

The Licence to Recruit Programme

Official Certification Mark

Session 4 (7004)

2022/23



IT'S ALL
ABOUT YOU



Y, O, U,

A, R, E,

S, A, F, E,

H, E, R, E,

Today's session

Everyone in this session is at a different stage & has different experiences

You will get out from these sessions what you put in

This is a safe space to explore, question and learn - do not discuss details outside this group

Before the organisation can improve we need to establish a solid leadership capability baseline

Session 4 (7004) Overview

- Review current progress on written questions & e-learning modules – agree a target graduation date
- Empire, Colonialism & Imperialism
- LGBTQIA+ Definitions
- Gender identity vs, gender expression vs anatomical sex
- Inclusive Recruitment Process (Inclusion Crowd Model)
- **[Group Exercise]**

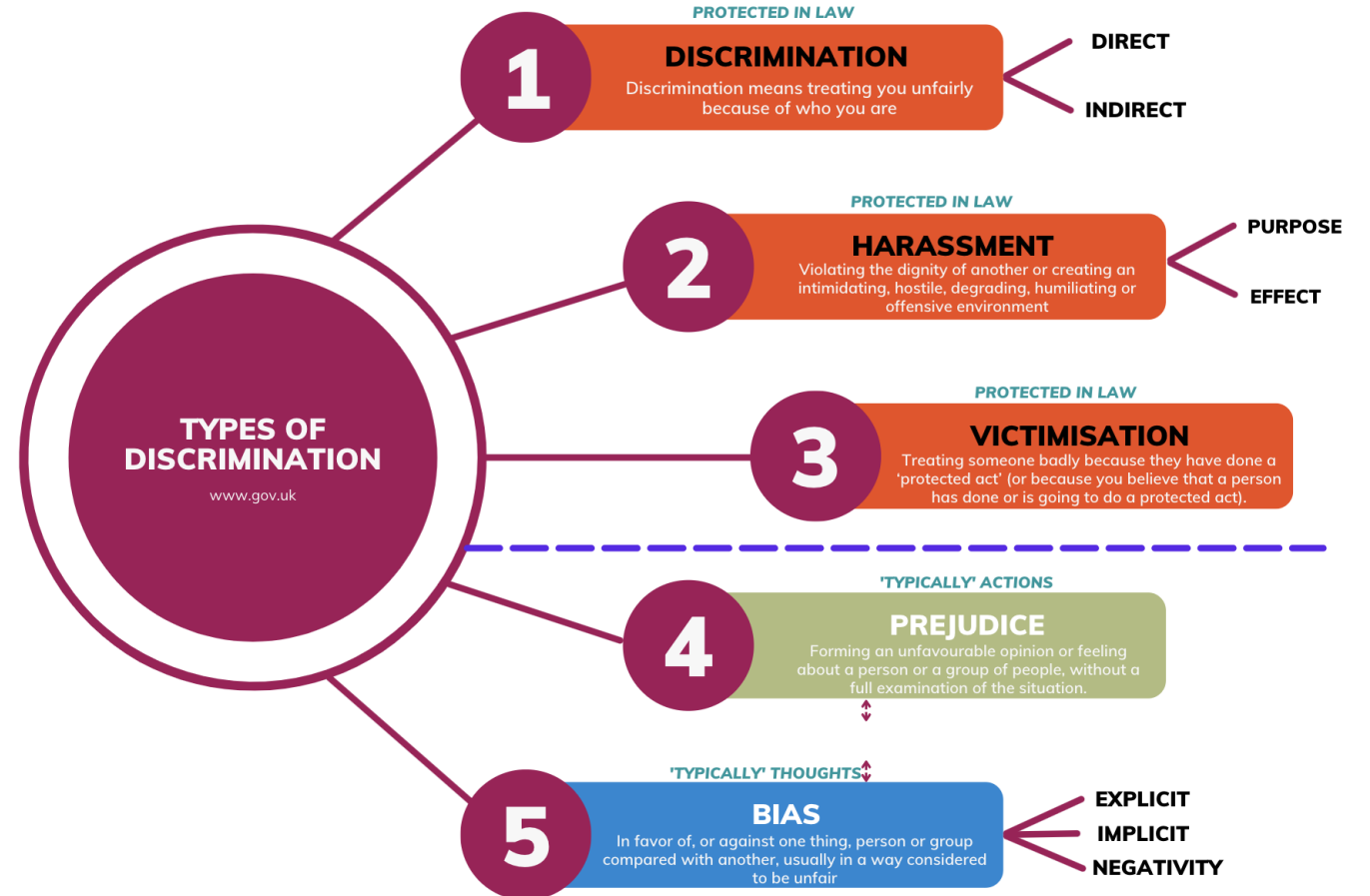
Self-Directed Learning

- Update on written responses
- Update on e-learning modules
- Agree a graduation date as a group

Quick Recap

Session 1 - Module 7001

Session 2 Recap (Module 7002)



Quick fire questions

- What percentage of millennials identify as transgender or gender non-conforming?
- What is emotional contagion and why is understanding its effects important to your work environment?
- What is the difference between indirect discrimination and victimisation?
- If a client required help, advice regarding DEI, what tool would you use to frame the conversation?
- What is a SOAR analysis and what have you learnt, discovered from using it?
- What is a fishbone analysis and what did you learn/discover from using it?

Session 4

Module 7004

Introduction to Colonialism, Imperialism & Empire

- Colonialism is not a modern phenomenon. World history is full of examples of one society gradually expanding by incorporating adjacent territory and settling its people on newly conquered territory.
- In the sixteenth century, colonialism changed decisively because of technological developments in navigation that began to connect more remote parts of the world.
- The modern European colonial project emerged when it became possible to move large numbers of people across the ocean and to maintain political control in spite of geographical dispersion.
- This entry uses the term colonialism to describe the process of European settlement, violent dispossession and political domination over the rest of the world, including the Americas, Australia, and parts of Africa and Asia.

