CTM 2030
Ein Hiechyd
Ein Dyfodol
DATBLYGU CYMUNEDAU
IACHAC GYDA'N GILYDD

CTM 2030
Our Health
Our Future
BUILDING HEALTHIER
COMMUNITIES TOGETHER

Inclusive Recruitment and Fair Panels

EDI Learning Forum

Learning Outcomes

1. Spot barriers in the recruitment process
2. Make decisions based on evidence, not assumptions
3. Handle reasonable adjustments confidently
4. Challenge bias and subjective language
5. Take away one practical improvement to make in your next recruitment

Same Process, Different Barriers

Two candidates can follow the same rules and still not have the same opportunity

LANE A

A clear lane

LANE B

- **Application system hard to read**
- **Advert wording felt exclusionary**
- **No adjustments offered**
- **Panel already knew one candidate**

Same assessment criteria applied to both lanes.

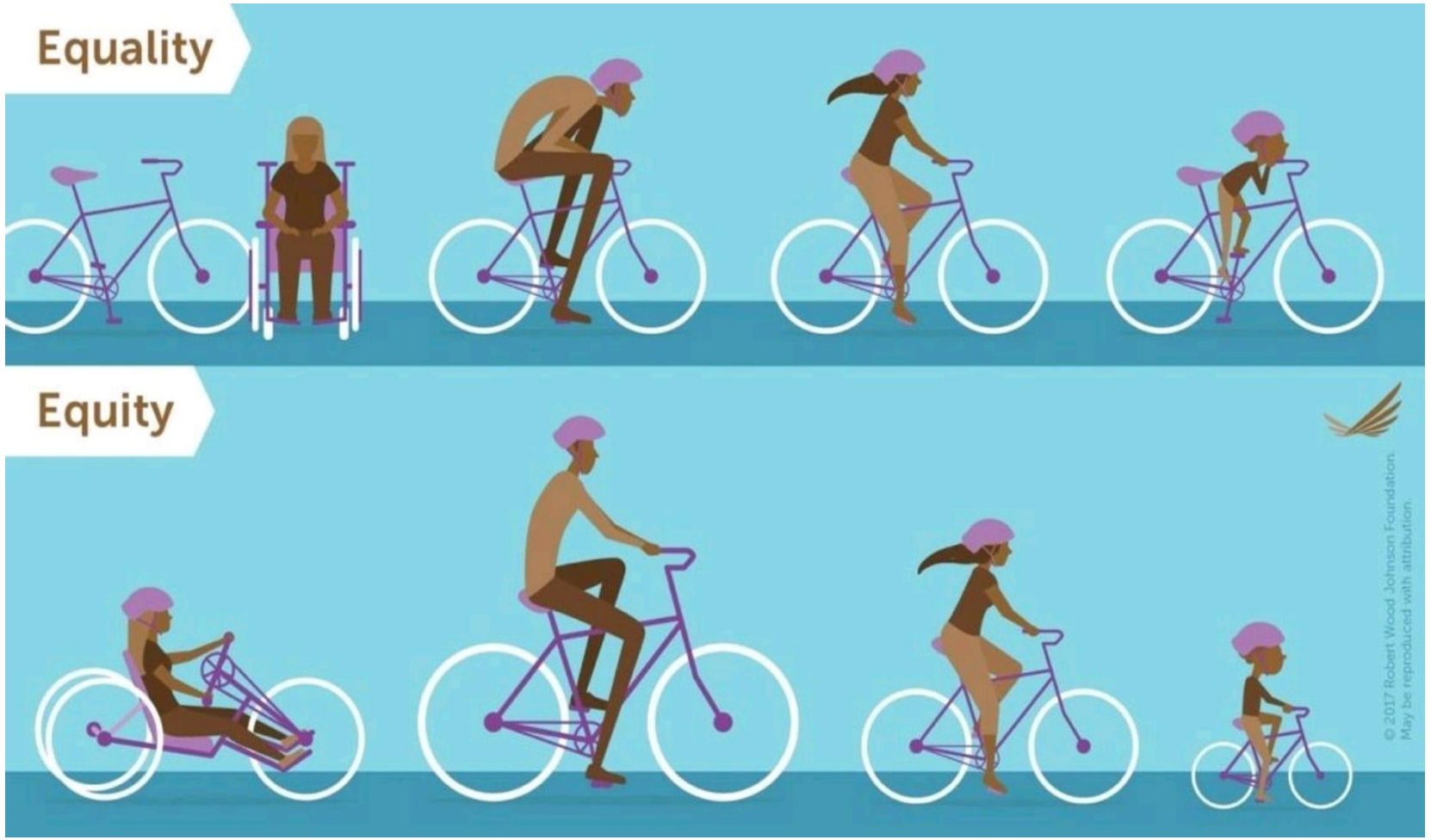
FINISH

At the end, we say the race was fair — because both runners followed the same rules.

