaluate candidates consistently**

In a structured interview, hiring managers and panelists should:

- Record only what the candidate says, and not interpret their responses;
- Prompt the candidate with general follow-ups such as, "Go on", "Please elaborate", or "Let me repeat the question" if the question has not been sufficiently answered or if it has been misunderstood; Do NOT ask leading follow-up questions or suggest answers, which differ from the structured interview questions used; and do not ask different follow-up questions that give candidates different opportunities;
- Score candidates' responses immediately after the interview and independently from other reviewers;
- Discuss scores horizontally, that is, assess scores for Q1 all together, and so on;
- Be able to justify ratings based on the evaluation criteria and facts gained from the interview;
- Stick to what the scores tell them about who is the strongest candidate.

Comparatively, an unstructured interview does not have a consistent format across interviewees and is more conversational without pre-decided questions. It might include questions like: "Tell me about yourself", or "What are your strengths and weaknesses?" This open-ended format hinders the ability to evaluate candidates equally across the same criteria, and tends to focus on dimensions not necessarily predictive of capacity to do the job. Unstructured interviews are also more prone to being influenced by subjective factors, like interviewers' biases, moods, or candidates' conversational abilities or appearance, as reviewers are not being guided to focus on clear job-related criteria.

The above is covered in the hiring manager training module, however People and Culture practitioners should refresh panelists on these guidelines prior to interviews, as well as provide clear rubrics for evaluation. People and Culture Practitioners should also be present as observers, to monitor panel compliance with interview guidelines.

Video Interviewing

Pre-recording video answers to interview questions, also known as automated/asynchronous video interviewing (AVI), may minimize bias and offer additional benefits. [Research](#) has found that use of AVIs is increasing. It can impact applicant interview behaviors, processes, and outcomes, and influence key organizational outcomes. However, it is worth noting that AVIs vary massively in their design and use. Therefore, People and Culture practitioners should take the following into consideration when deciding if and how to implement AVI.

Pros of AVI:

- They have a **consistent structure** – all candidates have the same time to answer the same questions – which as early discussed, is better, both in terms of predictive validity and equality, than unstructured interviews.
- **They prevent the interviewer from impacting the interview.** In face-to-face interviews, interviewers may give different prompts to different candidates, or may bond with some candidates based on irrelevant information, such as discussing shared hobbies. Further, [studies](#) have shown that women are more likely to be interrupted and asked more follow-up questions than men during an interview. As a result women are more likely to feel nervous and/or rush through their answers.
- **Spacing issue: They allow for greater flexibility around scheduling and travel limitations for both reviewers and candidates.** This is particularly important for those with caring responsibilities, disabilities, and/or financial constraints.
- **They enable multiple reviewers to assess responses horizontally and independently** from one another, as with the standardized process for written assessment described earlier.
- **They provide an audit trail / accountability of interview assessments** by having answers recorded and encouraging compliance with grading criteria.
- **They allow candidates with lower proficiency in the interview language to perform better**, because they can see the questions written and / or have more time to consider their replies.

Cons of AVIs:

- **They cannot prompt candidates for further information.** However, this may be done subsequently after reviewing recorded responses.
- **They do not give all candidates access to the right equipment/location** in order to record their interviews.
- As with face-to-face (F2F) interviews, they might also [allow](#) **evaluators to be influenced by non-job-relevant factors such as physical attractiveness or professional appearance.**
- Unlike F2F interviews, they do not give applicants the opportunity to change/overcome interviewers' biases via their good performance, or adjusting responses.
- **They can potentially provide more biasing info if the videos are recorded at home.** Interviewers may judge candidates on their homes, and/or inferences from personal items, such as religious items or children in the background. Interviewees should be instructed on how to blur their backgrounds or use a standard background.
- In cases where AVIs are assessed by computer algorithms, **they can inadvertently bring additional diversity challenges** such as those discussed under "[Potential benefits and risks of diversity technology](#)" in the earlier section on Assessment.



When using AVIs, bear in mind the following **considerations**:

- Be very clear with candidates about what to expect, why you are using video interviews, the benefits for both them and you.
- Consider allowing candidates to come into a CGIAR location to record their interview if they do not have the ability at home.
- When designing AVI formats, decide whether:
 - Candidates should see the question and record their answer immediately, or whether questions will be shared in advance;
 - Candidates can re-record responses, and if so how many times this can happen.
 - There is a time limit for responses.
 - Candidates can take breaks or not while recording.

