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Number 2020 /15**

**PROMOTING GENDER EQUALITY IN RECRUITING
AND HIRING**

APPROACHES FOR CONSIDERATION IN THE CRFM

**CRFM Secretariat
2020**

CRFM Technical & Advisory Document - Number 2020 / 15

Promoting Gender Equality in Recruiting and Hiring - Approaches for consideration in the CRFM

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CRFM TECHNICAL & ADVISORY DOCUMENT – Number 2020 / 15

Promoting Gender Equality in Recruiting and Hiring - Approaches for consideration in the CRFM

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Preface

The CRFM's Gender Mainstreaming Initiative addresses, as one outcome, improved governance for gender-responsive fisheries planning and decision making by empowering fishery organizations to actively participate in policy dialogue and fisheries governance mechanisms, enabling meaningful participation of women, and youth, and organizing age and gender-sensitive management and leadership trainings. Towards this end, we seek to promote application of social science and gender expertise requirements to the recruitment of new staff in CRFM and national and regional fisheries organisations. We feel that the end of project target of guidance for these requirements, pursuant to the financial assistance of Global Affairs Canada, is met by the recommendations of this paper.

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Summary

The CRFM, in seeking to exemplify the best practices in management related to the fisheries sector, seeks to be seen as an equal opportunity employer, which values diversity and is committed to an inclusive, respectful work environment. To this end, CRFM should always apply objective and fair criteria to ensure that staff members are selected, assessed, promoted and treated on the basis of their relevant skills, competencies and experience. In this regard, this paper proposes guidance for application of social science and gender expertise requirements to inform the recruitment of new staff, whether at the CRFM Secretariat or national and regional fisheries organisations. Some general considerations of steps that can be taken *specifically* to promote gender equality in recruiting and hiring processes are presented, as well as approaches to integrating recruits into the workplace; and, a policy framework to ensure that CRFM's conservation policies, programmes and activities benefit women and men, regardless of age, equally and contribute to gender equity and decent work.

General

The Caribbean Regional Fisheries Mechanism (CRFM), as an institution that seeks to promote and exemplify the best practices in management related to the fisheries sector, must tout itself as an equal opportunity employer that values diversity in all forms and is committed to an inclusive, respectful environment for all. It must be CRFM's policy to ensure that all individuals are treated equally without regard to race, colour, national or ethnic origin or ancestry, religion or creed, sex (including pregnancy, childbirth, and related medical conditions), disability (physical or mental), citizenship status, marital status, genetic information, age, sexual orientation, gender identity or expression, political or religious belief, medical condition, military service and/or veteran status, or any other characteristic protected by applicable law. To give effect to this ethos, CRFM should always apply objective and fair criteria to ensure that staff members are selected, assessed, promoted and treated on the basis of their relevant skills, competencies and experience. Appendix 1 outlines the over-arching policy framework to which CRFM should seek to adhere.

Guidance for application of social science and gender expertise requirements to inform the recruitment of new staff in CRFM and national and regional fisheries organisations can be provided by a number of on-line resources.¹ While this can be a relatively extensive process including an institutional gender audit and assessment, there are some general considerations of steps that can be taken *specifically* to promote gender equality, sexual orientation and gender identity, ethnicity in recruiting and hiring processes.

Recruitment and hiring

It must first be recognised that building successful teams is not easy. Recruiting takes valuable time, often at the expense of important day-to-day work. But getting the right people in the right seats is critical for organisational growth. A bad hire or a vacant role is just too costly.

Job benefits & environment should be clarified and guaranteed “up front” (with special regard to the familial responsibilities that mothers often hold): maternity/paternity leave, privacy and understanding for breastfeeding mothers, flexible hours (to accommodate parental responsibilities), family-friendly work social events, non-discriminatory dress codes, policies and safeguards in place pertaining to harassment, etc.

