

3. Recruitment & Diversity

Source: Meeting Minutes 07/03/2008		
Categories	DO's	DONT's
Sourcing	<ul style="list-style-type: none"> Do stress involvement in favor of diversity Do challenge your requirements – follow up on departments job profile Do put job descriptions in writing Do use different methods of sourcing (not just online but in newspapers and also using recruiting firms) Do educate your interim agencies/head hunters in diversity Do define the sourcing/recruiting process Do include at least one diverse source when posting a job Do erase the name of the university when passing resumes from HR to managers Do mix the recruiting team Do analyze where candidates come from to find other potential/diverse sourcing opportunities Do identify success stories and share best practices Do start by publishing all job openings internally 	<ul style="list-style-type: none"> Don't forget to follow and respect country legal requirements (for example no request for age, physical requirements, attitude characteristics or being mobile/available...) Don't hesitate to ask for an external audit on a regular basis to check compliance of your selection process
Selection Method	<ul style="list-style-type: none"> Do put procedures in writing Do make it transparent Do train recruiters Do have recruiters use a written list of questions Do use objective methods of determination – based on competences Do survey applicants, especially rejected applicants, for their feedback on the process Do make sure any written test is given in the candidates native language 	<ul style="list-style-type: none"> Don't be afraid to run a refresher/ update session for HR and managers
Interviews	<ul style="list-style-type: none"> Do have an observer in the interview Do create a handbook of questions you are allowed to ask and not ask Do train recruiters (to interview, to the law, to cultural sensitivity...) Do have a written decision for each candidate – why they did or did not 	

	<p>get chosen</p> <ul style="list-style-type: none">• Do publish all vacant positions• Do use group interviews and decisions on candidates• Do use reverse interviews for training• Do keep track with written feedback and decisions• Do give feedback to all rejected candidates	
--	--	--