Designing Questions

Based on the essential qualifications identified for the role, and as stated in the job description, help hiring managers to create questions so that candidates can evidence the desired qualities. We recommend that before the interview you have already used written assessments and/or pre-screening tools like work sample tests. Then you can limit interview questions to areas you have not yet assessed or on which you require further detail.

General guidelines for writing interview questions:



- ✗ Develop a set of questions based on the skills or competencies required for the job upon entry
- ✗ Use real-life situations. The closer to the actual job role, the more predictive of performance
- ✗ Be clear and concise
- ✗ Avoid jargon
- ✗ Ensure that questions cannot be answered with a simple 'yes' or 'no'
- ✗ Avoid questions that are leading, or which suggest a right answer
- ✗ Avoid adding excessive detail
- ✗ Don't try to assess anything non-job related (especially protected characteristics, such as gender, marital status, age etc.)
- ✗ Define your evaluation guide by listing clear criteria to assess answers
- ✗ Ask someone who wasn't involved in writing questions to review

Panel Diversity

While [studies](#) have found mixed results when assessing the impact of diverse selection panels, it can send a powerful message to under-represented candidates, when they see people like themselves amongst decision-makers in CGIAR. As a matter of principle and practice, panels should be as gender-balanced and diverse as possible. But there are key considerations in doing this the right way.



- **Be cautious of how panel diversity requirements can unfairly overburden diverse staff!** Because they are often fewer in numbers, women and other under-represented staff tend to be asked to serve on interview panels more frequently. Put limits on the number of panels that staff members are asked to serve on in a given period and ensure People and Culture oversight so that requests are evenly distributed.
- If diverse panels cannot be achieved with only internal staff, compile a roster of external panelists from other relevant organizations, who could serve.
- Make sure that under-represented panelists are not treated tokenistically and that their inputs and decisions are valued equally. Having more than one panelist from under-represented diversity dimensions will help.

Shortlists

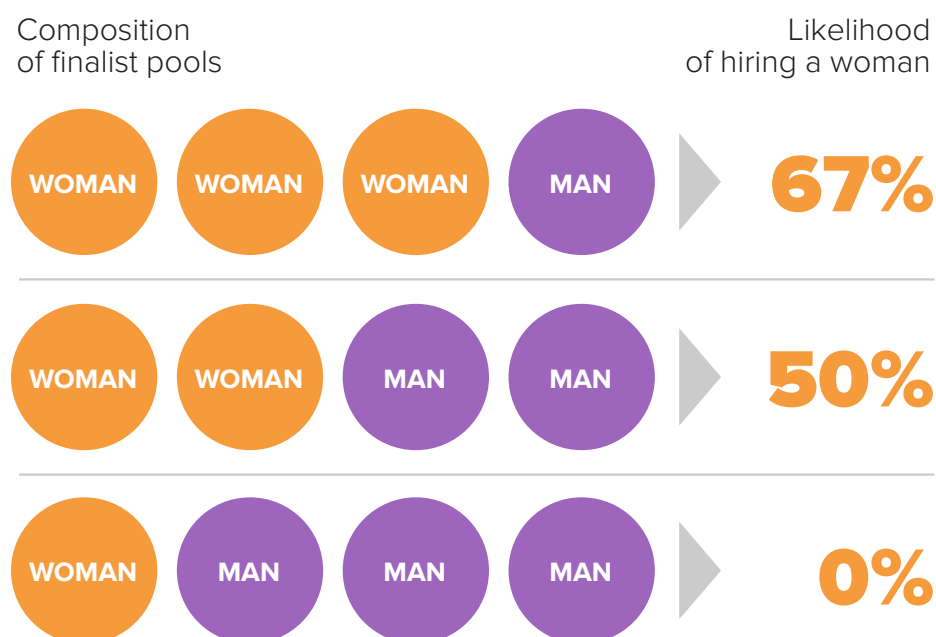
One under-represented candidate on shortlists may not be enough. A [study](#) found that the higher the proportion of under-represented candidates on shortlists, the more likely they are to be selected. When there was only one woman on the shortlist there was statistically no chance she would be hired (see figure below). Adding one more woman to have a gender balanced shortlist, saw the likelihood of her being hired jump to 50 percent and up to 67 percent when women comprised the majority. Other [studies](#) have found similar results that women were less likely to be hired (by both men and women) when they comprised 25 percent or less of the total pool.

