The Challenge

1. Recruiting women in Tech and Sales positions
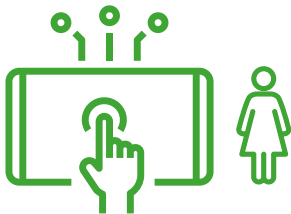
2. Diverse leadership team – previously middle-class white males made up the majority

3. Recruiting candidates with diverse backgrounds and characteristics i.e. disabled, ethnicity, gender, sexuality, age and religion

4. Reducing unconscious bias across recruiting managers

5. Improving candidate experience in terms of the interview panels – making civica look like an inclusive employer
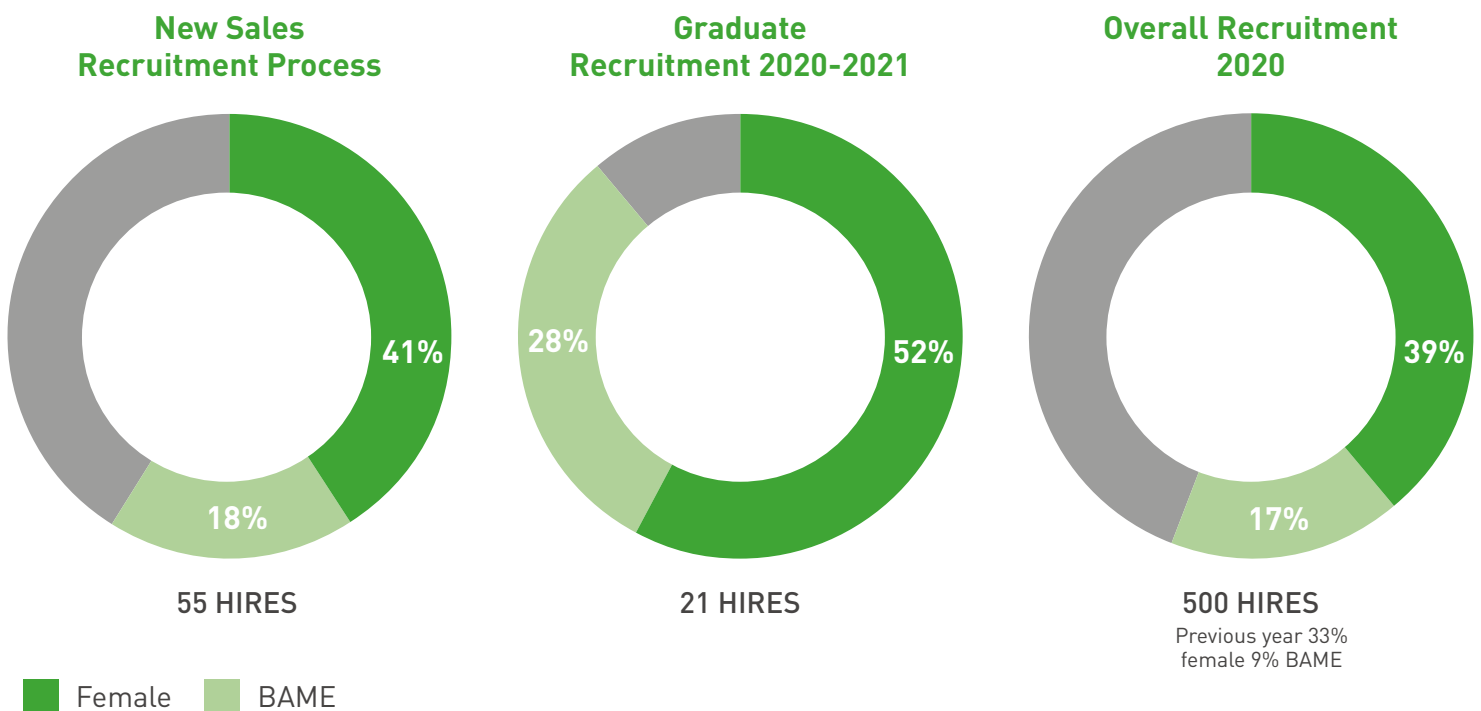
The Solution

- We established a **sales recruitment process** made up of a scoring system

- We created a **global diversity and inclusion project team** made up of members of each country's recruitment team for the Australian and Indian teams. These teams hold regularly monthly meetings

- We made **applications anonymous**, prior to submitting to managers for review, removing any unconscious bias decision making.

- We **encouraged all interviews to be diverse** to help candidates feel like they are represented within the panel, which led to better candidate experience and removed unconscious bias in the decision-making process.

- We **added additional stages** to ensure that the interview panel was diverse, including telephone screening and written tests. CV's and written tests were sent to the hiring manager and only at that stage was the candidate unveiled to the hiring manager

- Any **advertised roles are processed through the gender decoder** to ensure that they appeal equally to both genders

- Our **marketing team tailored all external communications** to ensure that they are more inclusive and attractive to a diverse audience

- All **hiring managers received training on diversity and inclusion** to educate them on best practice and things to be aware off when interviewing candidates, this also included being aware of your personal unconscious bias

- We put **targets in place to aim for a 50/50 diverse shortlist** when submitting CV's for all roles. This applies to all recruitment but is particularly helpful when recruiting senior positions

- We have worked with the marketing team to ensure that **all images, case studies for the company are diverse**

- We are **using specialist advertising platforms** that are targeted towards candidates with diverse characteristics. **BAMEjobs.co.uk**, **LGBTjobs.co.uk** and **disabilityjobs.co.uk**

- All candidates are now asked if they have any specific requirements or special arrangements required for interview.

Key Stats

New Sales Recruitment Process

41%

18%

55 HIRES

Graduate Recruitment 2020-2021

52%

28%

21 HIRES

Overall Recruitment 2020

39%

17%

500 HIRES
Previous year 33% female 9% BAME

■ Female   ■ BAME

Key Elements

✓ Diverse interview panels

✓ CV's neutral / anonymous

✓ Diverse shortlist

✓ Diversity project team

✓ Company and market branding advice / guidance

✓ Scoring system for candidate selection

✓ Diverse advertising

Summary Results

✓ We have seen an increase in the number of female applicants and hires.

✓ We have improved the interview panels to ensure a diverse and fair selection process.

✓ We have removed unconscious bias at CV selection and testing stage completely.

✓ Candidate experience has been vastly improved as they have felt they are being interviewed by a diverse and inclusive organisation.

✓ Experience feedback from potential candidates is much more positive.

✓ A higher percentage of hiring managers are now trained and aware of their own unconscious bias and have improved their hiring of diverse candidates.

The above solutions have contributed to Civica being ranked as a Financial Times 'Leader in Diversity'

> " DataCareers has been a catalyst for change in driving Civica towards a global agenda of a more inclusive and diverse workforce. With the support of DataCareers, Civica continues to challenge the status quo – supporting a culture of diversity and inclusivity which has seen Civica ranked as a Financial Times 'Leader in Diversity' for two consecutive years.
>
> **Andrea Rowe, Diversity Lead Civica** "

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