

Ethical Recruitment and Effective Interviewing Practices

Building Competency-Based Skills, Promoting Inclusion, and Addressing Bias in Hiring





Interview purposes and structures

Explain interview purposes and structures, including STAR and SHER



Effective communication in interviews

Demonstrate effective communication and active-listening in interviews



EDI, fair recruitment and unconscious bias

Apply EDI and fair recruitment principles, and recognise unconscious bias



Learning Outcomes



Employment Legislation

Outline key employment legislation relevant to recruitment practices



Ethical Issues in Recruitment

Evaluate ethical issues employers may face during recruitment and selection



Session Delivery Format

Session is delivered in practical parts: techniques, communication, EDI, bias/legislation, and employer design

Learning Outcomes (Continued)



What Makes a Good Interview?

 **Discuss the following questions in pairs or in groups:**

- Positive/negative interview experiences
- What strong interviewers/candidates do

Interview Formats Employers Use



One-to-One and Panel Interviews

One-to-one interviews involve a single interviewer, while panel interviews involve several people asking questions and assessing the candidate.



Various Interview Styles

Competency-based interviews focus on examples of past skills and behaviours, while telephone and video interviews allow employers to assess candidates remotely.



Assessment Centres

Assessment centres use a range of activities, such as group tasks, presentations and exercises, to assess several skills in a structured setting.

Why Employers Use Interviews (Not CVs Alone)



Assessment Beyond Documents

Interviews allow employers to assess a candidate's communication, behaviour and suitability in ways that cannot always be shown through a CV or application.



Clarifying Evidence and Testing Competencies

Interviews give employers the opportunity to explore a candidate's experience in more detail and use structured questions to assess relevant skills and competencies.



What are the limitations of interviews?

Limits of Interviews, and SME Challenges ?



Limited Insight: Interviews provide only a snapshot of a candidate's suitability.



Risk of Bias: First impressions and unconscious bias can affect decisions.



Limited Resources: SMEs may have less time, money and recruitment expertise.



Informal Processes: Less structure can lead to inconsistent decisions.



Hiring Risks: A poor hire can have a significant impact on a small business.

STAR Technique for Interview Answers



Situation

Describe the context and briefly explain what was happening at the time.



Task

Explain what you needed to achieve and what your responsibility was.



Action

Outline the specific steps you took to deal with the situation or complete the task.



Result

Describe the outcome of your actions and, where possible, what you learned or achieved.

Question: *“Tell me about a time you worked effectively as part of a team.”*



Situation

During a university group project, we were asked to deliver a presentation together.



Task

My responsibility was to research the topic and help organise the presentation.



Action

I completed my research, shared it with the group and helped divide the presentation fairly between team members.



Result

We delivered the presentation successfully, received positive feedback and achieved a good grade.

SHER Technique for Reflective Answers



Situation

Set the scene by briefly explaining the situation and what was happening at the time.



Hindrance

Identify the main challenge, difficulty or barrier you faced in the situation.



Evaluation

Reflect on the actions you took, including what worked well and what you could have done differently.



Result

Explain the final outcome and what you learned from the experience.

Question: *“Tell me about a time you faced a challenge and what you learned from it.”*



Situation

During a busy period at work, I had several tasks that needed to be completed by the same deadline.



Hindrance

I initially struggled to manage my workload and decide which tasks to prioritise.



Evaluation

I created a priority list and spoke to my manager to confirm which tasks were most urgent. Looking back, I could have planned my workload earlier.



Result

I completed the important tasks on time and learned the importance of planning and prioritising my workload.

Choosing Between STAR and SHER



Using STAR for Clear Examples

Use STAR when you want to clearly explain a specific experience, what you did and the outcome you achieved.



Using SHER for Reflection and Learning

Use SHER when you want to show how you responded to a challenge, reflected on your actions and learned from the experience.

Practical Activity: Building Interview Answers



Draft a response to the following questions using the STAR and SHER model;

1. Tell me about a time you worked successfully as part of a team.
2. Tell me about a time you solved a problem.
3. Describe a challenge you faced and what you learned from it.
4. Tell me about a time something did not go to plan. What did you do?
5. Give an example of when you took responsibility for something.

Why Employers Value Examples Over General Statements



Evidence of Behaviour and Impact

Examples provide real evidence of your behaviour, skills and impact, rather than simply claiming that you can do something.



Consistent Competency Assessment

Examples allow interviewers to compare candidates fairly by assessing how they have demonstrated specific skills and competencies.



Clear and Confident Communication

Preparing examples in advance can help you give more structured answers and communicate your experience clearly and confidently.

Active Listening & Professional Communication



Verbal and Non-Verbal Communication

Your body language, eye contact and tone of voice can influence how confident, interested and professional you appear to others.



