



Designing flexible and inclusive recruitment practices



Welcome

Neil Archibald
Head of Organisational Development





This morning

- Understanding how flexible and inclusive job design can minimise unconscious bias
- Introduction to the Role Mapper
- The FAIR Project with ScotRail – outcomes and learnings
- Q & A
- Actions to take away



Understanding how flexible and
inclusive job design can minimise
unconscious bias

Sara Hill
Brightworks



The Importance of Flexible & Inclusive Job Design

Flexible & Inclusive Job Design Unlocks Talent & Diversity

Flexible & Inclusive Job Design Unlocks Talent & Diversity

1



Role
Requirements

Qualification

Skills

Industry /
Company

Career Path

Recent
Experience

40%

60%

80%



Flexible & Inclusive Job Design Unlocks Talent & Diversity

1



Role
Requirements

2



Assessment &
Selection

Flexible & Inclusive Job Design Unlocks Talent & Diversity

2



Assessment &
Selection

Sifting

Screening

Interviewing

Assessing

40%

Inclusive
Assessment
Disconnect

Bias &
Personal
Preference



Flexible & Inclusive Job Design Unlocks Talent & Diversity

1



Role
Requirements

2



Assessment &
Selection

3



Flexible
Working

Flexible & Inclusive Job Design Unlocks Talent & Diversity

3



Flexible
Working

1

81%

45%

50%



Flexible & Inclusive Job Design Unlocks Talent & Diversity

1



Role
Requirements

2



Assessment &
Selection

3



Flexible
Working

4



Recruitment
Communications

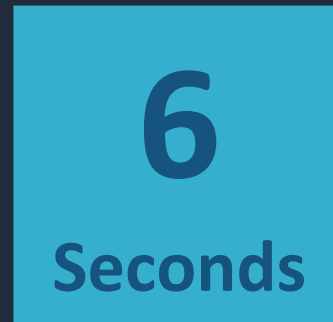
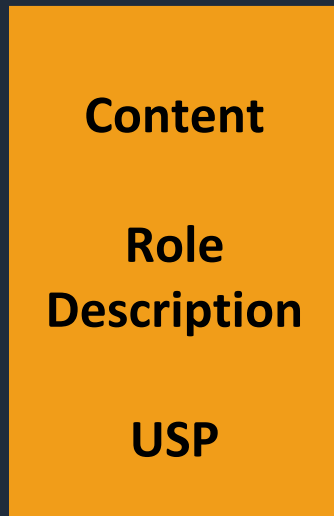
Flexible & Inclusive Job Design Unlocks Talent & Diversity



4



Recruitment
Communications



Flexible & Inclusive Job Design - Top Tips

- 1** Design inclusive requirements, minimise essential criteria
- 2** Connect inclusive requirements to inclusive assessment
- 3** Determine flexible working patterns that work for the role
- 4** Use inclusive & gender friendly communications
- 5** Standardise. Connect. Train. Support.



The FAIR Project

Lucy Carter – Brightworks &
Neil Archibald - ScotRail





The FAIR Project

Fair and Inclusive Recruitment

**FAIR WORK
FRAMEWORK
2016**

1. Effective voice
2. Opportunity
3. Security
4. Fulfilment
5. Respect



**The Scottish
Government**
Riaghaltas na h-Alba

**Workplace
Equality
Fund**

- To reduce employment inequalities, discrimination and barriers
- Draw from the broadest possible talent pool
- Talented employees are open to new experiences and ideas

impact | FUNDING
PARTNERS

- Improve employment opportunities and progression – and how this can be embedded
- Knowledge, skills, policies and practices are improved
- More inclusive working environment is created



The FAIR Project

Fair and Inclusive Recruitment

Objective: Open up employment opportunities to groups currently locked out of the employment market by removing barriers in the recruitment process and embedding flexible and inclusive job design