To build teams that will maintain high-level productivity, the approach is to (work smarter not harder by) developing a strategic, streamlined recruiting process to get the greatest return on the time and effort you're investing in each step. It is important to ensure that the institution is hiring the “right” people who are interested in having that required role; supporting human resources as a means to better develop and implement programs and procedures that are the priority focus of the CRFM.

A. Streamlining recruitment

Here are five ways for consideration to revitalize recruiting practices:²

1. Clarify what is needed before recruiting.

1 For example: <https://www.itcilo.org/resources/ilo-participatory-gender-audit> , <https://www.rerc-resilience-southeastasia.org/wp-content/uploads/2015/12/Gender-Audit-Handbook-2010-Copy.pdf> ;
https://www.wgea.gov.au/sites/default/files/documents/Recruitment_and_Promotion_0.pdf ;
https://officeforwomen.sa.gov.au/__data/assets/pdf_file/0016/48112/DCSI-929-OFW-Gender-Neutral-Bklet_Update_JUNE17_v2.2.pdf

2 <https://www.inc.com/entrepreneurs-organization/5-steps-to-revitalize-your-recruiting-process-in-2019.html>

Many entities make the mistake of either recruiting before they've clearly defined each role or creating such a specific laundry list of qualifications that they're searching for a rare, elusive “unicorn”. Instead, it is important to work with decision-makers to establish:

- The reason for hiring for each role
- What each role is expected to accomplish
- How they will work with others, both internally and externally

Then, identify both must-have and nice-to-have skills and traits. In the job description, make clear which qualifications are critical versus desirable. This will prevent good candidates from self-disqualifying and help you quickly home in on the best candidates. Once you think a job description is “nailed”, run it by others for a reality check.

2. See things from the candidate's perspective.

Recruiting is a sales and marketing function, especially with today's unemployment and changing workforce demographics making it harder for organisations to find the employees they need.

So how does one differentiate the organisation to stand out? Answer this question from a potential employee's perspective. Are there opportunities for growth or professional development? Does the organisational culture create a place people want to go to work every day? Is the product or service ground-breaking and fun to work on? Is leadership inspiring or passionate about mentoring? Beyond basic compensation and benefits, it is important to play up the perks, to attract real talent.

3. Actively seek the people you want to hire.

When an open position is posted on a website or job boards, people are reached who are actively seeking a job. This method misses a significant audience: Qualified people who are not looking for a job and therefore won't see the posting but may be open to a new opportunity.

Be open-minded and creative about how to tap into both types of potential candidates. For instance, one could create a persona sketch of the ideal candidate to pinpoint where to find them. What would they do in their free time; what groups or clubs are they in? Seek them on LinkedIn groups, or post where they are likely to look, even if it's not a standard job board. Also, make the most of your network and that of your team. Establish an employee referral plan, incentivizing current staff to help fill the position.

4. Create an efficient, effective interview strategy and be ready to act fast.

A strong interview plan will help to get the most comparable information about each candidate, while not losing the favourite candidates because of long wait times. Remember, people have choices, and we don't want an ideal candidate to take another job because the interview process takes too long.

Assign different focus areas to each person on the interview team, which provides the opportunity to learn more about each candidate. After every interview, meet with the interview team to debrief while thoughts are fresh. This makes it possible to move fast with an offer letter when you find a great person.

If the interview process is lengthy, let the candidate know upfront what to expect to avoid them getting frustrated and dropping out. Regardless of how long your process is, keep candidates up-to-date and ask where they are in their search. If you've decided against someone, let them know sooner rather than later. Remember, candidates' interview experiences with the organisation will reflect on its brand, and therefore the future ability to hire.

5. Recruiting is a two-way street and doesn't stop at the offer letter.

The favoured candidate is likely someone else's favourite candidate, too. Talk to them in a lively and friendly way, to impress them with a “bag of free gifts” or reinforce points of differentiation by having them engage with upper management or board members. When you find the person you want to hire, help

them feel like they're already part of the team. If you just send an offer letter and wait, you're missing an opportunity to show them why they want to pick your company.

