



## **Recruiting Diversity**

**- how to crack the code**

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# Recruiting diversity- Which barriers do we know exist in the academic sector:

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## National conditions:

- Nordic countries are not necessarily preferred countries for most candidates
- Salary, cost of living and living conditions
- How the institutions do international Employer Branding
- National regional policy goals do not always match the candidates' wishes and needs
- An example:
  - The “Norwegianess” of the academic sector in Norway

## The candidates:

- Missing relevant network
- Lack of knowledge about recruitment and promotion routines
- Lack of knowledge about the professional life in the countries, and the rules of the Nordic academic sector in particular
- Lack of knowledge of unwritten standards and rules
- Struggle to position themselves in terms of further career mobility and promotion

## The institutions:

- Systemic discrimination
- Failed onboarding of managers
- The role of the HR department
- Composition in recruitment committees / scientific councils / academic committees
- Members in the committees lack knowledge of diversity and recruitment expertise
  - Might lead to stereotypes / prejudice and homosocial reproduction
- For some disciplines- more difficult to achieve diversity results
- “Closed” communities and networks- can lead to exclusion
- Failed inclusion



# Employer Branding - Link between international migration and academia

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## **Global talents:**

- Often a temporary perspective
- Prefer megaregions and competence-clusters
- Seeking an international environment
- Career opportunities for spouses and international schools
- Reluctant to learn Nordic languages

## **Refugees:**

- Frequently in need of supplementary education and basic qualification
- Seeking stability
- Can have a long-term perspective
- Eager to establish a new life
- Family oriented

## **Immigrant descendants:**

- Focused on equal opportunities as the majority population
- Often part of major international networks
- The threshold for leaving Norway is usually lower than in "ethnic Norwegian" of the same age
- Sensitive to discrimination and everyday racism
- Strong identity

## **Migrant workers**

- Often arrive with the work contract in hand
- Temporary focus
- Not too keen on learning new languages
- Focus on opportunities for the family
- Variable education level



**Recruiting diversity**



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# Diversity perspective in strategic recruitment and operational selection:

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## Strategic recruitment is about:

- Analyzing short-term and long-term need for competence, heads and hands
- Build the right Employer Brand towards different groups
- Position the organization in the candidate market
- Monitor the candidate market
- Know the candidate market
- Attract the right candidates
- **Candidate care**
- Build “psychological contracts” with relevant candidates

*Strategic recruitment*

## Selection is about:

- Identifying needs and requirements for individual vacant positions
  - Specification: qualifications and personal characteristics
- Select the most qualified candidate based on different selection methods that provide as much accuracy as possible such as:

Interviews

Testing

References

Assessment- Trial lecture

Academic merits- publications

*Operational recruitment and selection*



# Measures we know lead to results:

## “From policies and collecting data to real colleagues”

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- Governance and management – top down and bottom up
- Understanding and knowledge of strategic goals at all levels of management
- Leadership development programs
- Measurement and liability
- Training in recruitment methodology and selection
- Involvement of employees in the preparation of measures
- Onboarding programs
- Long-term mentoring programs, preferably with 2 mentors with different responsibilities
- Employee training
- Language training
- Job 2 programs
- Spouses and family programs
- Social work environment measures
- Monitoring- qualified estimates from within the organizations



# How to train managers

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## The structural level:

- Framework: policies, action plans and goals
- How to practice a "Nordic" management model in a diverse working environment
- Training in recruitment and selection, and talent management
- How can HR contribute?

## The Relational dimension:

- Operational management on daily basis
- Training in cultural awareness
- Communication training
- Conflict handling
- Talent and employee development





*“The institutions that fail to see the importance of Diversity and inclusion might find themselves unable to attract and retain the kinds of employees and partners that constitute our changing world in 5 to 10 years”*

**Shahar Andrade**

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