Inclusive recruitment asks: did every candidate have a fair opportunity to show what they can do?

How do we ensure every Candidate has an equal opportunity to demonstrate their suitability for the role?

Equality and Equity



Why Inclusive Recruitment Matters at CTM

1 Patient Care

Research suggests diverse teams can improve decision-making and care for a diverse population.

2 Building a Sustainable Local Workforce

Candidates are often our patients and community members. With 76% of staff living within the CTM region, inclusive recruitment helps sustain our local workforce and strengthen our reputation.

3 Staff Experience

Staff survey evidence links perceived unfairness at recruitment with poorer staff experience and retention. Only 56.2% of staff believe promotion and progression processes are fair.

4 Legal & Regulatory

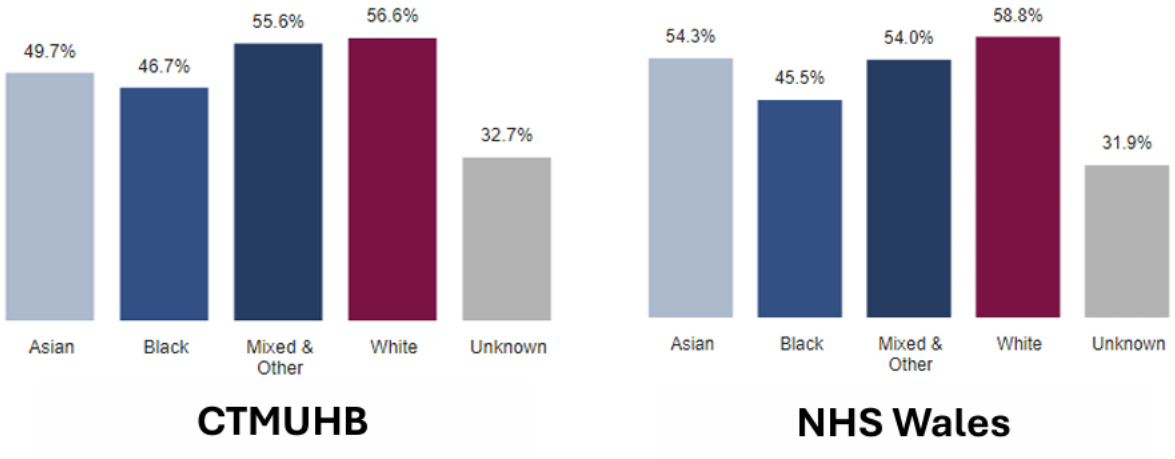
Equality Act 2010, Public Sector Equality Duty (Wales), Welsh Language standards, Anti-racist Wales Action Plan.

Key Findings WRES 2025

INDICATOR 3: Percentage of staff by ethnicity believing their organisation provides equal opportunities for career progression or promotion

Based on staff survey: response rate 26.8%

DATA DISPLAY 3.1



DATA TREND AND SUMMARY 3.1

White staff are more likely than ethnic minority staff, especially Black staff, to feel CTMUHB provides equitable promotion opportunities. This is essentially unchanged from last year. Staff who don't declare ethnicity are the most likely to feel this inequality.