Having only one under-represented candidate highlights how they are different from the [norm](#). [Status quo bias](#) (a deference/preference for the norm) makes selecting a lone under-represented candidate unlikely. Conversely, normalizing the presence of under-represented candidates in recruitment means they're more likely to be selected. To increase the likelihood of ending up with more diverse interview lists, People and Culture practitioners can track the demographics of applicants and extend advertisement deadlines and/or increase outreach efforts to ensure more diverse pools are achieved from the start (see [Leveraging Data](#) section). Selection policies should stipulate a minimum number of under-represented candidates (in excess of one) for posts where diversity is lacking. This is in line with the GDI Matrix requirements for recruitment, as well as providing written justification if this requirement is not met.



The Relationship Between Finalist Pools and Actual Hiring Decisions

According to [one study](#) of 598 finalists for university teaching positions.



SOURCE STEFANIE K JOHNSON ET AL

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Things you can do:



- **Support hiring managers to conduct structured interviews.** Train them and provide guidance on questions and interview techniques.
- **Allow candidates to record their responses to interview questions** so that evaluators may review flexibly, horizontally, and independently.
- **Make panels as diverse and gender-balanced as possible, without overburdening diverse staff.**
- **Require more than one under-represented candidate on shortlists.**

8. Leveraging Data

Diversity metrics in recruitment tend to emphasize selection data (who got hired). But tracking demographics across all stages of the process can yield helpful insights into what is working and what is not. Data collection, monitoring and analysis should be an integral part of the entire recruitment process. It should include tracking the demographics of candidates who have viewed and applied for the role, as well as those who have been long listed, interviewed and ultimately selected.

Hiring is often resource-intensive and done under time pressure, leaving little time or resources for data collection. But data can help to streamline efforts by identifying which measures are working and most impactful in reaching your goals. Investing in technological infrastructure to support GDI monitoring and goals, as well as other People and Culture processes should not be undervalued. A data-driven approach helps you to monitor progress towards your GDI goals, accelerate hiring timelines and to ensure the best use of your resources. Consider how your Application Tracking Software (ATS) can be developed to support GDI. Examples of what some companies offer in this area is featured in “[Maximizing Technology](#)” in the Assessment section.



Diversity Dashboard, a diversity software company, recommends the below metrics for diversity in recruiting. These not only track activities but compare the results with others and show why they matter – for performance, talent management and organizational impact.

Power of Diversity Metrics: Diversity Recruiting

Data Collection

What We Are Doing

Number of:

- Channels to diversity media outlets, organizations, & websites
- Successful diverse hires who have clear career paths within the organization
- Diverse employees hired/lost
- Diverse employees mentored and prepared for promotion
- Community organizations in partnership to develop pipelines

Tracking

- The applicant pool
- Those being interviewed Interviewing panels make-up
- Those receiving an offer
- Those accepting an offer
- Applicants in the internal applicant pool
 - Recruited
 - Applied
 - Promoted

Recording

- Which department hired diversity?
- Which departments lost diversity?

Data Comparison

How We Are Doing

HOW does our applicant pool compare to local demographics?

- Is the diversity in our applicant pool increasing or decreasing?
- What percentage of diverse applicants are hired compared to non-diverse candidates?
- What is our rate of promoting diverse employees- how does this compare to non-diverse employees?
- How many diverse employees have a clear career path compared to non-diverse employees?
- Which community organizations provide the most/best qualified candidates?
- Which hiring managers are having the most success hiring and keeping diverse talent?

Data Comparison

Why These Results Matter

HOW is diversity represented in different teams and departments?

- Where do our best candidates come from?
- What best practices are the top hiring managers using to achieve success?
- How do our diversity recruiting goals support our organizational goals?
- How is the diverse talent that we are recruiting filling in talent gaps that we have?
- What process are we using to help remove bias from the selection process?
- What are the trends among hiring managers in terms of diversity of candidate slates, who is interviewed and who is ultimately hired?

Data can also reveal blind spots. For example, are diverse applicants being lost before they even apply? By using tools like LinkedIn Job's "view-to-apply" ratios you can see who is viewing your job notices and compare that with who applies, and then adjust your approaches accordingly. If you discover that men are responding to job descriptions at a higher rate than women, try adjusting the words used and information provided, so that the language resonates more with women (See [Language Matters](#) guidance).



