



THE UNIVERSITY *of* EDINBURGH

## Guide to Positive Action

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## Introduction

Positive action in recruitment involves measures taken by employers to remove barriers and disadvantages for people, to improve representation in the workforce.

This guidance should be used alongside the University's wider recruitment guidance which includes policies, training courses and practical information.

### [Recruiters Guidance](#)

The guidance below covers the steps a Hiring Manager can take to include Positive Action within a recruitment process and how to request demographic information should a tie break situation arise after final interviews. A tie break can occur when two or more candidates score exactly the same at interview.

Positive action is lawful in recruitment and can include:

- actively seeking candidates from underrepresented groups and encouraging them to apply.
- setting diversity targets and challenging yourself to achieve these.
- taking forward candidates from disproportionately underrepresented groups over other candidates who have scored the same.

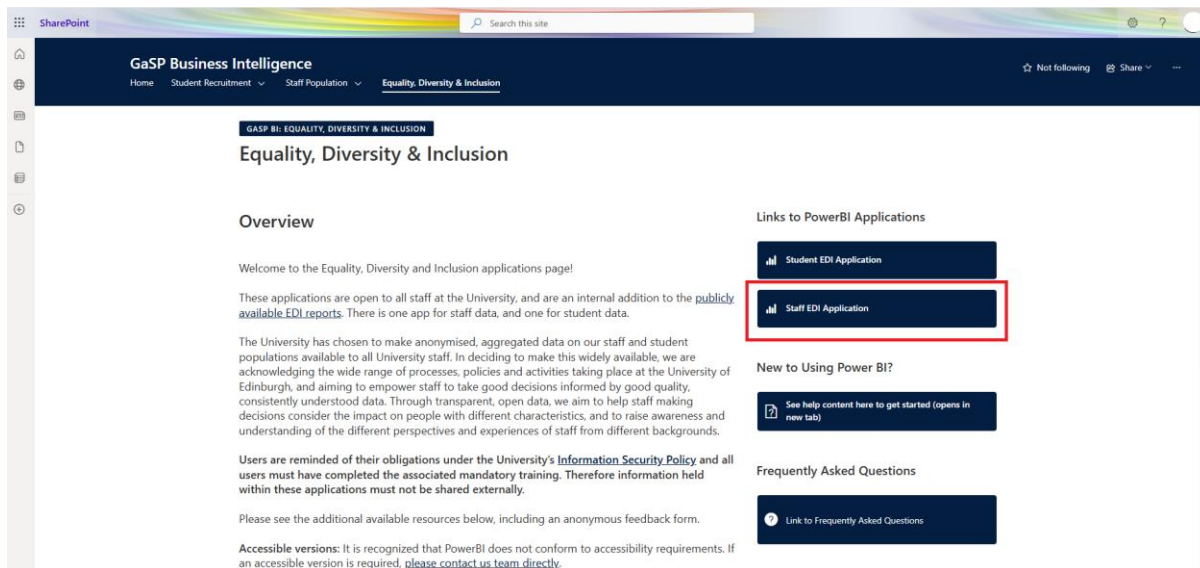
**Please read the [Diversifying Recruitment Guidance](#) before you proceed.**

## Process

1. Before advertising the role, Hiring Managers should consider the diversity of their school or department and identify any underrepresentation, based on clear evidence. A good place to start is the data in the [EDI Data Dashboards \(Staff\)](#). The dashboards provide Staff Equality, Diversity and Inclusion data for a number of demographics, and we encourage you to consider the following:
  - Ethnicity
  - Gender
  - Disability

Full guidance, definitions and FAQs are available from the Dashboard.

From the home screen of the [EDI Data Dashboards \(Staff\)](#) follow the links to the Staff EDI Application and using the guidance within the dashboard and relevant filters review the diversity information for the College/School or Department.



As part of this initial stage, you may want to discuss with your Senior Manager, EDI Lead or HR Partner as well as consider action plans for Athena SWAN or others local to your College, School or Department.

2. If underrepresentation is identified, you must include the relevant paragraph within the Job Advert to encourage applicants from underrepresented groups. The Job Advert Template prompts inclusion of this. If this paragraph is not included Hiring Managers/Recruiters cannot later request the demographic information of any candidates should a tie break situation arise at interview.

*"We welcome applications from all qualified candidates and particularly encourage applications from **[insert demographic(s)]** candidates, as we acknowledge they are currently underrepresented in our area/team/at this level."*

3. Once the Interviews are held, if a tie break situation arises, the Hiring Manager or Recruiter named on the job requisition should contact the HR Helpline requesting the specific demographic data for the pre-identified underrepresented groups for the tie-break candidates. This is only permissible if the job has been advertised to attract the specific underrepresented group(s) (as per step 2).
4. Raise a Service Request using the category Selection Process. Provide the Job Requisition number and title, candidate names and the demographic information requested for the underrepresentation you are trying to address for that specific job.
5. HR Systems check the job advert posting description and view demographic data for the individuals in the tie break and respond within 24 hours with the requested information. It should be noted that candidates do not have to provide their demographic information, it may be that they have provided a 'prefer not to say' response.

6. The Hiring Manager reviews and the final outcome of interviews confirmed to candidates. If the candidates have not provided the demographic information the final selection decision (job offer) lies with the Hiring Manager. Please note:
  - You should not disclose the reason for the decision was made through positive action (or not).
  - You are not obliged to hire the underrepresented person even if the recruitment advert set out to include positive action. For example, if you have set out to recruit for a specific underrepresented group you are not obligated to hire the identified underrepresented candidate (in a tie break situation).
7. It's important that Hiring Managers keep secure records of scoring and decision-making for 6 months before destroying, noting any decisions made in line with legal positive action.
8. The Hiring Manager should update the People and Money Job Requisition to ensure all candidates are moved to an end phase and state and appropriate feedback given.

#### Further information

End to End Process User Guide - [Guide to Recruitment and Onboarding](#).

[Equality, Diversity & Inclusion](#) webpages.