Professional Language and Active Listening

Using appropriate language and listening carefully shows respect and helps you understand and respond effectively to what others are saying.



Paired Exercise

Speak for two minutes while your partner listens carefully, then ask them to summarise the main points to demonstrate their active-listening skills.



Active-Listening Techniques to Use in Interviews



Ask Clarifying Questions

Politely ask for clarification if a question is unclear.



Summarise Information

Summarise key points to confirm your understanding.



Show Engagement

Use eye contact, positive body language and avoid interrupting.

Equality, Diversity & Inclusion (EDI) in Recruitment



Core Concepts of EDI

EDI aims to ensure people are treated fairly, differences are valued and everyone feels included.



Protected Characteristics and Practices

The Equality Act 2010 protects people from discrimination and supports fair and inclusive recruitment practices.



Discussion on Diversity Benefits

Diverse teams can bring different perspectives, supporting creativity, better decisions and business performance.

EDI: Barriers and the Question of Fairness



Barriers in Employment and Recruitment

Some people may face barriers that make it harder to access the same employment opportunities.



The Question of Fairness

Treating everyone the same may not always be fair, as people can have different needs and circumstances.



Challenges for SMEs

Smaller businesses may face challenges such as limited time, resources and specialist EDI knowledge.

Group Activity: Recruitment Scenarios (Fair or Not?)



Recruiting Only From a Friendship Network

Scenario examples: recruiting only from a friendship network



Interview Times That Disadvantage Applicants

Scenario examples: interview times disadvantage applicants with caring responsibilities



Assumptions About Younger Applicants' Tech Skills

Scenario examples: assumptions about younger applicants' technological capability

Part 5: Unconscious Bias Types

Affinity bias

Favouring people who are similar to us or share similar interests and experiences.

Confirmation bias

Looking for information that supports an opinion we have already formed about someone.

Halo effect

Allowing one positive quality to influence our overall judgement of a person.

Stereotyping

Making assumptions about someone based on the group or category we believe they belong to.

Key UK Employment Legislation



Equality Act 2010

- Protects employees and job applicants from discrimination.
- Covers protected characteristics such as age, disability, race, religion, sex and sexual orientation.
- Employers must ensure recruitment and workplace decisions are fair and non-discriminatory.

Employment Right Act 1996

- Sets out key legal rights for employees.
- Covers areas such as written employment terms, wages, notice periods and unfair dismissal.
- Helps employers understand their responsibilities throughout the employment relationship.

Key UK Employment Legislation



Data Protection Act 2018

- Controls how organisations collect, store and use personal information.
- Includes information such as CVs, contact details and recruitment records.
- Employers must ensure personal data is handled securely and appropriately.

Health and Safety at Work 1974

- Requires employers to protect the health, safety and welfare of employees.
- Employers should identify and manage potential workplace risks.
- Appropriate measures must then be taken to provide a safe working environment.

Bias Reflection Exercise (Candidate Profiles)



Choose Your Candidate

Individually choose which candidate you would select and explain why



Reveal New Information

Reveal additional information that challenges initial assumptions



Reflect on Decision Changes

Discuss whether decisions changed and what influenced judgement



Identify Bias Reduction Methods

Identify practical ways organisations can reduce unconscious bias

How to Reduce Unconscious Bias in Recruitment



Challenge Assumptions

Focus on evidence, skills and experience rather than making assumptions about a candidate.



Improve Fairness

Use the same questions and clear assessment criteria to evaluate candidates consistently.



Use Reflection and Training

Regular reflection and training can help recruiters recognise bias and reduce its influence on decisions.

Entrepreneurial Focus for Employers



Entrepreneur and SME recruitment challenges

Smaller businesses may have limited time, budgets and staff available to manage recruitment effectively.



Balancing skills and cultural fit

Employers should consider both the skills needed for the role and how candidates may contribute to the team, while maintaining a fair process.



Ensuring fairness in small organisations

Even when recruitment is informal, SMEs should use clear criteria and consistent processes to ensure candidates are treated fairly.

Group Task: Design an Interview Process for a Small Business



Define the Job Role

Imagine you own a small business and must recruit an employee



Create Interview Questions

Create three interview questions



Develop a Scoring System

Create a scoring system



Ensure Fairness and Inclusivity

Add measures to ensure fairness and inclusivity

Key Takeaways

Use structured interview models

Use structured interview models (STAR/SHER) to communicate evidence-based answers

Practice active listening and professional communication

Practice active listening and professional communication to improve interview effectiveness

Recruit fairly and inclusively

Recruit fairly and inclusively by addressing unconscious bias and aligning with employment legislation

Next Week (Week 9)

**Applied Professional Practise and
Recruitment Simulation**

**Bring the job role that you used for
Assessment 1**

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Thank You.

**If you have any questions, please do
not hesitate to get in touch.**

scott.james@uwtsd.ac.uk