You never get a second chance to make a first impression. On your new employee's first day, do things that will make them feel good about their choice. Let other team members know so they can welcome their new co-worker, too. Have a training plan in place that will set them up for success.

Adopting these small changes can make a big difference in your recruiting efforts. Start the year right with a solid plan and approach to filling your company with the people who will drive your success to new heights.

6. After identifying the successful recruit

Following the interviewing process for a position, suitably qualified candidates who have been interviewed but were unsuccessful could be put on a roster for future reference. Consideration can be given to whether the length of time to be kept on this repost should be differentiated by gender.

B. Steps to Promote Gender Equality in Recruiting and Hiring

Having generally considered recruiting practices, seven (7) steps can now be taken to Promote Gender Equality in recruiting and hiring processes³

1. Use neutral language in job descriptions

If a specific skill, certification, or experience is required, mark it as such. For others, indicate clearly when qualifications are "preferred." Keep in mind the oft-stated statistic, "Men apply for a job when they meet only 60 percent of the qualifications, but women apply only if they meet 100 percent of them." Don't inadvertently discourage women candidates with rigid language.

The wording of a job description is incredibly important. Tools such as Textio⁴ will scan your document for gender neutrality. Appendix 2 gives some pointers on how to develop advertisements that are more gender inclusive

2. Make a scorecard

Score carding is the idea of determining the core competencies of a new role before the position officially opens. It empowers you to decide what skills are necessary to achieve the desired outcomes of the role. For example, if you have an open sales position that needs to close \$1,000,000 in revenue, you're looking for a closer--more specifically, someone who has experience working with enterprise-level companies and their marketing teams to generate that revenue.

Use the scorecard to generate role-appropriate questions, then assign co-interviewers to focus on these questions and their associated attributes. This will help keep the priorities of the role clear while limiting the potential for bias.

3. Provide organizational training around bias

An important part of achieving gender balance at work is addressing unconscious bias in the sourcing process.⁵ Unconscious bias⁶ and confirmation bias⁷ can become significant problems when recruiting. Your organization must address bias and prompt people to think deeply about it,

3 <https://www.inc.com/entrepreneurs-organization/7-steps-to-promote-gender-equality-in-recruiting-hiring.html>

4 <https://textio.com/>

5 <https://business.linkedin.com/talent-solutions/blog/diversity/2019/how-women-find-jobs-gender-report>

6 biases formed throughout life and held at the subconscious level, mainly through societal and parental conditioning

7 Confirmation bias occurs from the direct influence of desire on beliefs. When people would like a certain idea or concept to be true, they end up believing it to be true. They are motivated by wishful thinking.

therefore taking away its power.⁸ It can be as simple as hosting training over lunch or holding more complex programs through an HR or diversity and inclusion specialist.

4. Involve more people in the interview process

Candidates want to see themselves represented within an organization. It can be very intimidating to be the only man in a room full of women (or vice versa). If a company promotes diversity as a core value, all genders *should* be represented within an interview process. That allows for different perspectives when answering the interviewee's questions and ensures the candidate feels comfortable (or as comfortable as one can in a job interview setting). In situations where this isn't possible, limit the number of people in the interview, with two interviewers to one candidate, for example.

5. Avoid small talk, when possible

Small talk is a simple--but sometimes destructive--pitfall. If a candidate and interviewer begin discussing sports, discovering that they both root for the Cincinnati Bengals, the interviewer may favour that person when it comes to scoring. It may also alienate candidates who dislike sports. If small talk must happen--we are human, after all--choose neutral topics, such as the weather or industry-relevant meetups, events and educational topics.

6. Interview location, location, location

A woman was invited to interview with a start-up. The potential employer wanted to conduct the interview *in a bar*. After long consideration, she decided not to go--out of concern for her personal safety.