INDICATOR 5: Relative likelihood of staff being appointed from shortlisting across all posts

DATA DISPLAY 5

	CTMUHB	NHS Wales
All roles	**0.61** (0.76)	**0.49** (0.57)
Non-clinical roles	**0.30** (0.34)	**0.38** (0.47)
Clinical roles	**0.44** (0.73)	**0.47** (0.58)
Medical roles	**0.53** (0.48)	**0.63** (0.57)
Asian	**0.73** (0.69)	**0.53** (0.58)
Black	**0.36** (0.80)	**0.35** (0.48)
Mixed/Other	**0.78** (0.87)	**0.75** (0.82)

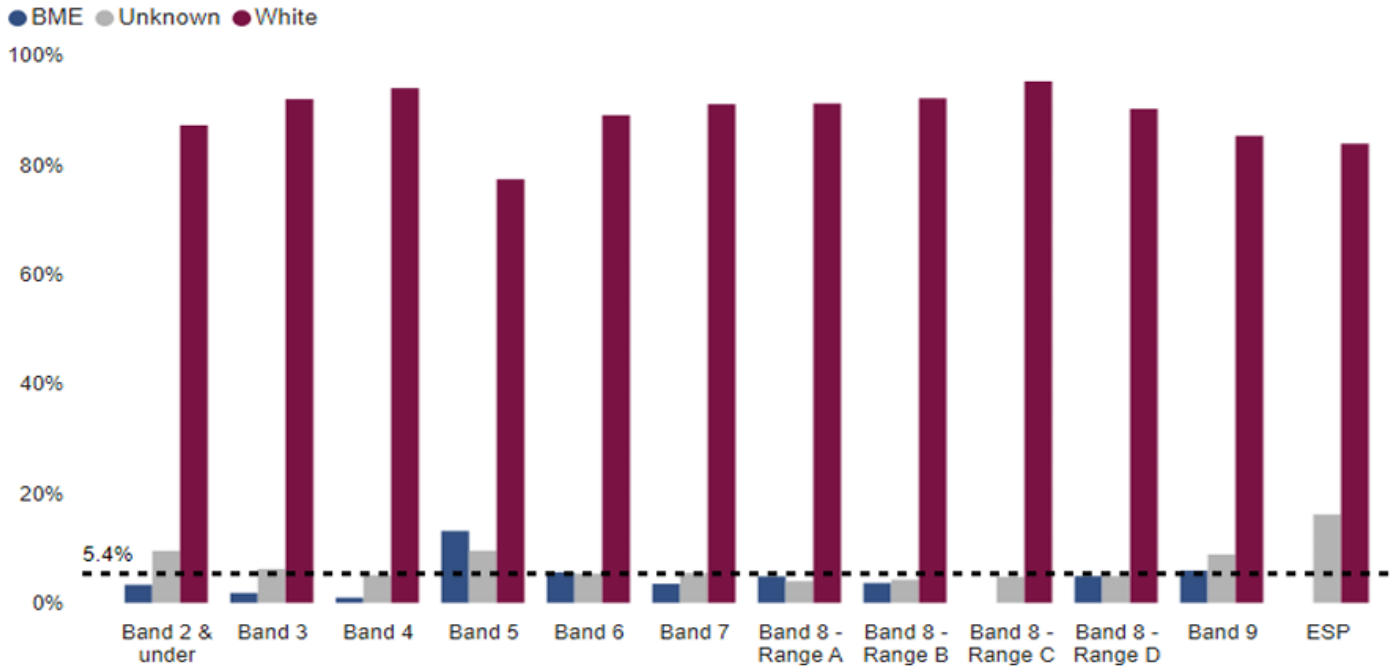
The likelihood ratio is a reflection of Black, Asian and Mixed/Other applicants being appointed after shortlisting compared to White peers. A ratio of 1 reflects parity of appointment process, and values lower than '1' reflect inequality, with a disadvantage for BME staff. Data from 2024 shown in parentheses below (NA = not available)

Key Findings WRES 2025

INDICATOR 2: Percentage of staff by ethnicity in each of the AfC Bands 1-9 and ESP compared with the percentage of staff in the overall workforce

DATA DISPLAY 2.1

ESP' refers to Executive and Senior Posts.