EMPIRE

When a single authority controls multiple territories, states, and countries.

IMPERIALISM

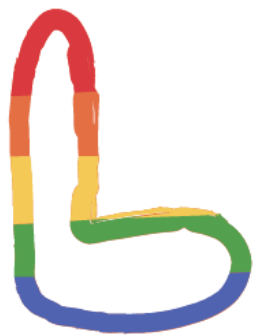
The domination and subordination of one state over others. Often motivated by the acquisition of land, resources, or strategic positions.

COLONIZATION

The settlement of people in an area, with a degree of cultural control in addition to control of land and resources.

LGBTQIA+

Sexual Orientation



Lesbian



Gay



Bisexual



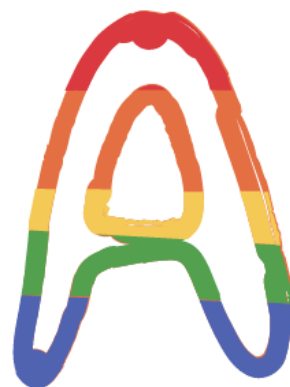
Transgender



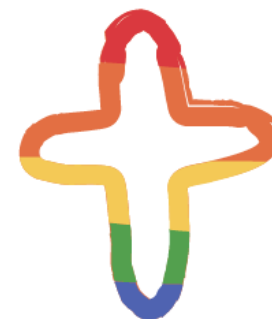
Queer
Questioning



Intersex



Asexual



Abbreviations

- **lesbian** - term for women sexually and romantically oriented toward other women
- **gay** - any person attracted to the same gender
- **bisexual** - those who are sexually and romantically attracted both to men and women
- **trans** - an inclusive term for anyone whose gender identity does not match their sex assigned at birth
- **transsexual** - can mean someone transitioning from one sex to another using surgery or medical treatments; not in common usage
- **transgender** - term for someone who identifies as a different gender than what was assigned on their birth certificate
- **questioning** - when a person is exploring their sexuality, gender identity and gender expression
- **queer** - an inclusive term or as a unique celebration of not molding to social norms
- **intersex** - used for individuals who don't fit into specific gender norms of woman or man; can also be used for those with reproductive anatomy that isn't biologically typical
- **asexual** - uses for those who don't feel sexual attraction to either sex or that don't feel romantic attraction in the typical way

Other Terms in the LGBTQ+ Community

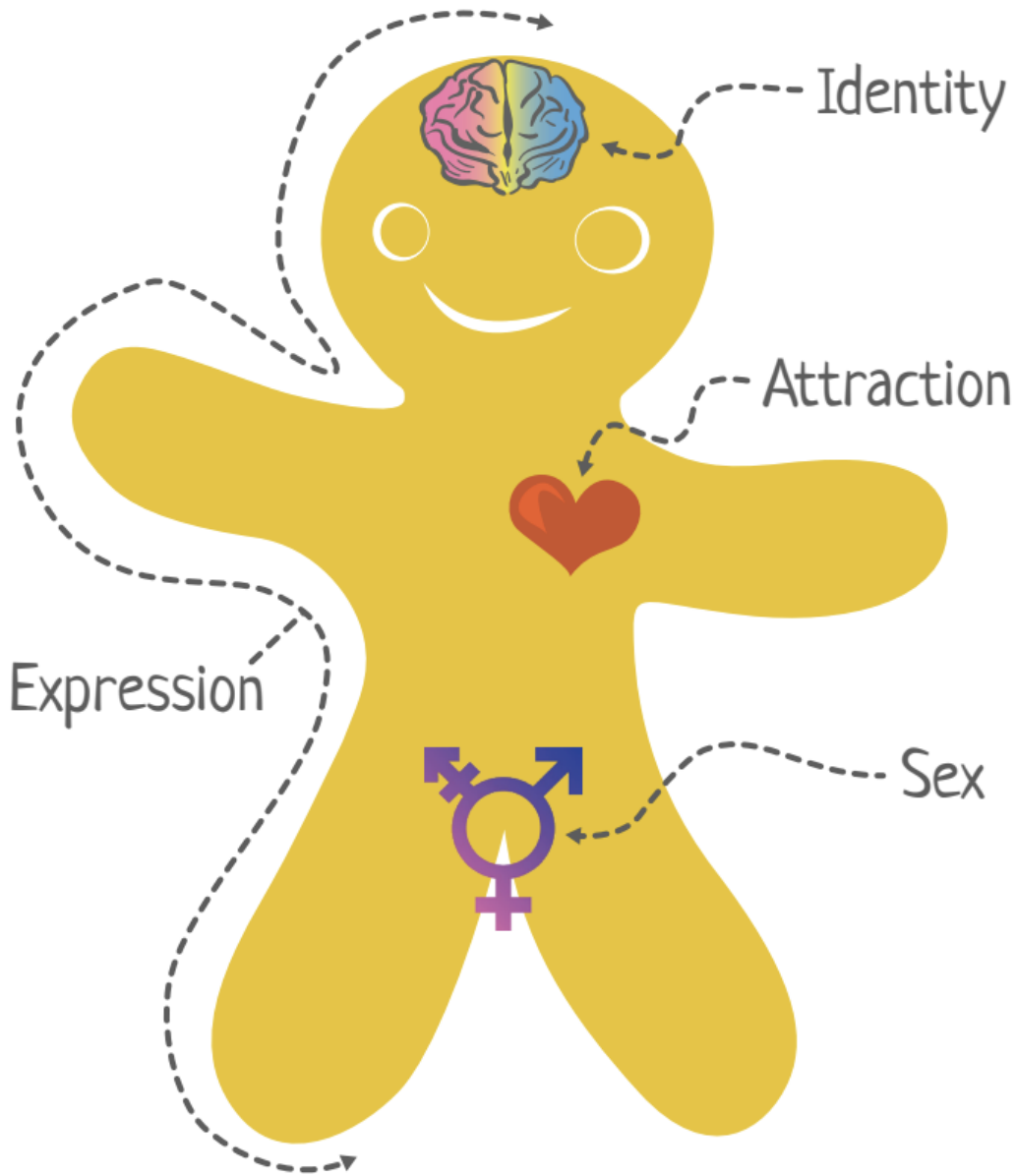
- **ace** - short for asexual
- **bi** - short for bisexual or bicurious
- **cis** - shortened version of cisgender (a person who identifies as the gender they were assigned at birth)
- **closeted** - state of being totally private about one's sexual orientation or gender identity
- **coming out** - the act of sharing one's sexual orientation or gender identity with loved ones
- **fluid** - term that describes one's sexual identity or gender identity as not set or binary
- **gray-a** - short for graysexual
- **pan** - shortened version of pansexual
- **per** - gender-neutral pronoun for those who do not identify as male or female (short for person)
- **poly** - short for polyamory or polyamorous