Such scenarios not only affect female candidates but can dissuade anyone who struggles with alcohol issues or doesn't go to bars for religious reasons. Additionally, a bar is not a professional setting to conduct an interview even if the person (woman/man) will work at the bar. The interview should be conducted elsewhere, and a tour of the bar could be later arranged if relevant. If you don't have an office, borrow someone else's office, find a coworking space, or meet at a coffee shop.

7. Hold the organisation accountable by tracking diversity numbers

If you can't measure it, you can't improve it. A most valuable business tool is a multi-year forecast that includes goals, aspirations and game plans. It is important to specify quantitative measures for increasing diversity and establish metrics that the organization will manage toward. To the extent practicable, a gender specialist/expert should be on staff to lead this; failing that, one should be retained/ contracted. It also important to engage staff with the Conventions and Instruments covering gender equality and human rights that their Member States have signed onto for context, knowledge transfer and synergy with and among programmes and policies

C. Integrating the recruit into the workplace

There must be a recognition of the types of roles for which the organisation hired. The organisation should actively promote women to the highest decision-making level positions⁹ (internally or externally)

⁸ There has been some research about differences between men & women in their job application decisions (see: <https://business.linkedin.com/talent-solutions/blog/diversity/2019/how-women-find-jobs-gender-report>). On the issue of bias, a useful and interesting tool can be found at: <https://implicit.harvard.edu/implicit/selectatest.html> - Harvard has developed tests to help people recognize their own implicit bias, and there is one on gender & careers

⁹ c.f. Beijing+25, the most comprehensive roadmap ever devised to achieve gender equality and women's equality with men. "Women in decision-making" is one of the 12 pillars of the Beijing Declaration and Platform for Action

to support their growth in leadership and decision-making roles; and then once hired, continue to support development with temporal and financial resources allocated for this.

Consideration must also be given to internal mentoring support to build capacity and networking. Criteria for all roles (and interview candidates with specific questions) on social equity and gender equality should have been incorporated into the process. Knowledge, and/or interest to build on knowledge of the dynamics and issues on gender equality, diversity and inclusion should be a requirement for any recruit, and for CRFM specifically, given the sector and work with fisherfolk.

It is helpful to have a formal system in place where staff can sign up to be a mentor/mentee. This, mindful that in some jurisdictions, when mentoring is only informally encouraged, it often appeared to be easier for male employees to find a mentor and female employees are often left out of that informal system. It is also worthwhile to encourage a culture where staff at the organization who would be peers of the recruit make themselves available for discussion; this allows the recruit an opportunity to learn more about the atmosphere of the work environment. Mentoring should also be encouraged with other women leaders, from outside the organisation itself, as such to strengthen a cadre of women's leaders

All new staff should receive training not only on gender within the workforce, but also to ensure that they can conduct gender-responsive programming and inclusive partner/member relationships

The organisation must encourage and support staff to continue growing, challenging themselves and finding personal development satisfaction in expanding their knowledge throughout all stages of their careers.¹⁰

Conclusion

This guidance on the recruitment of new staff in CRFM and its national and regional fisheries(-related) organisations, seeks to engender an employment philosophy whereby staff members at all levels are selected, assessed, promoted and treated on the basis of their relevant skills, competencies and experiences and, in particular, no suitable job applicant or staff member will ever receive less favourable treatment on grounds of race, colour, national or ethnic origin, gender, marital status, sexual orientation, disability, class, age, political or religious belief. CRFM seeks to attract and retain top performers from the full depth of the available talent pool and address the evolving needs of the workforce in terms of quality of life and dual career expectations. By creating a variety of perspectives – gender and culture – that stimulate productive creativity and innovation – CRFM will ensure and maintain its credibility and effectiveness in the world.