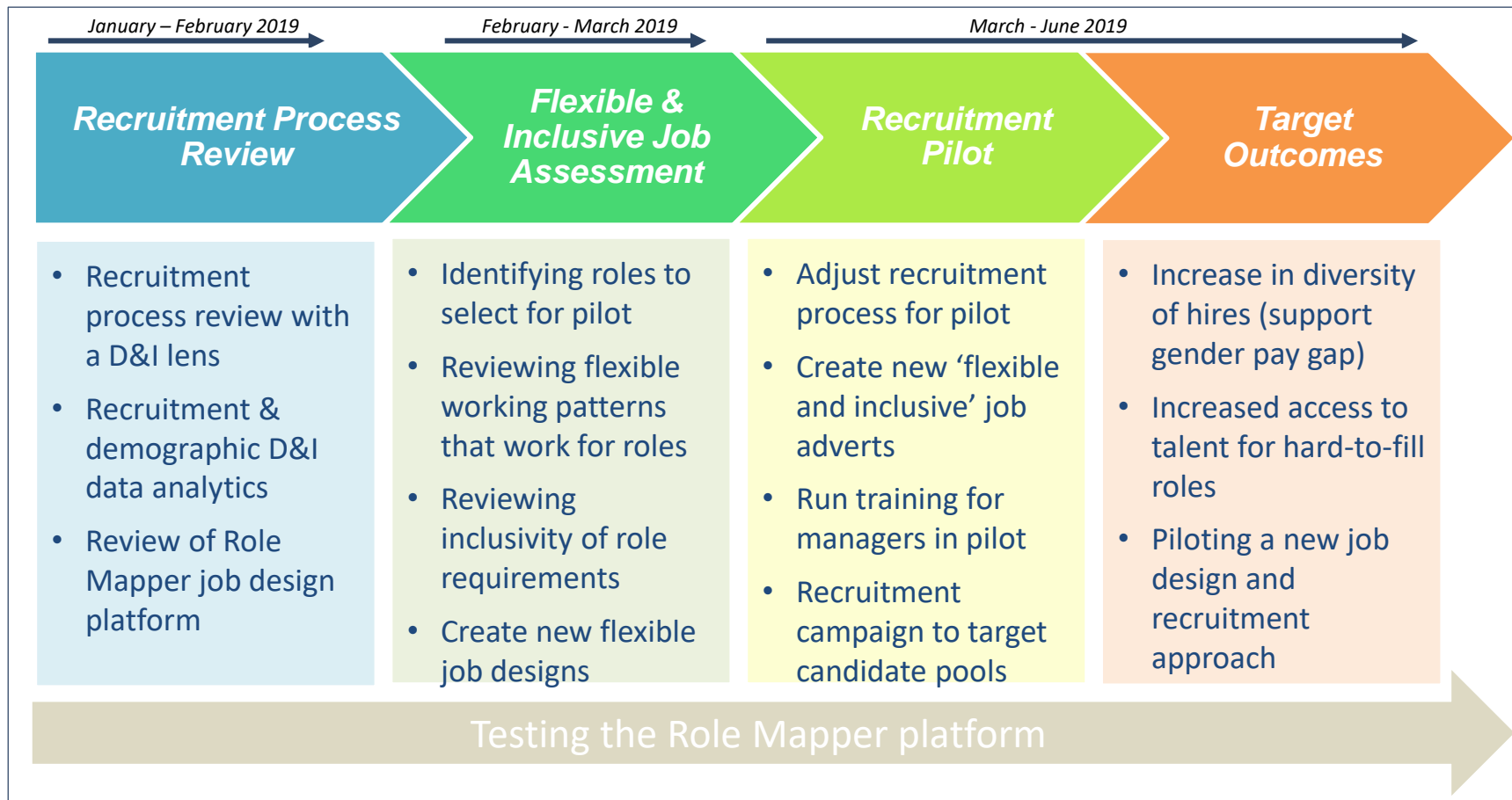
Aims to address:

- The market deficit of flexible hiring in Scotland by making jobs more flexible and unlocking opportunities for those women and older workers for whom full time isn't an option
- Bias and inequalities in current recruitment and job design practices that lead to the exclusion of certain groups and reduce access to fair work
- How new practices can be embedded and scaled in business-as-usual activities going forward



The FAIR Project

Fair and Inclusive Recruitment





The Role Mapper

A cloud-based job design tool

*Design, connect and scale
consistent inclusive and flexible
jobs and recruitment process*