Abbreviations

The plus sign at the end of LGBTQIA+ can include members of other communities, including allies — people who support and rally the LGBTQIA+ cause even though they don't identify within the community itself. Other identities included in the LGBTQIA+ are:

- **agender** - refers to those who do not identify as any gender at all
- **demisexual** - describes someone who requires an emotional bond to form a sexual attraction
- **genderfluid** - describes one's gender identity as self-expression and not static
- **graysexual** - refers to the “gray area” between asexuality and sexuality
- **non-binary/genderqueer** - a term used for those who do not conform to binary gender identities
- **pansexual/omnisexual** - a term for individuals with desire for all genders and sexes
- **polyamorous** - a term for those open to multiple consensual romantic or sexual relationships at one time
- **sapiosexual** - describes a person who is attracted to intelligence, regardless of a person's gender identity
- **two-spirit** - a term used by Native Americans to describe a third gender (sometimes included as 2S in the main acronym as LGBTQIA2S+)

The Genderbread Person v4 by its pronounced METROsexual.com



⊘ means a lack of what's on the right side

Gender Identity

- ⊘ → Woman-ness
- ⊘ → Man-ness

Gender Expression

- ⊘ → Femininity
- ⊘ → Masculinity

Anatomical Sex

- ⊘ → Female-ness
- ⊘ → Male-ness

Identity ≠ Expression ≠ Sex
Gender ≠ Sexual Orientation

Sex Assigned At Birth
 Female Intersex Male

Sexually Attracted to... and/or (a/o)

- ⊘ → Women a/o Feminine a/o Female People
- ⊘ → Men a/o Masculine a/o Male People

Romantically Attracted to...

- ⊘ → Women a/o Feminine a/o Female People
- ⊘ → Men a/o Masculine a/o Male People

Genderbread Person Version 4 created and uncopyrighted 2017 by Sam Killermann [For a bigger bite, read more at www.genderbread.org](http://www.genderbread.org)

Historical References

- **c. 7,000 BCE – c. 1700 BCE** – Among the sexual depictions in [Neolithic](#) and [Bronze Age](#) drawings and figurines from the Mediterranean are, as one author describes it, a "[third sex](#)" human figure having female breasts and male genitals or without distinguishing sex characteristics. In Neolithic Italy, female images are found in a domestic context, while images that combine sexual characteristics appear in burials or religious settings. In Neolithic Greece and Cyprus, figures are often dual-sexed or without identifying sexual characteristics.^[2]
- **c. 2900 BCE – c. 2500 BCE** – A burial of a suburb of [Prague](#), Czech Republic, a male is buried in the outfit usually reserved for women. Archaeologists speculate that the burial corresponds to a transgender person or someone of the third sex.^[3]
- **c. 400 BCE** – Ancient Greek physician [Hippocrates](#) writes of the [enarei](#), a class of androgynous [Scythian](#) priests and healers; "there are many eunuchs among the Scythians, who perform female work, and speak like women".^{[4][5]} The [enarei](#) are also mentioned around the same time in [Herodotus](#)' work [Histories](#); "the Scythians who plundered the temple were punished by the goddess with the female sickness, which still attaches to their posterity. They themselves confess that they are afflicted with the disease for this reason, and travellers who visit Scythia can see what sort of a disease it is. Those who suffer from it are called Enarees
- **54** – [Nero](#) becomes [Emperor of Rome](#). Nero married two men, [Pythagoras](#) and [Sporus](#), in legal ceremonies, with Sporus accorded the regalia worn by the wives of the Caesars.^[7]
- **98** – [Tacitus](#) wrote in [Germania](#) that priests of the [Swabian](#) sub-tribe, the Naharvali^[8] or [Nahanarvali](#), "dress as women" to perform their priestly duties.^[9]
- **218 – 222** – Roman emperor [Elagabalus](#)'s reign begins. According to Cassius Dio, Elagabalus delighted in being called the mistress, wife, and queen of Hierocles, one of Elagabalus's lovers.^[10] The emperor wore makeup and wigs, preferred to be called a lady and not a lord, and offered vast sums to any physician who could provide the emperor with a vagina;^{[11][10]} for this reason, the emperor is seen by some writers as an early transgender figure and one of the first on record as seeking [sex reassignment surgery](#).^{[11][10][12][13]}
- **576** – Death of [Anastasia the Patrician](#) who left life as a lady-in-waiting in the court of [Justinian I](#) in Constantinople to spend twenty-eight years (until death) dressed as a male monk in seclusion in [Egypt](#),^[14] and has been adopted by today's [LGBT](#) community as an example of a "transgender" saint.^{[15][16]}

Unconscious Bias

Implicit Bias



THE ROYAL SOCIETY

0:12 / 2:59



Unconscious Bias

What is unconscious bias?