When data produces lessons learned and good practices, then it can be further strengthened by sharing the results collectively across CGIAR, for example through GDI channels such as the Knowledge Hub or Sharepoint. This will help to **create a database for shared use** of what efforts are most impactful for increasing diversity in application rates and hires.

Data monitoring enables target setting and remedial action. If a target is not reached for a minimum number of applications from under-represented candidates, that may highlight the need to review a job description for inclusion, to keep a job advertisement open longer and/or to engage in more proactive and targeted outreach. However, if the data shows that desirable levels of under-represented candidates are applying but not being short-listed, then attention can be focused on re-evaluating the process of sifting and assessing candidates.

If the data shows low numbers of under-represented applicants at the different stages, then consider the following remedial actions:

Recruitment Stage	Remedial Action(s) to increase under-represented candidates
View Rate	Review the description for use of gendered words and phrases that may deter women. Review requirements of job descriptions. Ensure that they contain only essential qualifications and that they include information to encourage diverse applicants, such as salary or flexibility of the position.
Applications Received	In addition to the above, consider the use of more proactive targeted outreach efforts to encourage applications from under-represented groups. Engage with thematic networks specializing in diversity, referral programs and/or headhunting.
Long-Listed/Sifting	If under-represented candidates are applying, but not being long-listed, then review your sifting process for possible bias. This might be gendered keywords in the search, over-emphasis on years of experience, or seniority requirements that may be screening out diverse candidates.
Short-listed/Interviewed	Use skills-based assessments and blind hiring to increase the number of diverse candidates that make it to shortlists. At this stage, it may be necessary to fix minimum numbers of under-represented candidates on the short-list in order to ensure diversity progress.
Selected	Review interview and assessment processes to ensure they have applied standard methods and criteria across all candidates. Require hiring managers to show evidence that they have made substantial efforts to recruit an under-represented candidate and to justify whenever diverse hires were not made.

Things you can do:



- **Disaggregate your data.** View your data across as many different diversity dimensions as possible and across organizational structure, in terms of hierarchy and departments.
- **Use data throughout the recruitment process and use this data to guide remedial action that will increase the number of under-represented candidates.**
- **Collect data on application rates and current demographics. Share the impacts of hiring decisions with hiring managers** so they have a clear picture of their hiring trends and how their decisions impact the organization's progress towards achieving a diverse workforce.
- **Use dashboards with diversity metrics** as a user-friendly means of making real-time data accessible. You can have different dashboards for different audiences. For example, as above, have data on hiring decisions for hiring managers.
- **Integrate inclusion into your metrics.** Go beyond measuring representation to understanding how diversity works with inclusion. Use engagement/pulse surveys on candidate experience to gain more insight into how inclusive and fair they felt the process was. Identify good practice and areas for improvement.
- **Analyze data comprehensively and over time.** Are the gains you are making in recruitment being lost in retention? By integrating data monitoring throughout the career life cycle, from advertisement to attrition, you can not only monitor diversity gains, but better understand factors predicting performance and retention.
- **When they are done, ask candidates to provide feedback on the recruitment process.** Create a short survey to ask candidates about their experience and if they have suggestions for improvement.

ANNEXES

Annex I

Job Advertisement Checklist

Annex II

Job Description Template

Annex III

CGIAR-Relevant Professional Networks

Annex IV

Organizational Assessment Tool on Recruitment



Annex I

Job Advertisement Checklist

JOB ADVERTISEMENT CHECKLIST

Does the job description:

- ☐ Focus strictly on skills and qualifications necessary for the job...nothing more! Be aware of systemic barriers when deciding on qualifications.
- ☐ Require any poor predictors of performance, like years of experience. If so, remove.
- ☐ Proactively provide job Information, especially on salary.
- ☐ Mention whether the position can be done flexibly or part-time. Offer maximum flexibility whenever possible.
- ☐ Encourage diverse applicants to apply (inclusion statement).

Is the follow information available in the advertisement/on career pages:

- ☐ Benefit policies such as medical, leave (vacation, parental, etc.), flexible work arrangements, etc.
- ☐ Career advancement opportunities (leadership, mentoring, sponsorship programs).
- ☐ Information on duty stations (living conditions, security, etc.).
- ☐ Employee resource groups (ERGs) or blogs.
- ☐ Policies on standards of conduct, anti-harassment and sexual exploitation and abuse of power.
- ☐ How to request reasonable accommodation.
- ☐ Encouragement for diverse applicants to apply (inclusion statement).
- ☐ Links to CGIAR's GDI commitments and progress.