The Role Mapper



The Role Mapper

Role Mapper Process



80% +

Quality of hire



125%+

Female Applications

Role Mapper Platform



10 x

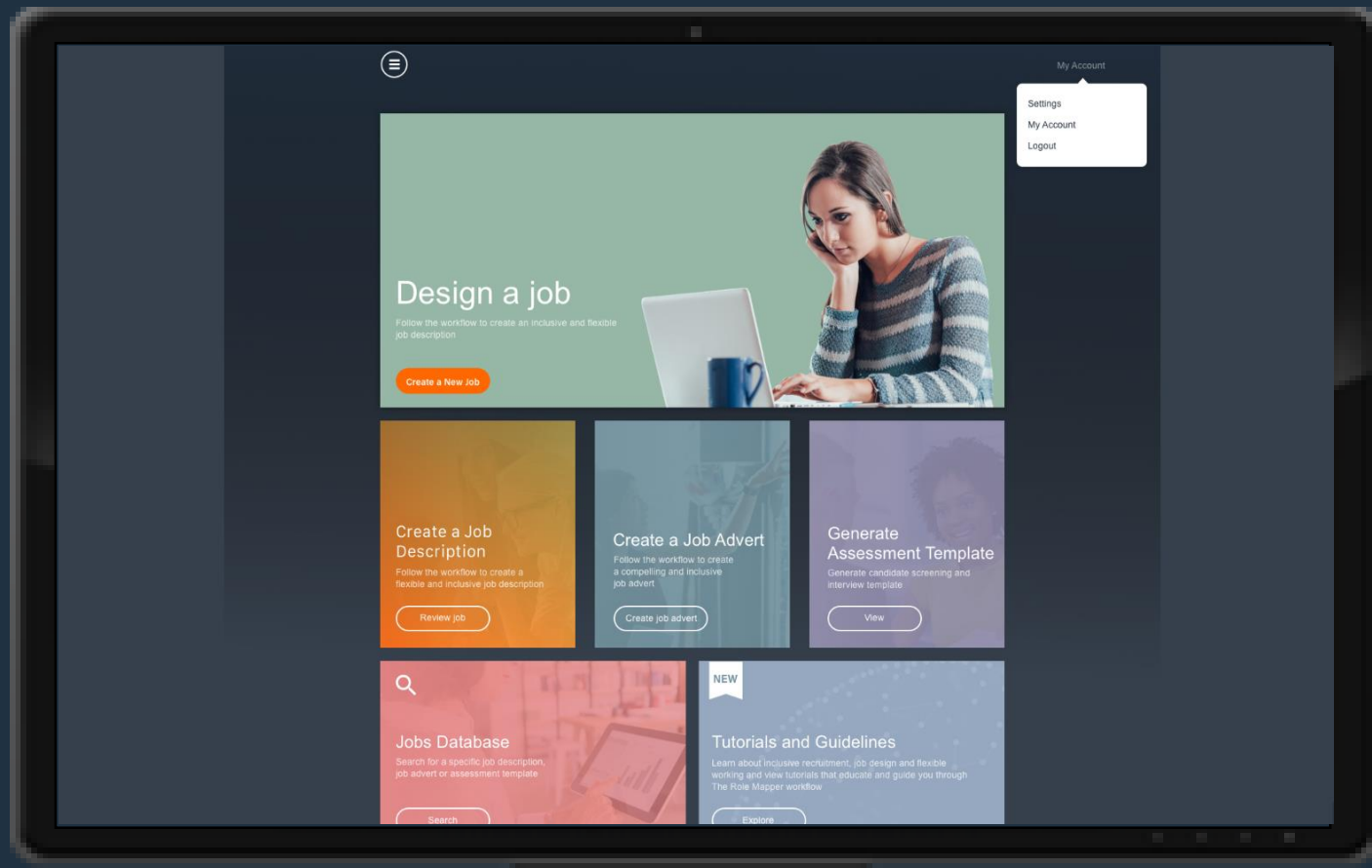
Faster Processing



30%

Less Resource

The Role Mapper



Standardised Process

Create a Job EXPORT

Progress: 1 Job Details, 2 Responsibilities, 3 Requirements, 4 Nature of Job, 5 Flexible Working, Review

1 Job: Digital Product...
Job ID: 603 Status: Draft

Job Details

Job Title* Job #

Grade* Department*

Job Purpose*

Inclusive Requirements

Create a Job EXPORT

3

Job Details Responsibilities **Requirements** Nature of Job Flexible Working Review

Job: Digital Product... **Requirements** Status: Draft
Job ID: 6037f04ce7aa4588

Requirements What is this?

To own and define a vision, strategy for a particular digital product that meets the needs of customers – to n

Requirements

Please complete all fields in relation to the above requirement.

Skills and Capabilities What is this?

	Essential	Desirable
Skill 1	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Skill 2	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Add New		

Knowledge and Experience What is this?

	Essential	Desirable
Knowledge 1	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge 2	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Add New		

Bias Flags

- Bias Flags
- Inclusion prompts

Challenging & Reducing Essential Criteria

Nature of the Job Assessment

colleague and monitoring exercises

Nature of Job

Location Dependency ?

1. Is there any equipment/technology that cannot be used in the office (such as files / printed documents)?

	Always	Sometimes	Rarely
1. Is there any equipment/technology that cannot be used in the office (such as files / printed documents)?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. How often does the role holder need to be present in the office (or at plenary or committee) to receive or conduct work related to this responsibility?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. How often does this responsibility require face-to-face interaction with colleagues, customers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Availability and responsiveness

1. Is the flow of work regarding this responsibility unpredictable (i.e. the role holder does not have visibility of what is coming and when)?

2. How often will there be instances where the role holder is required to act immediately / within the hour?

	Always	Sometimes	Rarely
1. Is the flow of work regarding this responsibility unpredictable (i.e. the role holder does not have visibility of what is coming and when)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. How often will there be instances where the role holder is required to act immediately / within the hour?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Capability & expertise

3. How often will there be instances where the role holder is required to act within the same working week regarding this responsibility?

	Always	Sometimes	Rarely
3. How often will there be instances where the role holder is required to act within the same working week regarding this responsibility?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