¹⁰ C.f. <https://www.conservation.org/about/conservation-international-jobs>

Appendix 1. Proposed gender policy framework¹¹

1. Summary

The objective of this policy framework is to ensure that CRFM's conservation policies, programmes and activities benefit women and men equally and contribute to gender equity, as part of CRFM's broader commitment to strengthen the social dimensions of its projects, programmes and policy work. It describes the rationale for gender mainstreaming in the context of CRFM's mission and goals; and, outlines CRFM commitment to integrate a gender perspective in our programmatic and operational structures and procedures, pursuant to the statement issued by the 8th Special Meeting of the CRFM Ministerial Council: *“that international and national norms regarding issues pertaining to gender, youth, and decent work be adhered to, and be incorporated into all CRFM policies, protocols, programmes, and plans.”*

2. CRFM's belief

CRFM understands that fisheries management includes facilitating social change and our work is largely about influencing and changing people's behaviour, policies and social institutions towards a more sustainable use of natural resources. People's behaviour and fisheries management decisions are shaped by complex and interlinked cultural, social and economic structures and processes, including ethnicity, wealth, religion and gender. We understand that gender refers to the socially constructed roles, responsibilities and opportunities associated with women and men in a society at a specific time and place. Women's and men's roles, responsibilities and opportunities affect how they use and manage natural resources and gender relations influence how households, communities and institutions are organized, how decisions are made, and how resources are used, accessed and controlled. Hence, CRFM believes that:

- Enhancing our understanding of gender differences and addressing inequities can improve effectiveness and sustainability of our programmes and projects;
- Promoting gender equity is an essential building block for sustainable development and effective conservation and it is an integral part of our mission to ensure that the natural resources of our planet are shared equitably
- Contributing to gender equity is about promoting equal opportunities and creating fair conditions under which women and men benefit equally, and inequality is not perpetuated
- Promoting gender equity requires appreciation that every CRFM policy, programme and project may affect women and men differently, and may include specific measures to empower specific marginalized groups and individuals.

CRFM recognizes that its offices and programmes might have different levels of experience and capacity in mainstreaming gender. Therefore, the implementation of this policy framework will be achieved through a process that recognizes these differences and builds on existing capacity, expertise, experience and culture within the organization.

3. CRFM's commitment

CRFM has learned that lasting success in fisheries management is only possible when it is sustained by, and benefits, the people concerned and involved. We recognize that in places where we work, social norms, gender differences and inequities shape women's and men's roles and

¹¹ Adapted from WWF's Policies and Procedures Manual. http://awsassets.panda.org/downloads/hr_policy.pdf <accessed 20 November 2020>

responsibilities, access to and control over land and resources, knowledge of resources, and authority to make decisions about resource use. We appreciate that we need to work with a gender perspective in order to enhance our understanding of these differential roles and responsibilities, relationships, needs and interests (as well as other relevant differences such as those between ethnic groups, religions, wealth classes and age groups). We understand that integrating a gender perspective also means going beyond understanding these differences to promoting more equitable gender relationships. Hence, CRFM commits to creating programmatic structures and procedures that:

- Incorporate a gender perspective into programme and project development processes through the application of gender awareness and analysis in the project cycle, including design, implementation, monitoring and evaluation. Where appropriate, develop gender analysis and sex-disaggregated social and economic indicators and targets
- To the extent possible, assess potential impact of programmes and projects on gender equity, and ensure that potential negative impacts on women and men are addressed, if appropriate also identify and use opportunities to reduce gender inequities; with clearly defined targets being included in human resource plans
- Apply a culturally sensitive approach, especially when working with local communities, and that respects and takes account of different roles, responsibilities, entitlements and knowledge among men and women involved and/or affected by the programme/project
- Examine how policies, processes and institutions at and beyond community level (i.e. national, regional and global) affect gender equity, and men and women's access to and control over resources, as well as power of decision-making in our programmes/projects and identify options and, where appropriate, promote gender equity within these
- Institute policies and procedures to protect all workers especially women who are disproportionately affected by sexual harassment
- Encourage continuing effort to expand CRFM's knowledge and commitment to social and gender equity, through staff training, documentation and sharing of lessons.