- ☐ **Have you screened the job advertisement, your recruitment materials and communications for gendered words or phrases and replaced these with gender neutral ones?**

- ☐ **Have you made sure all your webpages and application forms are accessible by ensuring compliance with standards such as those by the [American with Disabilities Act \(ADA\)](#) and the [Web Content Accessibility Guidelines \(WCAG\)](#)?**

Annex II

Job Description Template

Describe the CGIAR workplace (200-300 words)

- State CGIAR's mission in an engaging and straightforward manner. Integrate diversity and inclusion here and how CGIAR believes it crucial to achieving our mission.
- What is it like to work at CGIAR and in your location? Describe the work environment, avoiding gendered or negative phrases like "fast-paced" and "demanding" that may deter candidates.

Job Description

- What are the responsibilities and deliverables of the position?
- What are the day-to-day tasks?

Required Skills

- What skills are essential to performing the job? Make sure these are linked to the performance objectives/duties of the position listed above.
- Keep this list as minimal as possible. You may wish to guide hiring managers to be consistent in their approaches to this. For example, suggest they limit qualifications to two technical skills, two performance/workplace competencies, and two behavioral/value competencies.
- These qualifications should not include requirements proven to be not predictive of performance, such as years of experience.
- Keep in mind systemic barriers that may limit diverse candidates from having the same opportunities to evidence your chosen qualifications (e.g., lack of access to publishing or field experience).

Desirable Skills/Experience

- Note here any additional 'nice-to-have' qualities.

Standard components

- Inclusion statement
- Salary/salary range
- Whether the job can be done flexibly, remotely or part-time
- Links to information on benefits, flexible working arrangements, standards of conduct and career advancement opportunities, where available

Annex III

Alternatives for Masculine-Coded Words

Research has found that men are not dissuaded from applying to jobs with feminine coded words nearly as much as women are from job descriptions that are masculinely worded. The list below offers alternatives to masculine coded words.

These are just suggestions, and it should be remembered that language is always changing and must be contextualized for the cultures it is being used for. Therefore, the below may require updating and adapting. Some augmented language tools will update their databases of suggestions as they analyze more example job descriptions and outcomes.

Masculine coded word	Feminine/Gender Neutral Replacement
ambitious -	guided, inspired, passionate
analyz -	understand, investigate, study, research
competitive -	attractive, fair, results-oriented, enthusiastic
confident -	committed, responsible, skilled
decision -	choices, conclusions, judgments, outcomes, steps, actions
determine -	establish, understand
drive -	motivate, energize, oriented, spirited
expert -	professional, experienced, adept, trained
hierarch -	structure
lead -	head, manage, run, steer, grow, pioneer
objectives -	priorities, targets, goals, aims, intentions, purposes
principle -	values, beliefs, rules, benefits, ideas, practices, morals, ideals, standards
strong -	able, proven, exceptional, resilient, sound, steady, solid

Suffixes ending in “-” indicate you should scan for all forms of the above words, e.g. not just “lead” but “leaders”.

Source: Adapted from gendered word lists from [“Evidence that gendered wording in job advertisements exists and sustains gender inequality”](#) (Gaucher, Friesen & Kay, 2011) and [Ongig’s Text Analyzer](#) as shown in [“The Top 10 Masculine Biased Words Used in Job Descriptions”](#).

Annex IV

CGIAR-Relevant Professional Networks

Below is a broad range of professional and thematic networks with CGIAR-relevant focuses, such as science, agriculture, economics, and STEM. All focus on increasing diversity and supporting under-represented groups within these fields.

The list serves as an example of targeted networks that can help strengthen diversity and inclusion outreach efforts. **It is not intended to be exhaustive and should be reviewed periodically to ensure groups are still active.**

Some of these have job boards on their sites, and actively serve to promote the networking and career development of diverse groups. Others may not have specific job platforms, but may be able to circulate job notices through internal communications within their network.