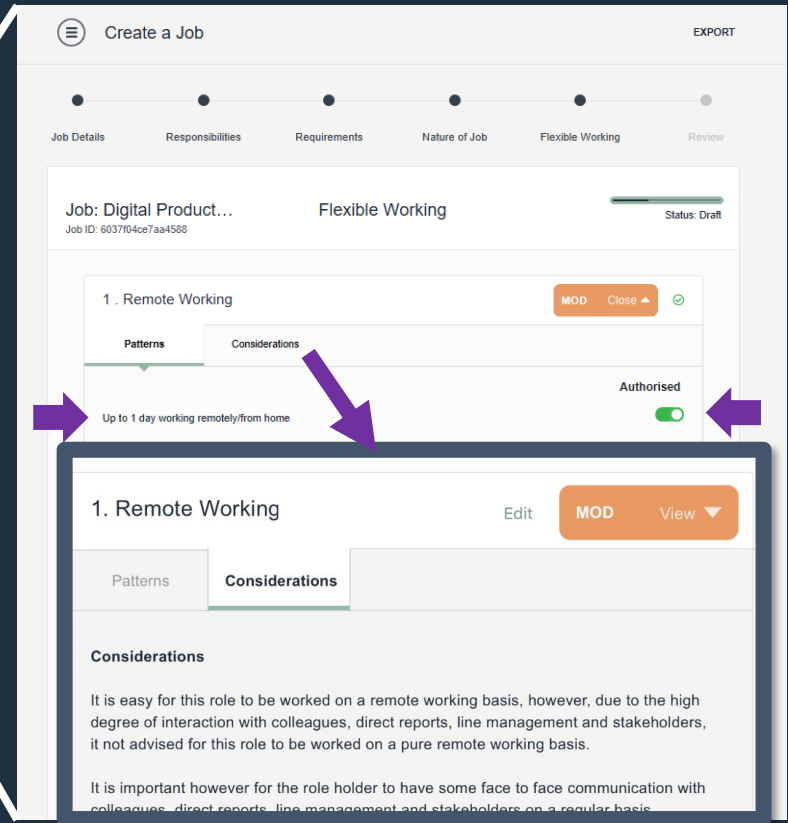
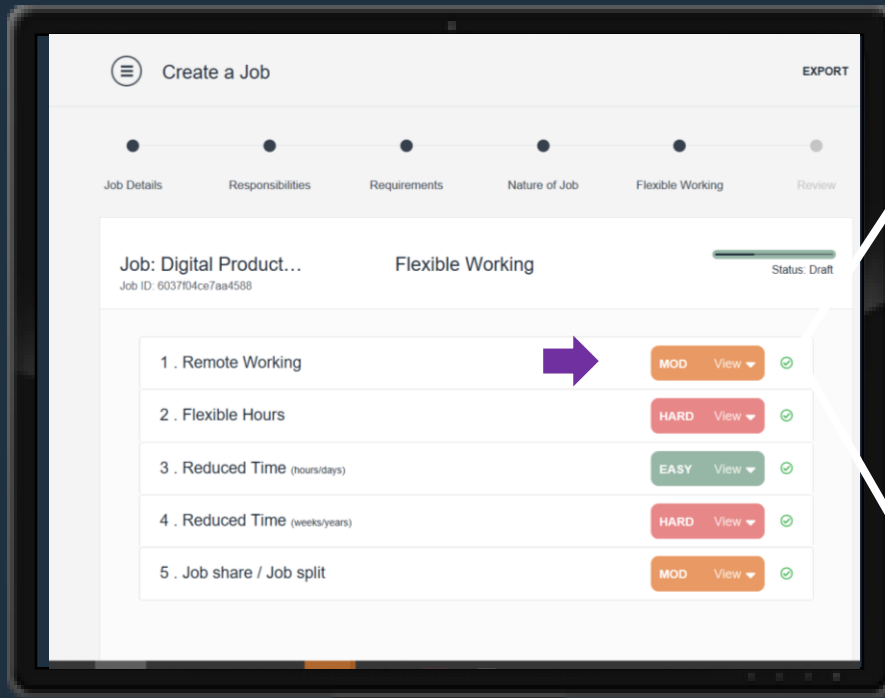
Workflow variation

1. Are there people in the immediate team (or wider office) who also carry out this responsibility as part of their current role but have the expertise to do so?

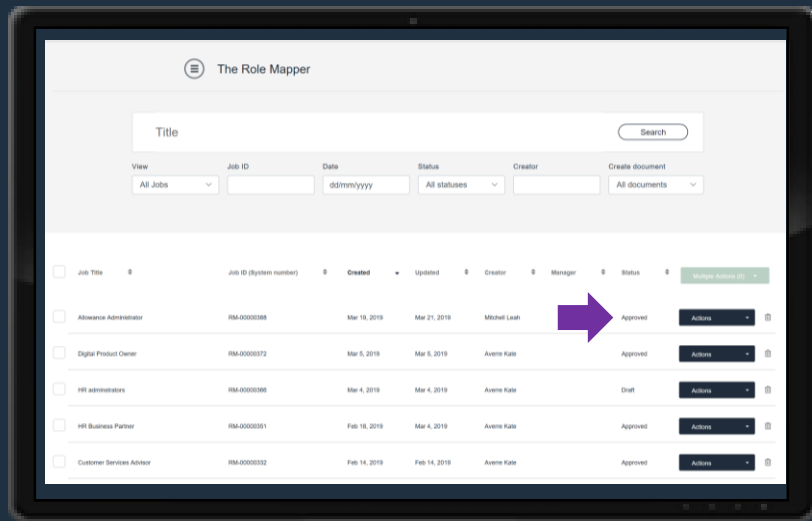
2. Are there people in the immediate team (or wider office) who don't carry out this responsibility as part of their current role but have the expertise to do so?

	None	Some	Many
1. Are there people in the immediate team (or wider office) who also carry out this responsibility as part of their current role but have the expertise to do so?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Are there people in the immediate team (or wider office) who don't carry out this responsibility as part of their current role but have the expertise to do so?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Flexible Working Algorithm



Job Description



A global force in B2B e-commerce, our team are responsible for over 60 websites worldwide. We are pioneers, innovators and disruptors in the world of B2B e-commerce. We are on a digital transformation, experimenting with new tools and services that put customers at the heart of everything we do.

Job Information

Job Purpose

You will be responsible for the accurate recording and processing of claims under the Reimbursement of Members' Expenses Scheme within the office service level agreements and providing Members and their support staff with guidance on the Scheme.

Responsibilities

Provide induction training to Members and Members support staff on aspects of the Reimbursement of the Members Expenses Scheme

Requirements - Skills And Capabilities

- The ability to communicate with a range of audiences through different mediums
- Excellent IT skills (including standard Microsoft packages) and the ability to pick up bespoke packages
- Good time management and ability to prioritise workload to meet deadlines
- Be flexible and willing to adapt to changes
- The ability to form effective and supportive working relationships with your team and colleagues
- Excellent organisational skills
- Good IT skills

Requirements - Knowledge and Experience

- Awareness of how the Scottish Parliament works
- Ability to work in a political environment
- Experience of general administration duties

Requirements - Values

- Stewardship
- Inclusiveness
- Excellence
- Integrity

Flexible working

Flexible Working Options

The following flexible working options are available for this role:

Type something...