5.4% dotted line reflects % of staff on AfC bands (not doctors and dentists)

RACE COMPOSITION OF CTMUHB (AND NHS WALES)

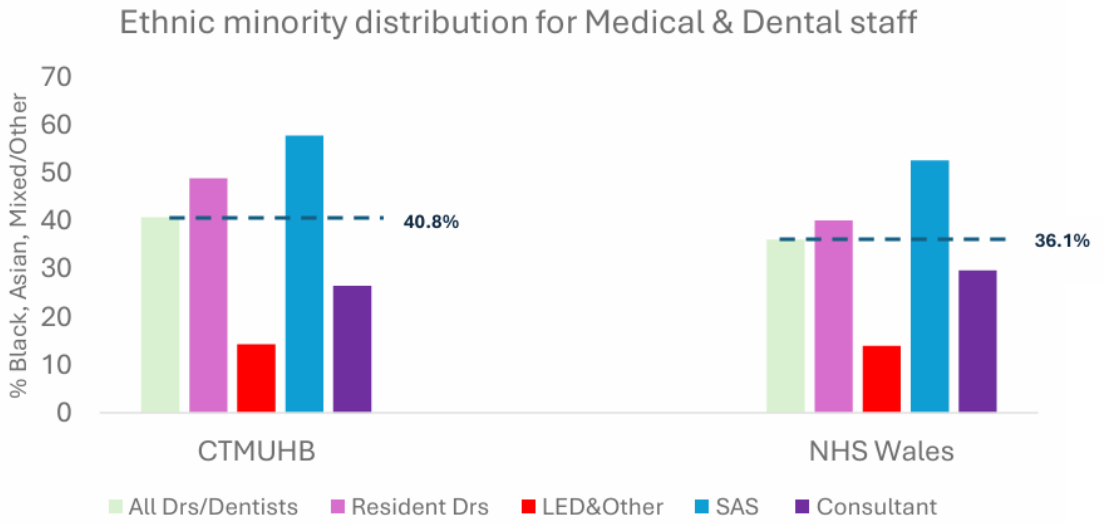
Ethnicity	Headcount	%
Asian	632	4.8%
Black	109	0.8%
Mixed & Other	291	2.2%
White	11,121	84.2%
Unknown	1,051	8.0%
Total	**13,204**	**100.0%**

CTMUHB

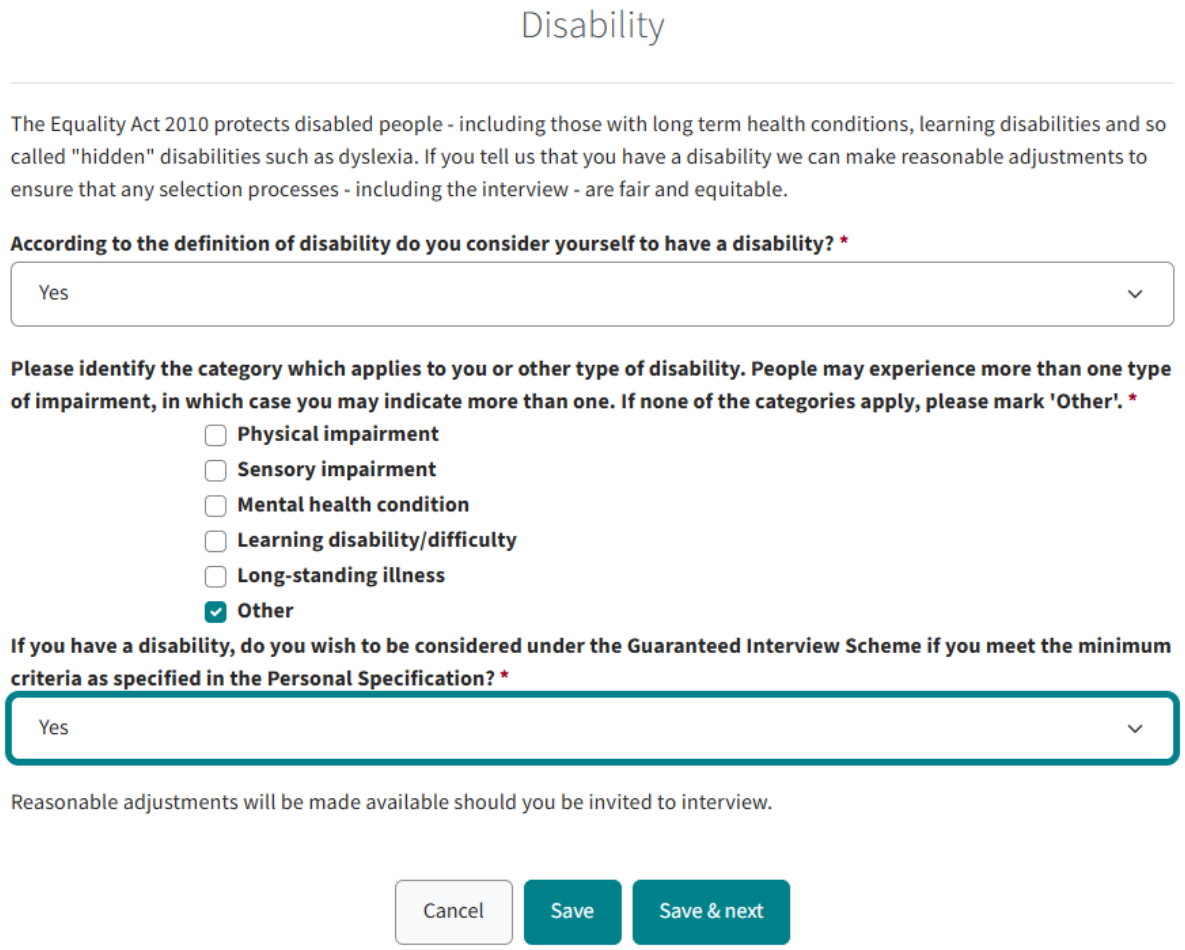
Ethnicity	Headcount	%
Asian	6,721	5.9%
Black	2,097	1.8%
Mixed & Other	3,261	2.9%
White	90,583	79.5%
Unknown	11,309	9.9%
Total	**113,971**	**100.0%**