Unconscious (or implicit) bias is a term that describes the associations we hold, outside our conscious awareness and control. **Unconscious bias affects everyone.**

Unconscious bias is triggered by our **brain automatically making quick judgments** and assessments. They are influenced by our background, personal experiences, societal stereotypes and cultural context. It is not just about gender, ethnicity or other visible diversity characteristics - height, body weight, names, and many other things can also trigger unconscious bias.

Unconscious **bias can have a significant influence on our attitudes and behaviours**, especially towards other people. It can influence key decisions in the workplace and can contribute to inequality, for example in **selection and recruitment, appraisals, or promotion.**

Types of Bias

Types of bias and suggestions for action

This is not a comprehensive list but consider these types of unconscious bias:

Affinity or similarity bias

This bias can be described as the tendency to favour people who are like you in some way. For example, when hiring people, we may favour candidates who are similar to us or seem familiar, considering them a 'good fit' for the team. Instead, we should value diversity and be asking 'what will this person add to our team?'

Confirmation bias

Once we make a decision or form an opinion, we tend to look for, and value, further information that confirms this. You can think of confirmation bias as 'cherry picking' or 'wishful thinking'. We may end up interpreting things in a certain way, or ignoring other information that contradicts our confirmation bias. This can cause problems in the workplace if we fail to notice an issue or make misjudgments.

The halo effect

This occurs when one perceived positive feature or trait makes us view everything about a person in a positive way, giving them a 'halo'. However, we may not actually know that much about a person, and the halo effect can lead us to ignore other aspects. This is something to consider when making formal assessments for example. The 'horn effect' is the opposite - when we focus on one particularly negative feature.



HARVARD
UNIVERSITY

- Project Implicit Harvard University
- Take the tests and read your reports, to better understand your personal bias
- Understanding the areas you display bias will improve your relationship with DEI and positively contribute to more diverse workplaces



Project Implicit

[Log In](#) [Take a Test](#) [About Us](#) [Learn More](#) [Technical Issues](#) [Contact Us](#) [Donate](#)

Religion IAT

Religion ('Religions' IAT). This IAT requires some familiarity with religious terms from various world religions.

Asian IAT

Asian American ('Asian - European American' IAT). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.

Transgender IAT

Transgender ('Transgender People - Cisgender People' IAT). This IAT requires the ability to distinguish photos of transgender celebrity faces from photos of cisgender celebrity faces.

Presidents IAT

Presidents ('Presidential Popularity' IAT). This IAT requires the ability to recognize photos of Joseph Biden and one or more previous presidents.

Disability IAT

Disability ('Physically Disabled – Physically Abled' IAT). This IAT requires the ability to recognize figures representing physically disabled and physically abled people.

Arab-Muslim IAT

Arab-Muslim ('Arab Muslim - Other People' IAT). This IAT requires the ability to distinguish names that are likely to belong to Arab-Muslims versus people of other nationalities or religions.

Native IAT

Native American ('Native - White American' IAT). This IAT requires the ability to recognize last names that are more likely to belong to Native Americans versus White Americans.

Weight IAT

Weight ('Fat - Thin' IAT). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.

Sexuality IAT

Sexuality ('Gay - Straight' IAT). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Gender-Career IAT

Gender - Career. This IAT often reveals a relative link between family and females and between career and males.

Skin-tone IAT

Skin-tone ('Light Skin - Dark Skin' IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Race IAT

Race ('Black - White' IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.

Gender-Science IAT

Gender - Science. This IAT often reveals a relative link between liberal arts and females and between science and males.

Age IAT

Age ('Young - Old' IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.

Weapons IAT

Weapons ('Weapons - Harmless Objects' IAT). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.