Best Practice,
Customisable Template

Automatically Pulls
Through Copy

Only Essential Criteria

Summary Flexible
Working Options

Job Advert

Job USP What is this?

As a Product Owner you will play a critical role in driving our digital transformation and making our customers' lives easier. You will have the autonomy to set the vision for your Product area. Placing yourself at the heart of the business you will drive collaboration and create inspiring experiences for our customers.

Responsibilities

- Creating a vision for your Product area that makes it easier for our customers to do business with us
- Defining clear measurements for success, regularly tracking and communicating the commercial impact of your vision and change
- Being the custodian of your Product area, managing communications to and from the business, engaging in your vision and the impact of this
- Collaborating with cross-functional teams and Product areas to drive continuous change and realise your vision
- Defining clear measurements for success, regularly tracking and communicating the commercial impact of your vision and change

Requirements - Skills And Capabilities

- Ability to demonstrate that you can understand a customer and the complexities of different customers
- Good at building relationships and stakeholder management
- Collaboration with others around the business
- Ability to bring people with you - to explain why or why not (or why not now)
- Understanding of data - be able to show how you measure your goal and set KPIs for your change

Requirements

- Spec
- Expe
- Need
- Expe
- Expe

Company Culture Statement

We want you to experience the freedom and autonomy to realise your potential, share your ideas and make them happen. We want you to feel supported and listened to by a team that celebrates individuality and independent thought, encourages different perspectives and embraces every background.

Flexible Working Statement

We are committed to agile working and currently operate a wide variety of work patterns and arrangements across the parliamentary service. We will be pleased to consider applications from candidates wishing to work flexibly, and the flexible working options available for this role are listed below. Please include clearly any information about your preferred working arrangements in your application.

Rewards and Benefits

Our offices are in the heart of the digital hub of Kings Cross. We have an outstanding benefits package, which includes:

- Bonus
- Healthcare
- 25 days holiday (with the option to purchase a further week)
- Pension scheme
- Childcare vouchers
- Life assurance

Oh, and there's fresh fruit daily

Call to action

Join Us

Do you want to join our digital revolution? Can you help deliver amazing things for our customers? Do you want to bring your ideas and see them turn into cutting-edge solutions? Come join us and grow with a team of people who will challenge and inspire you!

Best Practice,
Customisable Template

Only Essential Criteria

Summary Flexible
Working Options

Inclusive Copy Writing
Guidance & Tutorials

The Role Mapper

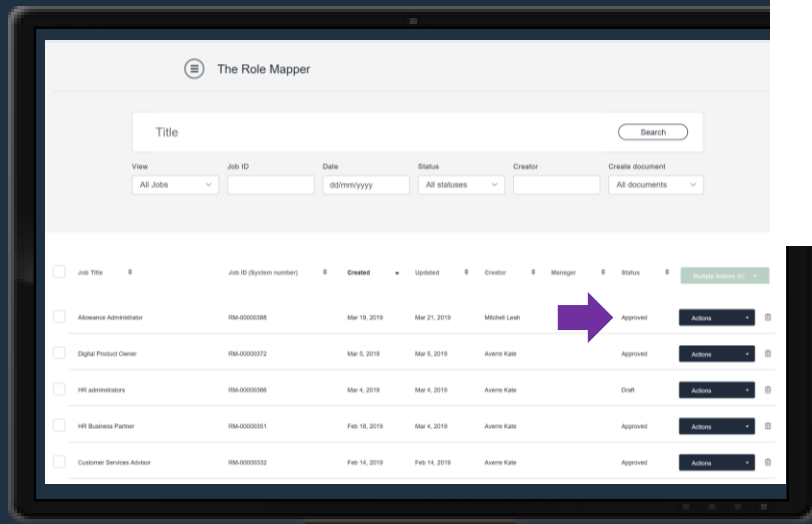
Title

Search

View Job ID Date Status Creator Create document
All Jobs All statuses All documents

Job Title	Job ID (System number)	Created	Updated	Creator	Manager	Status	Actions
Attendance Administrator	RM-00000088	Mar 19, 2019	Mar 21, 2019	Michael Leah		Approved	Actions
Digital Product Owner	RM-00000072	Mar 5, 2019	Mar 6, 2019	Averne Kate		Approved	Actions
HR administrators	RM-00000066	Mar 4, 2019	Mar 4, 2019	Averne Kate		Draft	Actions
HR Business Partner	RM-00000061	Feb 19, 2019	Mar 4, 2019	Averne Kate		Approved	Actions
Customer Services Advisor	RM-00000032	Feb 14, 2019	Feb 14, 2019	Averne Kate		Approved	Actions

Assessment Template



Candidate Assessment Template

Candidate Name

Name of Interviewer

Job Role*

Date/Time of Interview

Scoring Description

Score	Description
1	No evidence (not competent or experienced)
2	Some evidence (reasonable competence or experience)
3	Good evidence (significant competence or experience)

Candidate Assessment Template

Scoring Template

Skills and Capabilities	Commentary / Evidence	Score
A logical approach - able to break things down into component parts		
Understanding of market trends		
Ability to demonstrate that you can understand a customer and the complexities of different customers		
Ability to put the customer at the heart of everything you do		
Eye for detail		
Ability to explain what you need and why you want it		