NHS Wales

DATA DISPLAY 2.2



Why Inclusive Recruitment Matters: Disability Recruitment Journey 2025/26



	Disabled	Non-Disabled
Applications	3,559	90,844
Interviewed	808	8,549
Recruited	152	2,292
Recruitment Rate	**4.3%**	**2.5%**

What Unfair Outcomes Look Like

Deliberate discrimination

Someone intentionally treats a person less favourably because of a protected characteristic. Unlawful, and rarer than assumed.

Addressed through:
policy, HR process, formal action.

Unexamined bias

Well-meaning people acting on assumptions they have not noticed they hold. Universal — a feature of every human brain.

Addressed through:
awareness, structure, calibration.

Systemic and process barriers

The design of the criteria, advert, panel or informal network produces unequal outcomes — with no individual intending it.

Addressed through:
redesign. Most of today lives here.

What Are We Really Assessing?

Confidence	≠	Competence
Eye contact	≠	Capability
Similarity	≠	Suitability
Charisma	≠	Performance
Interview performance	≠	Future success in the role

Subjective Language to Challenge

"They weren't a good fit."
Define fit against the role — or set the comment aside.

"I just preferred the other one."
A preference is information about the panel, not the candidate.

"They lacked confidence."
Did the answer demonstrate the skill? Score that.

"They seemed nervous."
Most candidates are. Nervousness is rarely a role requirement.

"They're not ready yet."
Ready by what measure? Recorded where? Reviewed when?

"Their style felt unusual."
Unusual to whom? Style differences are often culture, class or neurodivergence.

MAKING MERIT WORK

Merit = evidence + fair assessment

- Assess people against the requirements of the role.
- Use evidence, not personal impressions.
- Inclusive recruitment helps us identify the strongest candidate fairly

Common Biases in Recruitment Decisions

Affinity bias

Warming to candidates who feel like "one of us".

"I just clicked with them."

Halo effect

One impressive detail makes everything else look stronger.

"They trained at a great unit — they'll be sharp."

Confirmation bias

Seeking evidence that supports the first impression.

"I knew in the first two minutes."

Similarity bias

Rating people higher when their approach mirrors ours.

"They'd handle it exactly the way I would."

Where Barriers Can Happen

Our focus for today

1 Plan	2 Attract	3 Select	4 Decide	5 Enter	6 Progress
· Workforce planning · Role design · JD & person spec · Criteria & banding	· Advert wording · Where we advertise · Application access · Informal enquiries	· Shortlisting · Tests & tasks · Interview & panel · Adjustments	· Scoring · Final decision · Feedback	· Pre-employment · Onboarding	· Acting-up · Secondments · Talent & development · Progression to Band 6+

Six stages, twenty-one decisions. The interview is just one of them.

Fair Shortlisting

1 Consistent time per application

Set a realistic time per application and apply it to all.