Targets, goal & Expectations

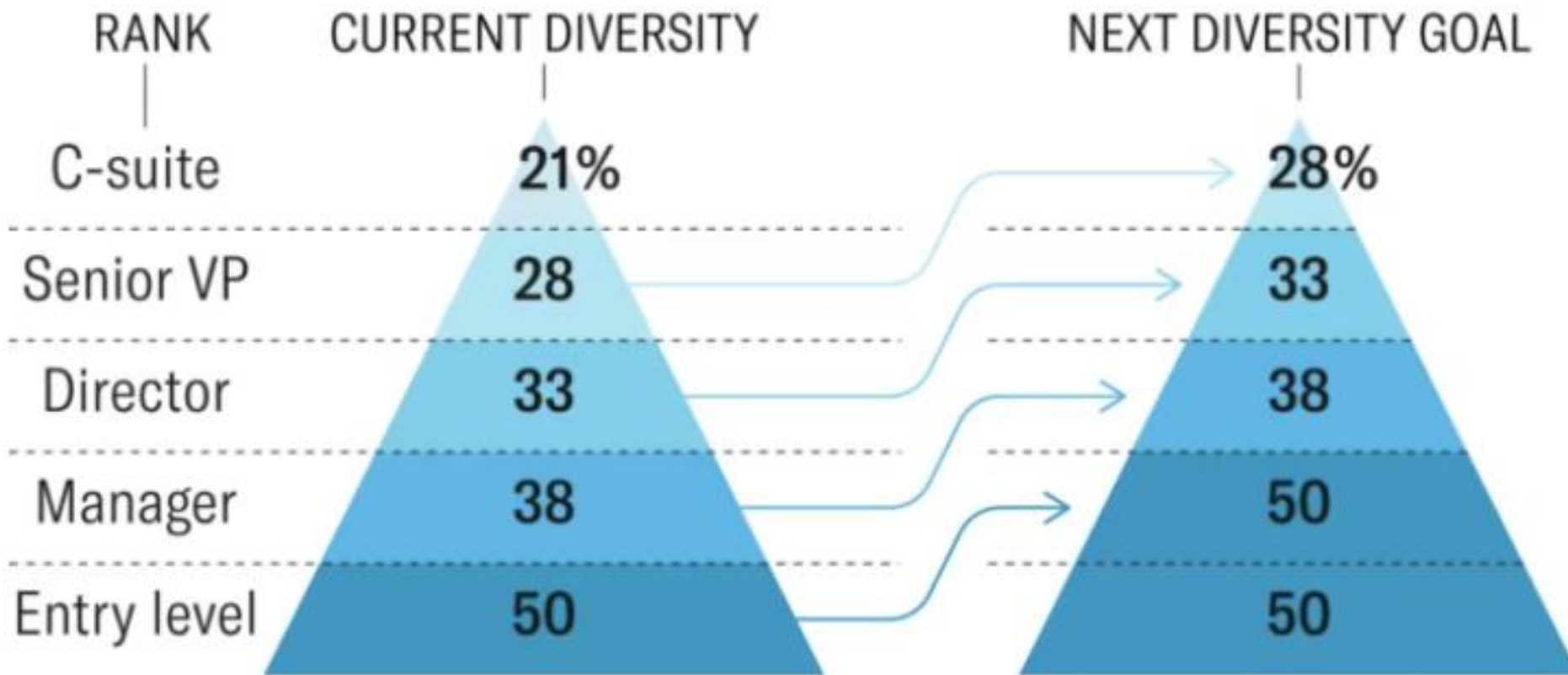
- How do you feel when you are asked about measurements / targets?
- At the end of this session we will be able to answer these questions

What you
measure
improves!



The
Proportionality
Principle

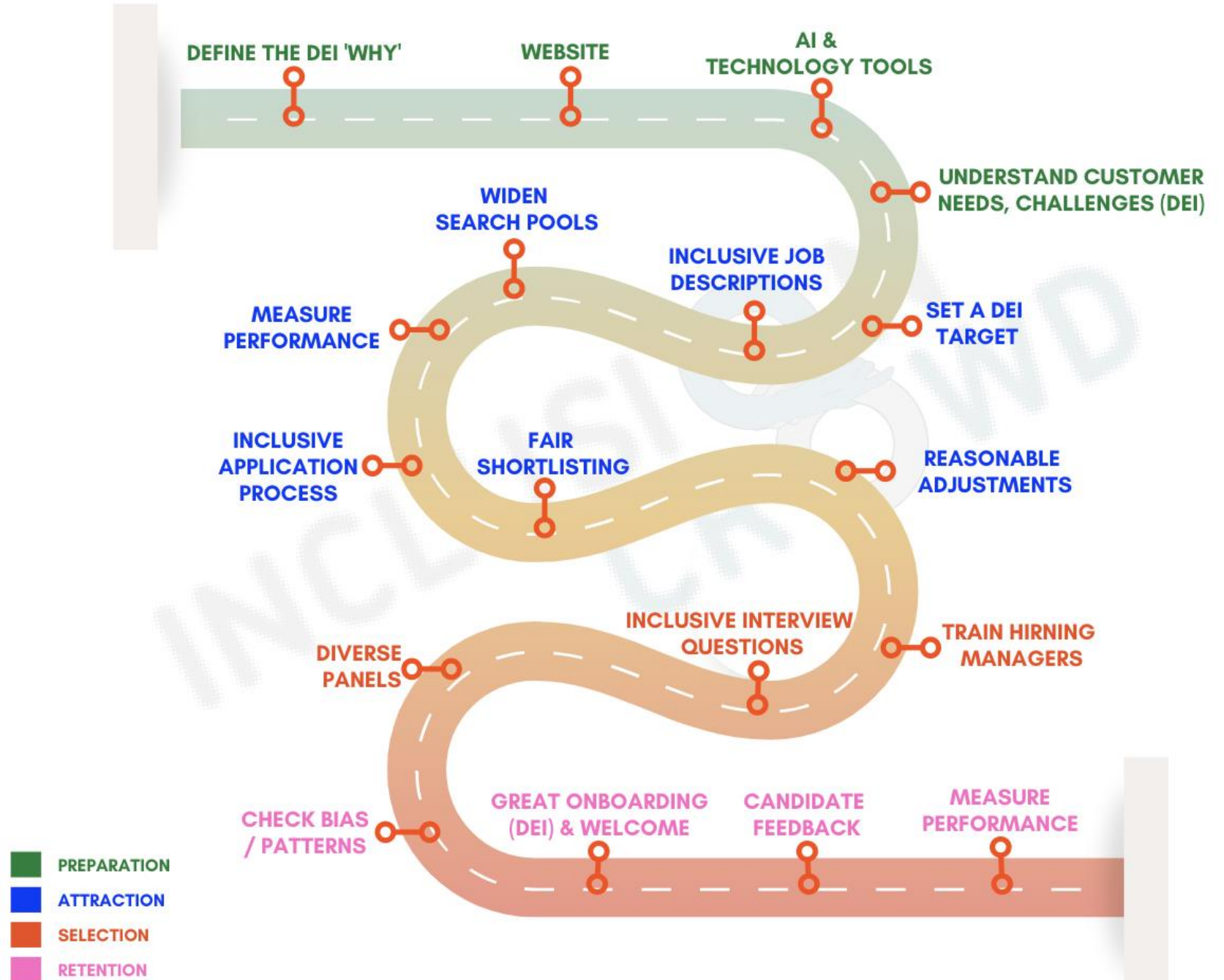
Percentage of women in organization, by rank