Agriculture

- [African Women in Agricultural Research and Development \(AWARD\)](#) works toward inclusive, agriculture-driven prosperity for the African continent by strengthening the production and dissemination of more gender-responsive agricultural research and innovation. AWARD invests in African scientists, research institutions, and agribusinesses so that they can deliver agricultural innovations that better respond to the needs and priorities of a diversity of women and men across Africa's agricultural value chains. Since 2008, AWARD has, through individually tailored two-year fellowships, worked to strengthen the research and leadership skills of African women in agricultural science, empowering them to contribute more effectively to alleviating poverty and increasing food security in sub-Saharan Africa.

Development

- [The African Women's Development and Communication Network \(Femnet\)](#) is a Pan-African, feminist and membership-based network based in Nairobi with over 800 members across 49 African countries. FEMNET exists to facilitate and coordinate the sharing of experiences, ideas, information, and strategies for human rights promotion among African women's organizations through networking, communication, capacity-building and advocacy at the regional and international levels.
- The [Association for Women's Rights in Development \(AWID\)](#) is an international, feminist, membership organisation committed to achieving gender equality, sustainable development and women's human rights.
- The [Gender and Development Network](#) is a network of UK-based NGOs and leading experts working with partners worldwide to put gender equality and women's rights at the heart of international development.

Economics

- [Committee on Women in Agricultural Economics \(CWAE\)](#) – Part of the Agricultural and Applied Economics Association, CWAE's purpose is to promote the welfare of women and other under-represented groups in the profession of agricultural economics by representing their

interests and by engaging in activities that encourage their professional advancement through networking and leadership opportunities.

- The [Women in Economics Network \(WEN\)](#) – Linked to the Economic Society of Australia and formed to promote and support the careers of female economists in Australia.
- [The Canadian Women Economists Committee/Comité des Femmes Économistes Canadiennes](#) is a standing committee of the Canadian Economic Association charged with supporting and promoting the advancement of women in the Canadian economics profession.
- [Committee on the Status of Women in the Economics Profession \(CSWEP\)](#) is a standing committee of the American Economic Association charged with promoting the careers and monitoring the progress of women economists in academia, government agencies and elsewhere.
- [Association for the Advancement of African Women Economists \(AAWE\)](#) established in March 2012, is the first and only organization that focuses on building the capacity and skills of African women economists. AAWE engages in several activities; creating opportunities for networking and mentoring, assisting members to obtaining grants, fellowships and internships, and facilitating the creation and sharing of knowledge among members. As of March 2019, there are 1140 members representing 67 countries (39 countries in Africa and 28 outside Africa); 898 of the members (i.e., about 80 percent) are African women economists.
- [International Association for Feminist Economics \(IAFFE\)](#) is an open, diverse community of academics, activists, policy theorists, and practitioners from around the world. Our common cause is to further gender-aware and inclusive economic inquiry and policy analysis with the goal of enhancing the well-being of children, women, and men in local, national, and transnational communities. IAFFE's many activities and award-winning journal provide needed space for a variety of theoretical perspectives and advance gender-based research on contemporary economics issues.

Engineering

- For more than six decades, the [Society of Women Engineers](#) has given women engineers a unique place and voice within the engineering industry.
- The [International Network of Women Engineers and Scientists \(INWES\)](#) is a global network of organizations of women in STEM, reaching over 60 countries worldwide. INWES was established to strengthen the capacity of individuals, organizations, and corporations to influence STEM policies worldwide, and to encourage the education, recruitment, retention, support, and advancement of professional women and students through an international network of organizations and experts. INWES promotes the full and effective participation of women and girls in all aspects of STEM by promoting the exchange of information, networking, advocacy, and opportunities through a number of global and regional events and projects.

Logistics and Transport

- The Chartered Institute of Logistics and Transport launched the [Women in Logistics and Transport \(WiLAT\) network](#) in 2013 to increase outreach to women and promote the status of women in Supply Chain, Logistics and Transport fields through promoting career development opportunities and field vacancies.