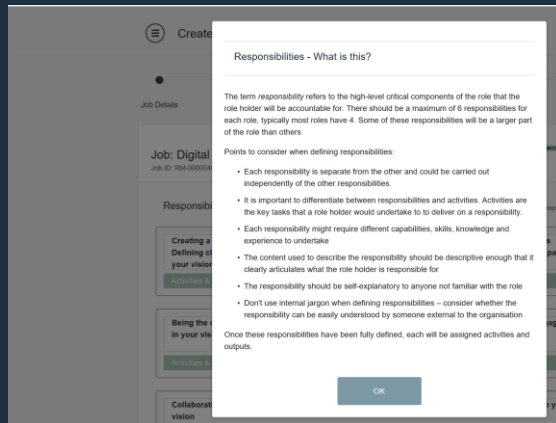
Best Practice,
Customisable Template

Only Essential Criteria

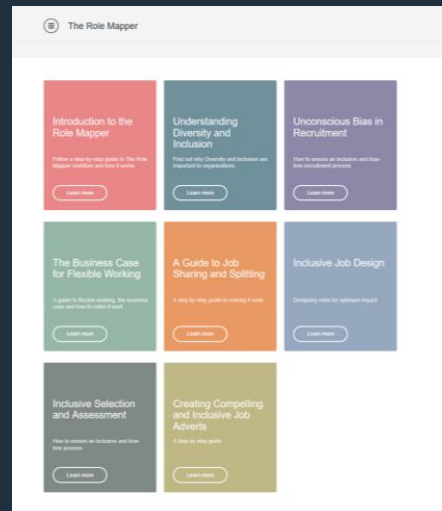
Upload Question Bank



Guidelines, Tutorials, Webinars



Pop up guidelines



Integrated Tutorials

The importance of Job Descriptions in driving Diversity & Inclusion

Understanding and managing biases in the JD creation and Assessment process

The business case for designing Flexible Working into Job Descriptions and how to do it

The business case for designing inclusive role requirements and how to do it

How to design compelling and inclusive job advertisements

How to ensure an inclusive and bias-free selection and assessment process

Webinar Series



Piloting a new approach to Job Design: Flexible & inclusive job design approach

Process

Outputs



Segments of Work: Responsibilities, Activities & Outcomes

We review:

- What you need to do in the job
- What you need to deliver in the job
- How the job breaks down into “segments of work” and key outcomes
- What the USPs are for the role to feed into the advert creation



Inclusive Requirements & Assessment Criteria

We review:

- Skills, capabilities and experience needed to be successful in the job
- The essential criteria and challenge the “norms” about what talent looks like or where it could come from



Nature of the Job Assessment & Flexible Working Patterns

We review:

- The nature of the job (location, work-flow, availability, responsiveness, control)
- Where, when and how the job needs to be undertaken
- The flexible working options that will work for the job



Creation of Inclusive Job & Recruitment Documentation

We create:

- Job design detail
- Flexible working patterns
- Job description
- Job advert (copy written using inclusive language)
- Application form
- Interview assessment template
- A list of operational considerations

Operational Considerations



BrightWorks



Roles and flexible working considerations

Considerations for selecting roles and flexible working patterns for the pilot

Criteria for Selecting Roles

- Low take up of part-time working / demand for part-time working
- Reasonable recruitment activity within time period (c 30 roles)
- Positive impact on employee/candidate population
- Conductor, Ticket Examiner, Skilled Engineer



Roles agreed – the data to support

Pilot Roles	Population		Recruitment (Mar18-Mar19)		Working Pattern	
	M	F	M	F	FT	PT
Conductor	76%	24%	76%	24%	97%	3%
Ticket Examiner	68%	32%	75%	25%	78%	22%
Engineer (Skilled)	99.5%	0.5%	91%	9%	100%	0%

In pilot role areas –

- Considerably more male than female employees
- Comparatively large populations so can make an impact, especially Conductors
- Recruitment over last year perpetuates gender imbalance
- Very few part-time employees but there is a precedent in Ticket Examiner role
- There is however a greater internal demand for part-time hours eg in just one area 2016-2018 there were 22 part-time working requests from Conductors. Only 5 successfully accepted for long term part-time.



Roles and flexible working considerations

Considerations for selecting roles and flexible working patterns for the pilot

Criteria for Selecting Roles

- Low take up of part-time working / demand for part-time working
- Reasonable recruitment activity within time period (c 30 roles)
- Positive impact on employee/candidate population
- Conductor, Ticket Examiner, Skilled Engineer

Criteria for Flexible Working

- Precedent that exists and works well but not formally offered for new roles
- Flexible working option exists in our policy
- Works within existing diagrams and rosters
- Positive (or neutral) effect on existing workforce
- Clear benefits for women and older workers
- Attractive for both internal employees and external candidates



Feasible flexible working patterns and those agreed



Role Mapper Nature of the Job Assessment.