Inclusion in Recruitment

Thought-Leadership

Inclusion within recruitment



5 Tips for writing Inclusive Job Descriptions

- 1. Avoid gender-coded words, like “rockstar,” “ninja,” and “dominate”
- 2. Limit your job requirements to “must-haves”
- 3. Avoid using unnecessary corporate speak and jargon
- 4. Emphasize your company’s commitment to diversity and inclusion
- 5. Call out inclusive benefits like parental leave and childcare subsidies

Gender Coding

What is gender-coded language?

It is words or phrases associated with a particular gender, specifically male or female, often based on stereotypes. Here are some examples of gender-coded words that often show up in job ads:

- **Male:** competitive, aggressive, challenge, decisive, courage/courageous, dominate, champion, driven, fearless
- **Female:** collaborative/collaborate, dependable, honest, loyal, interpersonal, enthusiastic/enthusiasm, committed, connect/connected, patient

Consider what these words have in common. They are predominantly adjectives that describe personal attributes rather than required outcomes of the job, specific experience, or other factual information.

How to avoid Gender Coded Language

How can employers avoid the trap of gender-coded language? Here are a few tips and pointers:

- Use language that clearly describes the duties and expectations of the job and the specific, required qualifications. Be factual and avoid embellishment, industry-speak, and clichés
- Make sure job titles accurately describe the job. Replace creative titles with words like ninja, rock star, and superhero (gender-coded male terms) with neutral, descriptive titles like project manager, systems engineer, trainer, or sales territory manager
- Assess the applicant pool. Are applicants predominantly one gender? If so, it may be time to carefully review the job ad to see where adjustments can be made.
- Minimize the list of requirements and keep them job-related. Women are less likely to apply unless they meet 100% of the requirements, while men will apply if they meet roughly 80%
- Challenge ad writers to consider incumbents of all genders who perform the job well. If everyone in the role has historically been one gender, be intentional about choosing language that is less likely to be gender-coded
- Emphasise your brand using images and a well-written commitment to diversity and inclusion that accompanies the organization's EEO statement
- Provide and communicate benefits offerings that include programs that support a diverse candidate pool. Consider family leave, flexible or hybrid schedules, and tuition reimbursement, or professional development programs

'Gender Coded' words, language

Typically Female

- agree-
- affectionate-
- child-
- cheer-
- collab-
- commit-
- communal-
- compassion-
- connect-
- considerate-
- cooperat-
- co-operat-
- depend-
- emotiona-
- empath-
- feel-
- flatterable-
- gentle-
- honest-

- interpersonal-
- interdependen-
- interpersona-
- inter-personal-
- inter-dependen-
- inter-persona-
- kind-
- kinship-
- loyal-
- modesty-
- nag-
- nurtur-
- pleasant-
- polite-
- quiet-
- respon-
- sensitiv-
- submissive-
- support-

- sympath-
- tender-
- together-
- trust-
- understand-
- warm-
- enthusiasm-
- inclusive-
- yield-
- share-
- sharin-

'Gender Coded' words, language

Typically Male

- active-
- adventurous-
- aggress-
- ambitio-
- analy-
- assert-
- athlet-
- autonom-
- battle-
- boast-
- challeng-
- champion-
- compet-
- confident-
- courag-
- decid-
- decision-
- decisive-
- defend-
- determin-

- determin-
- domina-
- dominant-
- driven-
- fearless-
- fight-
- force-
- greedy-
- head-strong-
- headstrong-
- hierarch-
- hostil-
- impulsive-
- independen-
- individual-
- intellect-
- lead-
- logic-
- objective-
- opinion-

- opinion-
- outspoken-
- persist-
- principle-
- reckless-
- self-confiden-
- self-relian-
- self-sufficien-
- selfconfiden-
- selfrelian-
- selfsufficien-
- stubborn-
- superior-
- unreasonab-

Disability

Recap from module 7002

If you're disabled you have the same rights as other workers. Employers should also make 'reasonable adjustments' to help disabled employees and job applicants with:

- application forms, for example providing forms in Braille or audio formats
- aptitude tests, for example giving extra time to complete the tests
- dismissal or redundancy
- discipline and grievances
- interview arrangements, such as providing wheelchair access, communicator support
- making sure the workplace has the right facilities and equipment for disabled workers or someone offered a job
- promotion, transfer and training opportunities
- terms of employment, including pay
- work-related benefits like access to recreation or refreshment facilities