Science/STEM

- [500 Queer Scientists](#) is a new visibility campaign for LGBTQ+ people and their allies working in STEM and STEM-supporting jobs. The campaign aims to ensure the next STEM generation has LGBTQ+ role models; help the current generation recognize they're not alone; create opportunities for community connections and greater visibility within STEM.
- [500 Women Scientists](#) is a platform for journalists, educators, policy makers, scientists and anyone needing scientific expertise to connect. While it is not a career site, it could be used as a tool to find passive recruits (those who are not actively looking for jobs). More than 20,000 women in STEM and supporters from more than 100 countries have signed in support of 500 Women Scientists, pledging to build an inclusive scientific community dedicated to training a more diverse group of future leaders in science, and to use the language of science to bridge divides and enhance global diplomacy.
- [Association for Women in Science \(AWIS\)](#) is a global network that inspires bold leadership, research, and solutions that advance women in STEM, spark innovation, promote organizational success and drive systemic change.
- [The Earth Science Women's Network \(ESWN\)](#) supports a range of activities aimed at professional growth and creating a just, equitable and inclusive geoscience community. A grassroots, non-profit, member driven organization with the mission "to support the scientists of today and welcome the scientists of tomorrow. Women and black, indigenous and people of color are importantly under-represented in the geosciences/Earth sciences. ESWN is dedicated to increasing diversity across the geosciences with an emphasis on creating and supporting a nurturing community, working for cultural change to eliminate barriers to a diverse scientific workforce, and empowering scientists through professional development.
- [Femmes and Sciences Association](#) launched in Montpellier in 2015, brings together members from multidisciplinary backgrounds to strengthen the status of women in STEM careers and improve their working conditions and career prospects. They have also developed a mentoring program to support doctoral students in building their career plan, by reflecting on the possibilities and choices open to them with the help of experienced mentors.
- [The European Platform of Women Scientists](#) is an international non-profit organization that represents the needs, concerns, interests, and aspirations of more than 12.000 women scientists in Europe and beyond. They have a [Careers](#) page that requires adverts to contain a special reference indicating the *sincere interest of the advertising institution to hire women for the job in question*.
- [Minority Post-Doc](#) is a web portal on the minority postdoctoral experience featuring news, articles, resources, and events about jobs, career advice, professional development, funding, fellowships, mentoring, and diversity issues. They publish postdoctoral and professional job/opportunity advertisements for all employment sectors: academia, industry, government, non-profit, etc.
- The [National Organization for the Professional Advancement of Black Chemists and Chemical Engineers \(NOBCChE\)](#) seeks to assist people of color in fully realizing their potential in academic, professional, and entrepreneurial pursuits in chemistry, chemical engineering, and allied fields. They have professional programs focused on helping members advance their careers by providing opportunities for career development coaching and training, networking, and positive community involvement. They annually recognize minority scientists and engineers through professional awards to enhance their professional profile and create a network of role models who can serve as inspiration to others.
- [Out in Science, Technology, Engineering, and Mathematics \(oSTEM\), Inc.](#) is a non-profit professional association for LGBTQ+ people in the STEM community. With almost 90 student chapters at colleges/universities and professional chapters in cities across the United States and abroad, oSTEM is the largest chapter-based organization focused on LGBTQ+ people in STEM.

- [The Society for Women in Marine Science](#) brings together marine scientists of all career levels to discuss the diverse experiences of women in marine science, celebrate the research done by women in the field, and promote the visibility of women in the marine science community.
- [SACNAS - Society for Advancing Chicanos/Hispanics & Native Americans in Science](#) - is an inclusive organization dedicated to fostering the success of Chicanos/Hispanics and Native Americans, from college students to professionals, in attaining advanced degrees, careers, and positions of leadership in STEM.
- [STEMi Makers Africa](#) mission is to boost employment, innovation, inclusion and empower a talent base of over 2,000,000 young Africans with STEM emerging tools, real-world problem-solving skills they need to excel in STEM lucrative pathways and become more experienced for Africa's workforce by 2030. They have taken a specific focus on supporting women through their STEMi Women program.

Annex V

Organizational Assessment Tool on Recruitment

Use the below tool to gain a better understanding of your current recruitment efforts and of where the process could be improved to be more inclusive. Questions correlate with the Action Areas of the toolkit to help you focus on the relevant guidance.

1. Read the following questions and mark and answer accordingly.
2. Count the number of “Yes” responses to score your entity.
3. Review your entity’s profile based on this score.