Flexible working patterns identified as feasible -

- ✓ Reduced Time – hours, days, weeks, months
- ✓ Job Share
- ✗ Remote Working
- ✗ Flexible Hours

Conductor/ Ticket Examiner Job-Share

- One role in standard roster carried out by two people
- Normal roster/shift pattern/working hours
- Each person works 2 days a week out of 4 but
- Flexibility required in days and shifts according to timetable
- Holidays shared by 2 people equally, taken at the same time

Skilled Engineer Job-Share

- One role in standard roster carried out by two people
- Normal roster/shift pattern/working hours
- Each person works either 2 or 3 days a week out of 5 but
- Flexibility required in days and shifts according to timetable
- Holidays shared by 2 people equally, taken at the same time



Existing job shares - improved metrics

Reported absences from all existing job shares reduced considerably when moved from FT

One colleague reduced absence from 122 days to just 4 and one colleague reduced from 42 to 0

No late on duty or customer complaints for job share colleagues



For each pilot role

Flexible, inclusive,
standardised job design

ScotRail – Conductor		
1. Job Details		
Job Title	Conductor	Job #
Business Function	Operations	Grade
Department		Location
Manager Name		HR Contact
2. Job Purpose		
To provide an operationally safe environment, delivering an exceptional level of service to our customers while ensuring they all travel with the appropriate, valid tickets.		
As a conductor you will play a key front-line role at the heart of our railway, ensuring our customers travel where they want to go safely, with valid tickets and experience the very best service every mile of their journey.		
3. Responsibilities		
Responsibilities	Activities	
To carry out all required operational and safety responsibilities on train	<ul style="list-style-type: none">Carry out operational responsibilities to the competence standard specified for a Conductor, as defined in Clause 4.2 of restructuring documentAim for maximum punctuality of service ensuring right time departuresKeep doors open to a minimumOpen and close doorsProtect the train and the lines in an emergencyProtect the train and the lines in an emergencyLiaise with signallers and operations control to gain information on door line problemsAssist the driver with emergency proceduresCheck trains at terminating stations to ensure no passengers, or property, been left behindPerform coupling/uncoupling of engine and coaches during emergencyCarry out train route working specifications, (details of duties / procedures required whilst working a train on a specific route), as requiredHave in-depth knowledge of the operational rule bookHave in-depth knowledge of the relevant routes	
To deliver exceptional customer service to our customers	<ul style="list-style-type: none">Carry out customer service responsibilities to the competence standards specified for a Conductor, as defined in Clause 4.2 of restructuring documentPatrol the train and provide information and assistanceCommunicate customer safety and journey information via regular public address announcementsHelp passengers joining and alighting particularly disabled and mobility restricted customers, elderly and those with luggage or children, including portable rampsProvide customer information proactively – train times, destination information, ticket options, assistanceTake reactive responses to assist customers during times of disruption, including use of pagers and mobile phones, when requiredEnsure high standard of on train environment throughout and take remedial action to rectify shortcomings, including litter removal at agreed locations per APPENDIX D1	
To ensure all customers travel with valid and appropriate tickets	<ul style="list-style-type: none">Examine and issue tickets as appropriateDeal with travel irregularities and issue excess faresIssue the appropriate ticket for an individual customer's situation	

Inclusive and gender friendly
job ad

Conductor	
Part-time as part of a Job Share/Full-time	
Do you thrive on taking responsibility and making decisions?	
Are you passionate about making life easier for customers?	
Join our Railway Transformation	
Everything we do begins with our customer. We genuinely care about people. That's why there's never been a more exciting time to join the railway. We're transforming Scotland's railway while running over 2,400 services every single day. We are looking for people who are up for a challenge and can deliver the best service for our customers.	
Step up to this critical role	
As a Conductor you will play a key front-line role at the heart of our railway, ensuring our customers travel where they want to go safely, with the right tickets and experience the very best service every mile of their journey.	
As a Conductor you will be responsible for:	
<ul style="list-style-type: none">Carrying out all the required operational tasks to keep customers safe on their journeys with usProviding exceptional service to support a range of customers with different needs and requestsEnsuring all customers travel with the right tickets to get them to where they want to go	
Fuel your passion for looking after customers	
To be successful in this role you will:	
<ul style="list-style-type: none">Thrive on taking responsibility and making decisions, often under pressure in challenging and sometimes emergency situationsBe a people person, who can create a good customer experience, supporting and managing all kinds of customers with different needsBe a naturally strong communicator who connects with everyoneLove solving problems and thinking on your feet, it's the little details that matter and make our customers feel goodBe comfortable working with strict rules and regulations to keep everyone safe	
Due to the nature of the post and rail industry safety requirements there are certain medical and fitness standards that you would be required to meet if successful.	
Work in a way that works for you	
We like to treat people equally. We recognise that everyone is different and that the way in which people want to work and deliver their best is different for everyone. For the Conductor role, we can therefore offer the following working patterns:	

