



## Advancement of women to lower and middle management

# Recruitment & Selection



### Culture & Awareness

ALREADY  
DOING THIS



NEED TO  
(MORE) ON THIS



NOT RELEVANT  
FOR US



- Be aware of “protective hesitation”. This means that you don’t offer women the same opportunities in order to protect them, for example by not approaching them for a job opening. Prevent this by asking questions instead of making assumptions.

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- Screen recruitment and assessment texts for gender bias.
  - Language matters: review job listings and job requirements to make sure that the text is gender-neutral. Avoid using words that primarily appeal to men. For example: “dynamic”, “flexible”, “team player”.

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- Provide “debiasing” training for employees, especially for those who do the assessments and make the decisions. The focus of this training should be on the application of selection criteria for promotion and on the decision-making process for promotion. These training sessions will increase awareness about personal explicit and especially implicit biases, and the effects of these on the assessment of the potential of men and women for leadership positions.

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- Offer training sessions on advancement without bias, also focused on lower and middle management.

### Policy & Structure

- Provide part-time or flex-time options for lower and middle management positions. But watch out for the pitfall of unpaid overtime. Make sure that the work can actually be completed in the available time.
 

***Example:** consider job sharing, where two (or more) people share one full-time position. The organisation gets twice the experience and expertise for one position this way.*

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- In the job requirements of job listings, ask for specifics that can be checked with a CV.

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- Use recruitment images that show diversity.

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- Announce openings for leadership positions within the company first. Make sure that the job is clearly open to everyone in the organisation.



- Get a diverse group of managers to take a look at the organisational layer right below the open position and objectively select qualified candidates. Actively approach those candidates and encourage them to apply.

- If the company uses a recruiter, ask the recruiter to present a diverse group of candidates.

- Actively post the job opening in networks that represent a lot of women.

- If algorithms are used in the recruitment process: check these algorithms for gender bias and make sure that they are in compliance with human rights.

- Look for potential instead of immediate fulfilment of all criteria. Don't try to find a carbon-copy replacement for the person who is leaving the position.

- Affirmative action, where you give preference to a female candidate in cases of equal qualifications, is an extreme measure which may be used under certain circumstances.

- Guarantee sufficient representation of women on all interview, assessment and decision-making committees. Use 50/50 as a rule of thumb. This is because one token woman on an interview committee is merely an exception to the rule and does nothing to counteract stereotypes.

## Evaluation

- After the interview process, send candidates a brief questionnaire on their experience with the recruitment and selection process.

**Example:** *The recruitment team of a large insurance company regularly evaluates the experiences of candidates with their selection procedure. They also monitor the difference in gender outcomes for job openings filled through different recruiters.*

- Monitor the effects of your recruitment and selection policy by collecting data on gender differences with regard to new employees.