Public Image

1.	Look at the pictures and content on your career website and in your recruiting materials. Do they showcase people from under-represented groups?	Yes	No
2.	Do they show people from under-represented groups in positions that challenge occupational stereotypes, such as women in logistics roles and men in People and Culture?	Yes	No
3.	Are profiles/demographics of CGIAR’s leadership easily accessible to applicants?	Yes	No
4.	Do CGIAR’s recruiting materials feature your entity’s diversity and inclusion commitments and progress towards these goals?	Yes	No
5.	Do you use testimonials from under-represented personnel in recruitment materials to help diverse candidates picture themselves working for CGIAR?	Yes	No
6.	Do your websites, in particular career pages, job descriptions and application forms, comply with accessibility guidelines, such as WCAG, for those with disabilities	Yes	No
7.	Do you have inclusion /equal opportunity statements and encouragement for diverse applicants to apply in all your job advertisements?	Yes	No
8.	Do you use gender neutral and inclusive language across all your job advertisements and recruitment materials?	Yes	No

Targeted Outreach

9.	Does your recruitment team have people from multiple diversity dimensions?	Yes	No
10.	Are women and other diverse applicants well represented in applicant pools?	Yes	No
11.	Do you proactively partner with relevant networks or associations that focus on under-represented groups?	Yes	No
12.	Do you engage in joint outreach efforts with CGIAR colleagues from other work locations or relevant institutions?	Yes	No
13.	Do you have a program to hire returners back into CGIAR?	Yes	No
14.	Do you have an internship, fellowship, mentorship, sponsorship and/or leadership program that supports the career advancement of under-represented personnel?	Yes	No
15.	Have you taken steps to accelerate progress by using temporary special measures?	Yes	No

Job Information and Application Forms

16.	Do your job descriptions include only essential qualifications needed to perform the duties of the position?	Yes	No
17.	Are qualifications based on proven competency, rather than years of experience?	Yes	No
18.	Do your job descriptions indicate whether the position is eligible for flexible working arrangements?	Yes	No
19.	Do your job descriptions indicate the position's salary or salary ranges?	Yes	No
20.	Do your application forms include non-binary gender options?	Yes	No

Screening and Assessment

21.	Have your People and Culture personnel been trained to recognize potential unconscious biases that could emerge during the recruitment process, and do they support hiring managers and panelists in mitigating these?	Yes	No
22.	Do you use a blind resume screening process where all names and identifying information are removed?	Yes	No
23.	Do you use skills-based assessments to screen candidates?	Yes	No
24.	When reference checking, do you inquire about applicants' past behavior (including misconduct) and their commitment to diverse and inclusive workplaces?	Yes	No

Interviews and Selection

25.	Do you require interview panels to be diverse?	Yes	No
26.	Are interview questions competency-based and evaluated with clear criteria?	Yes	No
27.	Do all your interviewers receive training on structured interviews?	Yes	No
28.	Are individuals from under-represented groups required on shortlists?	Yes	No
29.	Are hiring managers held accountable for attracting and selecting people from under-represented groups. For example, are targets set? Are written justifications needed where a qualified under-represented candidate has not been hired?	Yes	No

Data

30.	Do you monitor the demographics of candidates throughout the recruitment process from application to selection?	Yes	No
31.	Do you use data to guide your recruitment efforts and take remedial action where needed?	Yes	No
32.	Is this demographic data made available to hiring managers, as well as data on their hiring trends and the potential impact of their hiring decisions on demographics?	Yes	No

Scoring Key

Score	Profile
0-10	Getting Started <p>You are currently falling short when it comes to recruiting for diversity. Re-evaluate your practices, and make an active effort to improve the attractiveness of your public image to diverse candidates. Proactively recruit from schools and professional networks where women and other diverse candidates are well represented, such as those featured in the targeted outreach list. Actively support managers and recruiters in their efforts to attract diverse candidates.</p>
11-22	Making Progress <p>You are beginning to make progress towards inclusive recruitment, but there is room for improvement. Review the areas where you are effectively reaching diverse candidates, and ensure you continue those efforts. Identify and apply more pro-diversity strategies. For example, your recruiters may be very successful in identifying women candidates, but if women candidates are not making it through the recruitment process, being selected or ultimately choosing to join CGIAR, your processes may be failing you.</p>
23-32	Leading Edge <p>You are on the right track when recruiting diverse talent. Continue to make diversity and inclusion an integrated part of your recruitment efforts. Consider strengthening results by holding recruiters and hiring managers accountable for attracting diverse candidates, if they are not already. Consider expanding your initiatives to attract an even broader pools of diverse talent, and inspire others by sharing your successes through CGIAR GDI channels and in public forums.</p>

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