Search Pools

If you keep doing the same things you will keep getting the same results

Be creative

Promoted social media posts

Social media groups

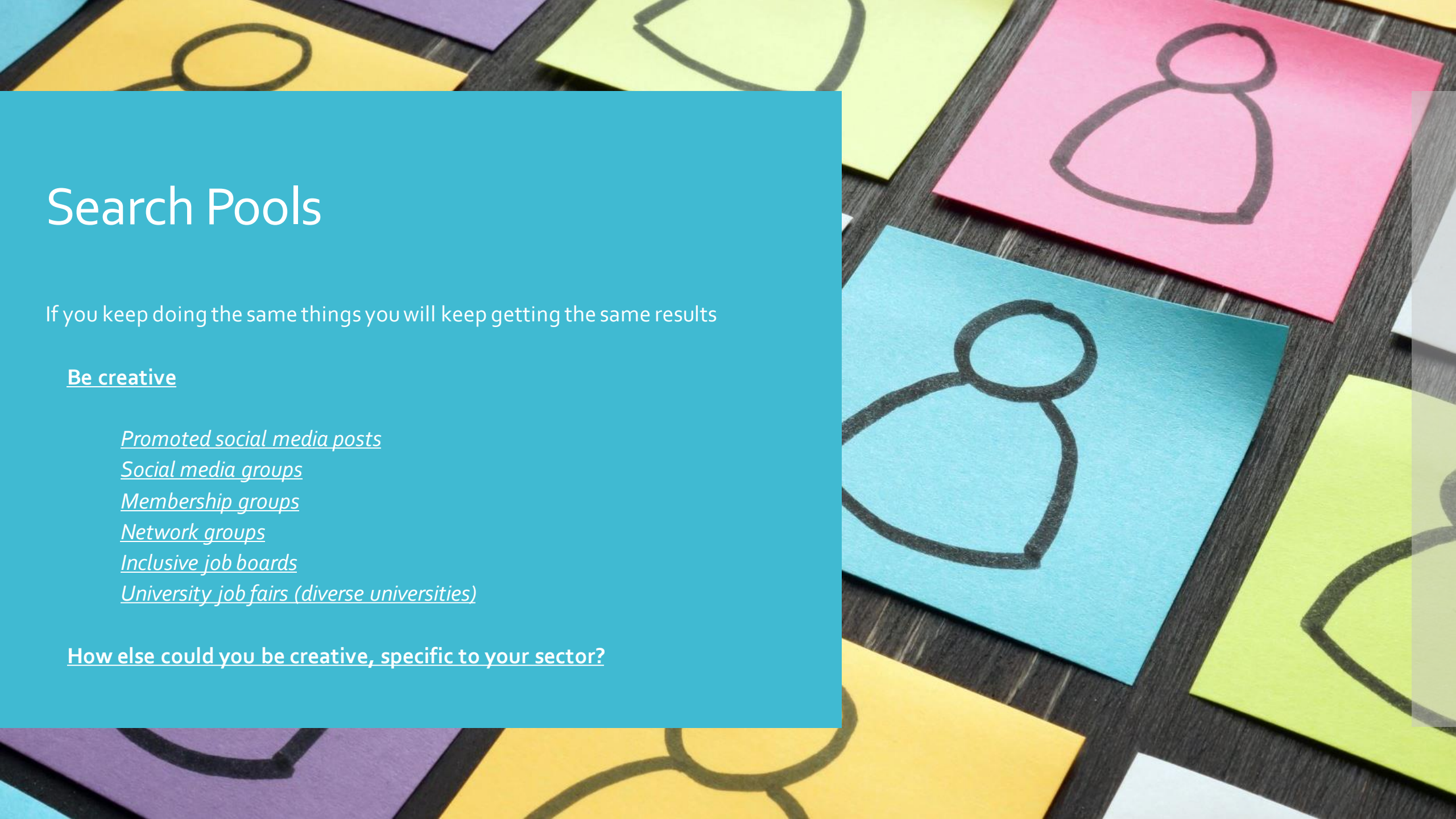
Membership groups

Network groups

Inclusive job boards

University job fairs (diverse universities)

How else could you be creative, specific to your sector?



Inclusive Application Process

#Content



Also applies to
the application
process

- 1. Avoid gender-coded words, like “rockstar,” “ninja,” and “dominate”. Have you run the advert through a gender decoder?
- 2. Limit your job requirements to “must-haves”
- 3. Avoid using unnecessary corporate speak and jargon
- 4. Emphasize your company’s commitment to diversity and inclusion
- 5. Call out inclusive benefits like parental leave and childcare subsidies

Suggested language

Always check with HR or Legal before making any changes to process.

Recap from module 7002

- Applicants with a disability are invited to contact us in confidence at any point during the recruitment process to discuss steps that could be taken to overcome operational difficulties presented by the job, or if any adjustments of support is required. Please state if you require any assistance, equipment, adaptations or adjustments to working conditions or to attend interview.

Please contact us in confidence at contact@yourcompany.com

Fair Shortlisting

- Have you defined a shortlisting criteria?
- Is there a DEI target?
- Has everyone been trained/briefed on shortlisting?
- Is everyone using the same shortlisting scorecard?
- Are there at least 2 people shortlisting?
- Make sure at least two people are involved in the shortlisting process, this reduces the risk of personal bias by challenging any assumptions made by the other
- For certain technical or highly skills-based roles, ask for a work sample and/or integrate a short skills assessment as part of the initial application process.
- Adding personality or attitudinal questions as part of the initial screening process. This allows the “soft” skills of the candidates to be taken into consideration.
- Tell applicants what the job/team/company is about and have them respond with how they will contribute when they submit their initial application. This is a powerful tool in understanding the motivation and passion the applicants have for the type of work and the company.

Inclusive Interview

Diverse Panels

How can we ensure we recruit people from diverse backgrounds?