2 Score against written criteria

Not against a mental picture of the "ideal" candidate.

3 Anonymise where practical

Can reduce some bias triggers - supports, but never replaces, structure and multiple assessors.

4 Two shortlisters minimum

Independent scoring first; comparison after. Recommended practice.

5 Career gaps are questions

Gaps often reflect caring, health or maternity. Ask; don't assume.

6 Declare connections early

Prior relationship with an applicant? Say so, and step back from their scoring.

1. Plan | 2. Attract | **3. Select** | 4. Decide | 5. Enter | 6. Progress

Examples of Reasonable Adjustments & Inclusive recruitment practices

- **Questions shared in advance**
  May be agreed as a reasonable adjustment or offered to all candidates as a standard practice.

- **Support worker or assistive technology**
  Includes BSL interpreter, hearing support and other assistive technology where this enables the candidate to demonstrate their ability.

- **Venue information in advance**
  Travel, parking, room layout, quiet spaces and accessibility information.

- **Additional time on written tasks**
  May be appropriate where disability affects processing, reading or writing. Consider each request individually.

- **Accessible interview materials**
  Large print, coloured paper, screen reader, compatible or plain text where needed.

- **Breaks during longer processes**
  Simple, low-cost, often valuable.

- **Virtual or hybrid format**
  Where the role can be fairly assessed that way.

- **Alternative task formats**
  Written vs verbal - where the competence allows.

Diverse and Effective Interview Panels

1 Considered composition

Avoid relying on the same small group. Include different professional or lived perspectives where appropriate.

2 Psychological safety

Everyone on the panel should feel comfortable questioning a score and bring a different perspective. If you're in a more senior role or on a higher band on the panel, help create space for other voices.

3 Clear roles

Chair, note-taker, question leads agreed in advance.

4 Prepared in writing

Questions, criteria and evidence indicators agreed before the first candidate.

5 Trained

Recruitment & selection training current — check CTM UHB requirements.

6 Balanced voices

The chair invites every view and can redirect if one voice dominates.

Equality Act 2010: What Panels Need to Know

1 Direct discrimination

Treating someone less favourably because of a protected characteristic.

2 Indirect discrimination

A rule applied to everyone that disadvantages a group sharing a characteristic — unlawful unless objectively justified.

3 Discrimination arising from disability

Unfavourable treatment because of something connected to disability (e.g. disability-related absence) — unless justified.

4 Reasonable adjustments

A duty owed to disabled candidates and staff: remove disability-related disadvantage. Applies to disability specifically.

5 Harassment & victimisation

Unwanted conduct related to a characteristic; or treating someone badly for raising an equality concern.

6 Occupational requirement

A narrow exception where a characteristic is genuinely essential to a role. Rare, and must be justified.

Fair Scoring at Interview

IMPRESSION-LED

"Came across well. Good energy. Felt like a strong candidate. 7/10."

The problem

- Describes the panel's reaction, not the answer
- No criterion referenced
- Hard to explain to the candidate
- Difficult to defend if challenged

SUBJECTIVE COMPARISON

"Confident, articulate. Would fit the team well. Reminded me of [colleague]. 8/10."

The problem

- Similarity treated as evidence
- "Fit" undefined
- Compares to a person, not the criteria
- Creates legal and appeal risk

EVIDENCE-BASED

"Q2 (managing risk): 4/5 — described SBAR escalation, gave a specific ED example, identified the lesson learned."

Why it works

- Tied to a criterion
- Quotes specific evidence
- Explainable at feedback
- Defensible at appeal

Feedback and Onboarding

1 Offer feedback to every unsuccessful candidate

Recommended practice: specific, criterion-based, developmental. Silence hits internal candidates hardest.

2 Never compare to the appointed person

Feedback references the criteria and the candidate's own evidence — nothing else.

3 Timely, proportionate pre-employment checks

Monitor for delays and keep candidates informed — delays can disadvantage some groups more than others.

4 Adjustments follow the person

Anything agreed at interview must be in place on day one — the new starter should not have to ask twice.

5 Structured induction for every starter

The same core induction regardless of who is on shift that day.

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Any Questions

Contact EDI Team
Email: CTM_Equality@wales.nhs.uk

Thank you!



DIOLCH yn fawr