



# **USAID's Engendering Industries Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries:**

## **2.4 Apply equitable and inclusive recruitment and hiring practices**

## **About Your Gender Equality Plan**

The following Gender Equality Plan was generated using Engendering Industries' online tool: [The Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries](#). The best practices listed in this plan were identified and included to fill gender equality gaps at your organization. The information included in your plan provides an overview of how to implement best practices, challenges to implementation, and markers of success. More information and resources for advancing gender equality at your company are available at [EngenderingIndustries.org](https://EngenderingIndustries.org).

## **Description**

Design selection processes that reduce bias and improve chances for women to be successful (e.g., pre-defining selection criteria and varied assessment methods to analyze different strengths, and using behavior-based interview techniques,<sup>[1]</sup> and structured instead of unstructured interviews)

Develop assessment criteria valuing more diverse skill sets

Establish diverse interview panels to reduce unconscious bias in the hiring process

Revise selection criteria to support women and men from diverse backgrounds to become equally successful in the selection process

Implement mandatory unconscious bias training for all employees involved in the hiring process

Make gender balanced shortlists representative a requirement for open positions

Use work sample tests to evaluate the candidate's skills and competencies to avoid bias

Apply "blind" selection and evaluation principles, e.g., remove names, pictures, and birth dates from CVs when assessing applications and proposing pre-screened candidates to management for further consideration to reduce unconscious biases

Create a Recruitment Policy to formalize all targets and processes, including for hiring interns

## **Challenges to Implementation**

In-depth candidate assessments and interview techniques to reduce bias, such as behavior-based interviewing, need additional training to learn the techniques and are more time-consuming, but at the same time, bring better results

Managers may resist relinquishing their hiring power to a panel

Expert coaching may be required to support revision of all related processes

## What Success Looks Like

In-depth candidate assessment and interview techniques, such as behavior-based interview techniques, are integrated into the selection process Interview panels have at least one suitable representative of each sex

Greater gender parity and diversity in the pool of applicants

More women are hired

Increased number and/or overall percentage of female employees

## Resources and Tools

**Guide:** [A Step-By-Step Guide to Preventing Discrimination in Recruitment](#) (Australian Human Rights Commission)

**Guide:** [Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners](#) (Singapore Management University)

**Guide:** [Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide \(Chapter 1: Recruitment and Selection\)](#) (Gender Equality in Decision-Making, GEM)

**Guide:** [How to Run Structured Interviews](#) (The Behavioral Insights Team)

**Guide (incl. sample KPIs):** [Monitoring and Evaluation Framework for Gender Inclusive Recruitment and Selection](#) (USAID & ICF)

**Guide:** [Gender Inclusive Recruitment and Selection: A Workbook for Clean Energy Incubators](#) (USAID & ICF)

**Guide (incl. Action Plan Template):** [Recruitment and Retention Toolkit](#) (AICPA National Commission on Diversity and Inclusion)

**Guide:** [A Toolkit for Recruiting and Hiring a More Diverse Workforce](#) (University of California, Berkeley)

**Tool:** [Adding a Gender Lens to Nontraditional Jobs Training Programs](#) (Jobs for the Future)

**Tool:** [Checklist for Diversity Hiring Process](#) (Process Street)

**Case Study:** [Philadelphia Water Department's Effort to Make Diversity and Inclusion a Priority when Hiring Engineers](#) (Journal AWWA)

**Case Study:** [EVN Macedonia](#) (International Center for Research on Women, ICRW)

**Example (incl. Resources):** [Interrupt Bias During Recruitment](#) (Queensland Government)

**Report/Study:** [Recruiting and Retaining Women in Non-Traditional Positions](#) (Center for Energy Workforce Development, CEWD)

**Report/Study:** [Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment](#) (PwC)

**Article:** [All-Male Job Shortlists Banned by Accountancy Giant PwC](#) (BBC News)

**Article:** [How To Alter Your Hiring Practices To Increase Diversity](#) (Forbes)

**Article:** [7 Practical Ways to Reduce Bias in Your Hiring Process](#) (Harvard Business Review)

**Article:** [The Battle for Female Talent in Emerging Markets](#) (Harvard Business Review)

**Article:** [If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired](#) (Harvard Business Review)

**Article:** [Why Women Don't Apply for Jobs Unless They're 100% Qualified](#) (Harvard Business Review)

**Article:** [Diverse Interview Panels May be a Key to Workplace Diversity](#) (Working Mother)

**Article:** [The Maddeningly Simple Way Tech Companies Can Employ More Women](#) (New York Times)

**Article:** [How to Recruit More Women to Your Company](#) (Harvard Business Review)

**Video:** [Conducting Unbiased Interviews](#) (Iris Bohnet)

---

[1] **BEHAVIOR-BASED INTERVIEWING.** Type of interviewing grounded in the theory that the most accurate predictor of future performance is past performance in a similar situation. With this type of approach, employers predetermine the core competencies or skills required for success in a particular job. When interviewers ask questions, they are probing for behavior patterns. This technique is also known as STAR: Situation, Task, Action, Result. (Source: [TPP Recruitment, Using behavioural interviewing](#)).