CRFM understands that the pre-condition for implementing gender responsive fisheries management programmes is that gender sensitivity is also mainstreamed across CRFM's internal human resource policies, procedures and governance mechanisms, as well as in the overall culture of our organization. Hence, CRFM seeks to ensure an organizational culture and work environment where:

- Employment decisions about recruiting, hiring, responsibilities, training and professional development, promotion, transferring compensation and termination are uniformly based on qualifications, including skills, abilities, knowledge, and experience and, actively pursues gender balance at all levels of the organization
- Staff can work in an environment of inclusion, civility, and respect for the rights of each individual and where all employees share key organizational values focused on equal opportunity, good governance, accountability and transparency

- Benefit policies are gender sensitive and equitable (to the extent possible under applicable national laws) and appropriately respond to local staff needs for balancing work, family, and civic life; including to ensure that leave policies are attractive to women and families
- The organization is promoted as a professional, gender transformative institution
- Talent is sourced proactively, thus serving women, minorities, indigenous peoples well
- Equal pay for work of equal value is ensured to attract, hire and retain top tier talent and ensure the gender pay gap is closed
- CRFM management and other staff are aware of what constitutes discrimination and respect diversity in work and management styles and prevent discriminatory practices including stereotyping and sexual harassment
- Data is collected, internally and leveraged, to inform policies and programmes in order to track and publish gender equality progress
- Sex-disaggregated data are analysed periodically with regards to global, national and project staffing and advancement patterns at different levels to identify areas for improvement

4. CRFM in partnership

CRFM will strive to partner with global, national and local organizations with greater gender expertise to build capacity to collect, understand and act upon gender information to contribute to constructive environmental solutions while integrating and addressing issues of equity and gender. CRFM's is also committed to make an exerted effort to expand its knowledge and commitment to social and gender equity through sharing of lessons learned and by applying this policy's recommendations in partnership activities with governments, donors, the private sector, NGOs and communities, as criteria for determining which activities to support, and to promote their broader implementation by other actors.

Appendix 2. Guidance in creating gender inclusive job adverts¹²

A key part of the role of recruiters is to write high performing job ads to attract the very best talent for the jobs. While job posts with grammar mistakes do not perform any better or worse statistically than job posts without grammar mistakes, potential applicants are highly influenced by the specific language you use to describe your job opportunity.¹³ The language used in job ads may be inadvertently discouraging women (or indeed men) from applying. According to augmented writing pioneers Textio,¹⁴ using gender-neutral language fills jobs fourteen (14) days faster than posts with a masculine or feminine bias, and attracts a more diverse mix of people. Conversely, research shows that both women and men are less inclined to act on job ads that contain phrasing biased against their gender.

1. Simplify the criteria

Any business hiring for a role wants to ensure potential candidates are a suitable fit. Presenting an exhaustive list of the requirements and skills needed for the job may seem like an appropriate way to ensure jobseekers thoroughly understand the expectations. But this approach can also have a negative impact.

A Hewlett Packard report found that men will apply for a job if they meet 60% of qualifications, whereas women will apply only if they meet 100% of them - meaning an extensive list of requirements could contribute to a fall in female applicants. This may be due a lack of confidence, or the belief that the whole list is essential criteria. Women are also likely to engage with an advert if the personality requirements are phrased in a task directed way as opposed to a trait.

This leads to employers missing out on talent that would have otherwise thrived in the workplace with a little training and guidance - especially important as, in any case, graduates do not leave university with all the skills needed by employers and some workplace training is needed.

Limiting your criteria to the key requirements can go a long way to avoid a drop in female interest in the role. Emphasising certain points as 'desirable but not vital' and promoting the importance of training and development within your organisation will also widen the pool of candidates.

2. Publicise the values

A good way to attract a diverse range of applicants is to state your commitment to fostering an inclusive and dynamic working environment. Backing this up with evidence to emphasise how your organisation promotes this kind of culture will make individuals feel more welcome and supported.

Detailing the diversity of your leadership team, highlighting role models within your company and sharing any measures you've taken to increase diversity could be advantageous. This is particularly important for females who are more likely to look for an honest description of the workplace prior to applying for a position.

