

Inclusion and Diversity in Recruitment – *Gender Bias*

Kosovo society deserves the very best public services overseen by the most capable and outstanding senior leaders. The number of women in public service roles and senior leadership roles is very low in Kosovo. This is an indication that there may be better candidates available – so why are so few women appointed?

Gender bias is pervasive and entrenched and can generate inequalities at every stage of the employment cycle. Bias has a particularly strong impact on who gets recruited and selected; however using a **Merit Based Recruitment** approach reduces the impact of bias during recruitment processes. We all have unconscious biases - not knowing we have them, not acknowledging them and not seeking to challenge them is the problem.

For International Women's Day, what commitment will you make to appointing the very best candidates and promoting gender equality?

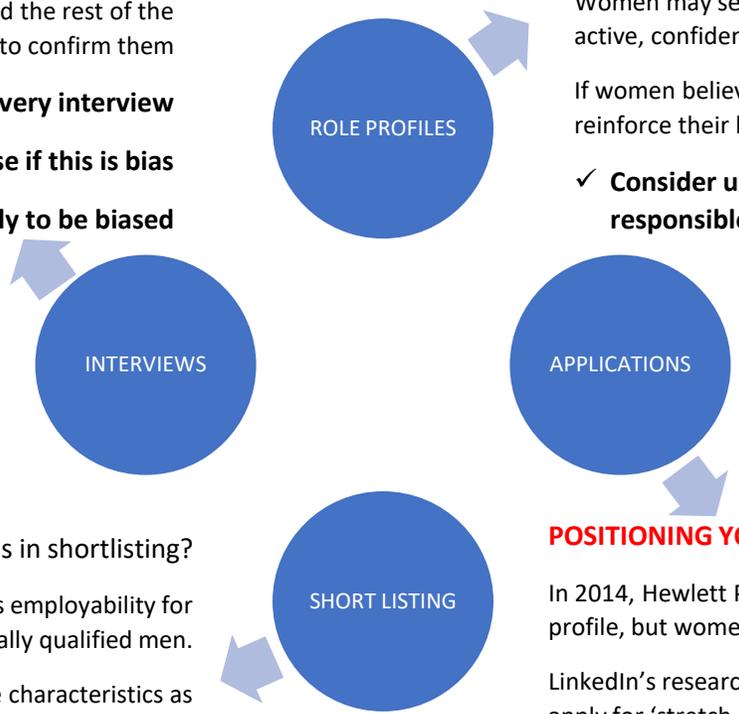
INTERVIEWS - How can you reduce bias in interviews?

Research shows that recruiters form first impressions quickly and spend the rest of the interview looking for ways to confirm them

✓ **Use the scripted introduction & questions for every interview**

✓ **Check yourself – if you like one candidate, ask why and recognise if this is bias**

✓ **Take your time - Classify & Evaluate carefully – your instinct is likely to be biased**



SHORT LISTING - How can you reduce bias in shortlisting?

Research shows that managers use gender bias when assessing candidate's employability for senior positions, women receive fewer invitations for interview than equally qualified men.

Affinity bias is when selectors show preferences for candidates of the same characteristics as themselves – including gender. With more men on commissions this can erroneously lead to a view that men have more of the right qualities for senior leadership roles.

✓ **Use pre-agreed selection criteria when shortlisting candidates and check yourself to ensure you have not allowed gender or affinity bias to creep in.**

LANGUAGE IN ROLE PROFILES – how have you chosen to describe the job?

Women may see jobs as unappealing if they contain 'male' language such as: lead, analyse, active, confident, competitive, dominant and could be deterred from applying,

If women believe they are underrepresented in senior roles and they see this language, it can reinforce their beliefs about who 'belongs' in these jobs or not.

✓ **Consider using alternative/additional words to describe the job, such as: support, responsible, understanding, dependable, committed**

POSITIONING YOUR APPLICATIONS - How can you encourage women to apply?

In 2014, Hewlett Packard reportedly found that men apply for a job when they meet 60% of the role profile, but women only apply if they think they meet 100% of the profile.

LinkedIn's research shows that women on average apply for fewer positions and are less likely to apply for 'stretch roles'. This suggests women apply for positions that are safer bets.

✓ **Consider mentoring, coaching or training female potential high flyers who may be holding themselves back from more senior positions.**

✓ **Include explicit statements to encourage women to apply**