Inclusive & standardised
assessment template

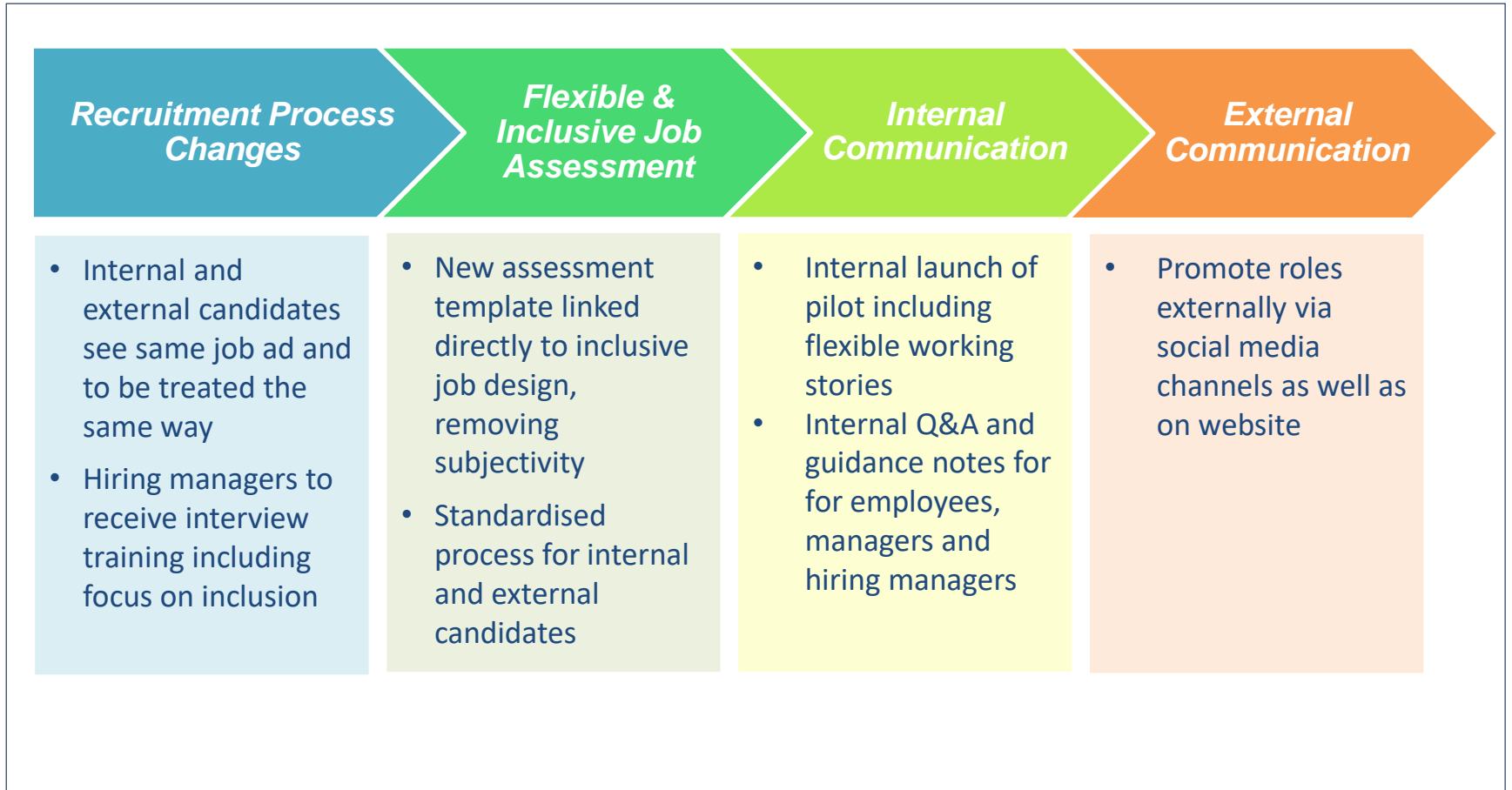
Candidate Name		Interviewer 1	
Date		Interviewer 2	
Time		Role Applied for	
Introduction			
Welcome the Candidate to the Interview and congratulate them for getting to this stage			
• Welcome the Candidate to the Interview and congratulate them for getting to this stage			
• Introduce all parties			
• Explain that the format of the interview will be focussed on situational type questions			
Knowledge of the Role and the Organisation			
1) We'd like to know about any previous work experience that you think is relevant to this role? as well as what your current (or most recent) role.			
<ul style="list-style-type: none">What previous work experience do you have that you think is relevant to this role?What is your current role? (or if not working – What was your most recent role?)			
2) What attracts you to the role of a Conductor?			
3) ScotRail is focussed on Building the Best Railway Scotland's ever had. Can you tell me what you know about ScotRail and what research have you done prior to coming to your interview today?			
Knowledge of the Role and the Organisation Rating:			
Negative Indicators – please tick		Positive Indicators	
No or limited understanding of the role of a Conductor		Demonstrates a good understanding of the role of a Conductor	
Reasons / motivation for wanting to be a Conductor unclear		Has clear reasons for wanting to be a Conductor	
No or limited knowledge of ScotRail/Abellio		Demonstrates a good understanding of ScotRail/Abellio	
Little or no research completed before the interview		Good research conducted prior to the interview	
Short answers (lacking information) given to most or all questions		Full answers given to all questions	
Rating	1	2	3
			4



BrightWorks



Changes made to recruitment process and communications





Successful outcomes and planned next steps

Successful outcomes

- 3 pilot job roles with flexible, inclusive and standardised job design, job ads and assessments ready for recruitment
- Breakdown of perceived barriers to job share with key stakeholders involved so roles can work
- A number of internal job share requests approved during pilot
- Stories collected of successful flexible working
- Locations identified for Conductor recruitment campaign

Planned next steps

- Launch internal and external recruitment campaign for Conductors in chosen locations with job share option
- All hiring managers involved in pilot to receive new interview skills training
- Next skilled engineer role available to be offered with job share option



Project Learnings...

- ✓ Work within existing structures to move forward quickly
- ✓ While identifying and highlighting the structural changes required to deliver future best practice
- ✓ Build principles to help make choices
- ✓ Look for successful precedent
- ✓ Look for latent demand
- ✓ It is then easier than you think to create flexible and more inclusive roles
- ✓ Look for the good stories
- ✓ Engage widely – project team
- ✓ Understand wider stakeholders – unions
- ✓ Be patient.. wait for the right window
- ✓ Prepare for the unpredictable



Q & A

Neil, Sara & Lucy



Actions to take away

Sara & Lucy



Thanks



Contact Details

Sara Hill sarahill@brightworksconsultancy.com

Lucy Carter lucycarter@brightworksconsultancy.com

Neil Archibald neil.archibald@scotrail.co.uk