3. Check the vocabulary

¹² <https://luminare.prospectors.ac.uk/3-ways-to-make-your-job-adverts-gender-inclusive/>; <http://www.womeninrecruitment.org/article/writing-gender-neutral-job-ads-23.aspx>

¹³ See: <https://medium.com/textio/grammar-doesnt-matter-job-postsb7b1c6422142-b7b1c6422142>

¹⁴ <https://textio.com/>

Though the use of gender biased words is rarely intentional, the words and language structure we choose can have a direct impact on how people unconsciously scan, interpret and react.

Research has shown that the language used in job listings can influence a person's decision to apply. It found that the average advert featured twice the number of phrases with a masculine tone, thus drawing in more male applicants.

For example, words such as active, competitive, dominate, decisive, fearless and objective are often considered to be masculine. Words like community, dependable, responsible, committed, empathetic and supportive are regarded as more feminine.

An advertisement for a manager with 'world class skills' could put off females who are less likely to boast about their attributes in this kind of manner. In contrast, a position for a primary school teacher who can 'work in a supportive and collaborative environment' may distance male candidates.

To avoid any unconscious bias it is wise to review the vocabulary used and adjust it where appropriate. This can be tricky, but there are tools - such as Gender Decoder¹⁵ - that can be used to scan adverts for gender bias to help with the process. Using a combination of both feminine and masculine orientated words creates the image of an inclusive working environment.

Below are examples of “gendered” words in found in UK job descriptions¹⁶:

- **Most male-coded job description:** ‘Senior Revenue Manager’
- **Most female-coded job description:** ‘Residential Worker’
- **Most commonly used male-gendered words in UK job descriptions:**
 - Lead
 - Analyse
 - Competitive
 - Active
 - Confident
- **Most commonly used female-gendered words in UK job descriptions:**
 - Support
 - Responsible
 - Understanding
 - Dependable
 - Committed)

While it may be tempting to entice jobseekers with catchy and memorable job titles such as 'ninja', 'superstar' and 'guru' they may have the opposite effect and deter individuals who believe they don't fit with these images. Plain and simple titles may not be as exciting, but they ensure you are not limiting your audience.

¹⁵ Total Jobs has looked at research on language in advertising, gender in the workplace, and related topics to create the Gender Bias Decoder (<https://www.totaljobs.com/insidejob/gender-bias-decoder/>). This free tool analyses text for biased words that could potentially completely change the audience you're appealing to. By utilising this tool, one can able to create unbiased ads that will reach a more varied demographic of candidates and possibly improve your profits and productivity in the process.

¹⁶ <http://www.womeninrecruitment.org/article/writing-gender-neutral-job-ads-23.aspx>

It has also been found that women are more likely to engage with an advert if the personality requirements are phrased in a task directed way (you always remain calm under pressure) as opposed to a trait (you are calm/not nervous). Such preference is linked to the way females are typically stereotyped.

However, it's not just the language we need to be aware of – it's also the structure. For example, research shows that statistically, the amount of bulleted content in your job ad affects the proportion of women and men in your applicant pool. If you have too many bulleted lists, fewer women will apply.¹⁷ Conversely if you have too few bulleted lists, a lower number of men will apply. It is even suggested that men are much more likely to engage with a job that has more than a third bulleted content than women are. Women are much more likely to engage with a job that has less than a third bulleted content than men are. The ideal, gender-neutral balance they say is 1-3 bullet lists per job advert.¹⁸

17 C.f. <https://www.bbc.com/news/business-44399028>

18 C.f. <https://textio.com/blog/bullets/13034792743>

The CRFM is an inter-governmental organization whose mission is to “Promote and facilitate the responsible utilization of the region’s fisheries and other aquatic resources for the economic and social benefits of the current and future population of the region”. The CRFM consists of three bodies – the Ministerial Council, the Caribbean Fisheries Forum and the CRFM Secretariat.

CRFM members are Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago and the Turks and Caicos Islands.

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