- Consider the makeup of the panel, is it diverse. Where possible you should always seek to have a panel that is diverse in terms of characteristics such as gender, age, ethnicity, nationality and socio-economic background. This is not always possible, but is a good position to strive for. Be careful to not overburden certain staff members when including measures like this. It is not fair to expect someone to sit on almost every selection panel in your department, even if they are happy to do so
- Be aware of unconscious bias, it affects everyone, no matter how progressive you think you are. This is why it is called unconscious bias, because even if your conscious mind has a series of progressive beliefs, your unconscious mind may not. Unconscious bias leads you to make judgements about people based on their appearance and key characteristics. Tackling this is about recognising your inbuilt prejudices and challenging them. It is also about challenging those on the same panel as you if they are inclined to decide on the basis of unconscious (or conscious) bias. Find out your implicit associations about race, gender, sexual orientation, and other topics through [these tests](#) compiled by Harvard University. You will need to register to take to the test

Inclusive Interview

Some questions to avoid

- When do you plan to get married?
- Do have any children?
- When do you plan to have children?
- How old are your children?
- Will childcare arrangements be a problem for you?
- How many sick days did you take last year?
- Will the hours of the job clash with your family commitments?
- Are you religious?
- Where do you live?
- Where were you born?
- Have you ever been convicted of a crime?
- Aren't you possibly a little old to cope with this job?
- Aren't you a little young to hold a position of this level?
- Don't you want to be earning more money than this at your age?
- What is your native tongue?
- Where were you born?
- How long have you lived here?
- Are you a UK citizen?

Although this last question may seem like the simplest and direct method to find out if an interviewee is legally able to work in the UK, it remains unlawful to be asked in such a way. Your response may be "I am authorised to work in the UK." However, it is important to note that the employer does have a right to ask whether you are legally entitled to work in the UK. Neither is it illegal for them to choose whether or not to select you based on your fluency in English.

Disability Discrimination

When you are applying for a job, employers may legally ask for details of your health or whether you have a disability but The Equality Act 2010 places some limits on questions an employer can rightfully ask.

The reason they do have the right to ask is that an employer is only obliged to make 'reasonable adjustments' to accommodate a disabled person. If a candidate is unable to do the job despite adjustments being made, then the employer is allowed to reject the application.

Some reasonable questions would include:-

- How might you be able to carry out XXX function of the job?
- Are there any adjustments we would need to make to accommodate your disability?

But anything which is assuming or irrelevant is deemed as illegal, i.e.

- Don't you think it would be difficult to do this job with your disability?
- How did you acquire your disability?

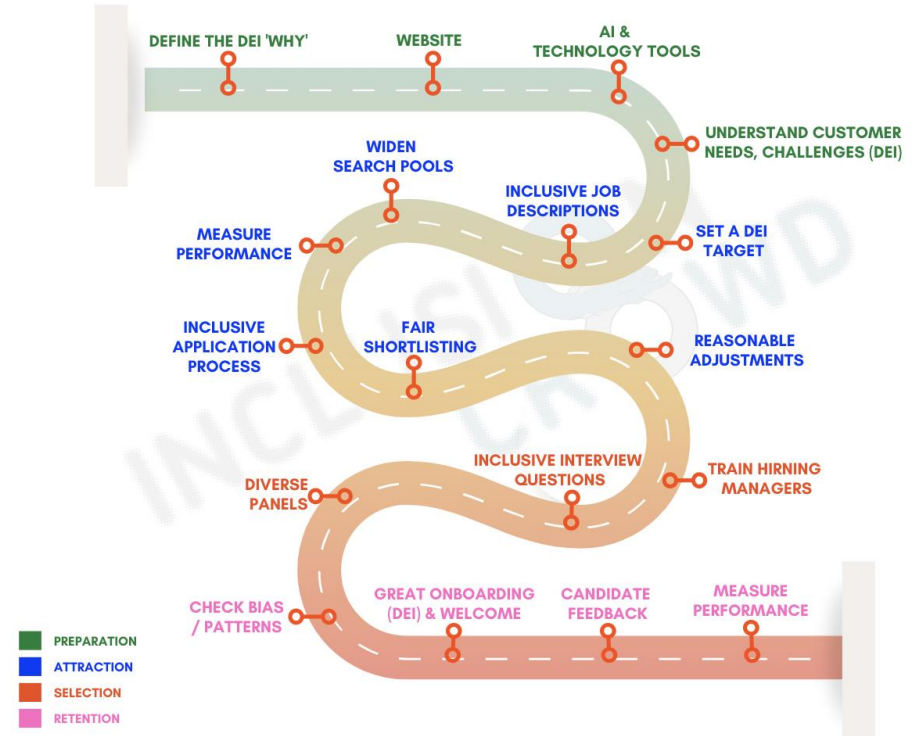
You would only need to briefly describe the nature of your disability and any adjustments they would be required to make – it may help to clarify how a previous employer made those adjustments (if applicable). It might also be in your interest to look into any disability grants or funding that the employer is entitled to which should be mentioned during your interview. Fundamentally, what is most important is your ability to do the job once any reasonable adjustments have been made and you should reiterate this to the interviewer.

Great Onboarding (DEI) Induction

- Does your organisation have an onboarding process?
- Is the process consistent and do all new starts receive the same material?
- Have you included the organisations position on bullying, harassment or victimisation?
- Have you included DEI commitments in the onboarding session?
- Do you record what employees have completed their induction?
- Do ALL employees know how to raise a grievance, report incidents of discrimination etc?

Candidate Feedback

- Are you capturing feedback from candidates? How did they find the process / working with you?
 - Do they feel safe and secure applying for the role (psychological safety)
 - Do you understand the volume of candidates who drop out of the process and why? Can you segment these into any of the protected characteristics? Are there trends/patterns?
 - Is there a standard approach to capturing feedback or is it ad hoc?
 - Are you taking action, using the feedback to improve your process?



Group Exercise

Strengths, Opportunities, Aspirations & Results

STRENGTHS



What are we already doing well that we can build on?

Think about other social groups, wider society, inclusivity & representation

OPPORTUNITIES



What do we care about, what do we stand for?

Think in terms of social value, human beings & culture

ASPIRATIONS



What are our clients & stakeholders asking us for?

Think about what they want today, and how this will change over time?

RESULTS



What do we think good looks like?

Remember all the steps that need to be in place to achieve a result



