

## CASE STUDY

# NHS Trust discovers 49 actions impacting their recruitment and hiring processes when attracting talent from different communities



## The challenge

King's College Hospital NHS Foundation Trust partnered with Resource Solutions to help achieve their diverse hiring objectives, using a pioneering research-based Recruitment Inclusivity Audit.

King's College Hospital NHS Foundation Trust is one of London's largest and busiest teaching hospitals, with a strong profile of local services primarily serving the boroughs of Lambeth, Southwark, Lewisham and Bromley. The Trust is proud of their diverse workforce and how an eclectic mix of backgrounds enables them to provide compassionate care to all their patients. As an NHS Hospital Trust, it's essential that they accurately reflect the communities they represent.

In 2021, the Trust appointed Funmi Onamusi as Director of Equality, Diversity & Inclusion (ED&I). Inclusive hiring is a core part of the Trust's ED&I mandate, and in order to promote this, Funmi was keen to understand how the current recruitment and hiring process impacted talent from different communities. Peter Absalom, Associate Director of Workforce Operations, was a senior-level sponsor of the project, aligning the audit with the Trust's strategic workforce objectives.

The Trust was keen to find a credible partner with a deep knowledge of diverse hiring, recruitment best-practice and bias minimisation, so they selected Resource Solutions as their partner for auditing their end-to-end recruitment and hiring process.

## Our solution

Resource Solutions' Inclusivity Audit applies a proprietary academically informed, research and data-led framework to assess the end-to-end recruitment and hiring process, identifying and assessing bias.

The audit analyses bias across 12 stages of the candidate recruitment journey, through 7 diversity lenses.

This pioneering audit referenced research from over 60 peer-reviewed academic papers and studies, to 'hold up a mirror' and parse out aspects of King's College Hospital NHS Foundation Trust's current hiring processes and career content that had the potential perpetuate bias. **The Inclusivity Audit** analysed 257 data touchpoints for bias, to provide immediate, actionable, research-informed recommendations that provide an actionable roadmap of meaningful change.

### THE 7 LENSES:

- 1 Gender
- 2 Ethnicity
- 3 Disability & Neurodiversity
- 4 LGBTQ+
- 5 Age
- 6 Socio-economic
- 7 Faith



## Results

The audit findings were played back to senior stakeholders and included 49 bespoke, actionable recommendations to minimise bias in hiring, including:

**8** Recommendations to minimise gender bias including changing the way pay information is collected and rewording job descriptions.

**9** Recommendations to enable ethnicity inclusion including changing the way ethnicity data is captured and closer partnerships with Employee Resource Groups.

**11** Recommendations to further improve accessibility for neurodiverse talent or candidates with a disability including tailored interview adjustments and interviewer training.

**16** Recommendations relating to LGBTQ+, Age and Faith including re-engineering hiring processes and updating careers content.

Resource Solutions and King's College Hospital NHS Foundation Trust continue to work together to enable meaningful change.

## Testimonials



"Working with King's College Hospital NHS Foundation Trust to help identify and minimise bias has been a career highlight for me. By acting as a critical friend, we were able to identify what the Trust was doing brilliantly already and recognise this, but also to identify opportunities to improve and crucially, provide solutions and recommendations."

**Tom Lakin**  
Director of Innovation & Diverse Hiring,  
Resource Solutions

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"The inclusivity audit provided us with a wonderful opportunity to understand what we are doing well but also what we can do better. Such an in-depth look at our practices has given us a wide range of exciting opportunities to improve our recruitment practices and to ensure they are truly inclusive. It supports our Trust Strategy and our People and Culture Plan to become an inclusive organisation where we embrace diversity, value difference, and ensure equality of opportunity for everyone."

**Peter Absalom**  
Associate Director: Workforce Operations

"The inclusivity audit provides a recognised standard in the world of diversity and inclusion for organisations to reach and then build upon. There can be no doubt that in order to thrive and offer a place where people truly belong, it is essential that NHS trusts have inclusive recruitment practices. We are very pleased for what this process has given us - the ability to grow"

**Funmi Onamusi**  
Director of Equality, Diversity & Inclusion,  
King's College Hospital NHS Foundation Trust

## About the Recruitment Inclusivity Audit and RSConsultancy

Resource Solutions is a leading provider of outsourced recruitment and consultancy solutions, with a global footprint spanning 31 countries. As part of the Robert Walters Group, we build powerful partnerships to solve complex talent challenges for organisations ready to create and optimise their workforce for the future. By putting expertise, intelligence, and innovation at the forefront, we redefine work so everyone has a lifetime of opportunity.

**RSConsultancy** harnesses years of specialist recruitment knowledge to advise clients on how to reach their recruitment and talent attraction goals. Our consultancy services cover a range of specialisms, including:

- Diverse Hiring
- Employer Brand & Experience
- Assessment
- Technology
- TA Transform
- Data & Intelligence
- ESG – Environmental, Social, Governance



## RSConsultancy: Diverse Hiring

Blending a deep knowledge of recruitment, HR tech and diversity programme management, our diverse hiring practitioners re-engineer your recruitment processes to minimise bias and promote inclusive hiring at every stage – from candidate selection to assessment, interviewing and onboarding.

Our award-winning **Recruitment Inclusivity Audit** is the most advanced diverse hiring audit available. We analyse the impact of the recruitment process through seven different Diversity & Inclusion lenses and then provide each client with an immediate 'to-do' list that outlines the steps they can take to achieve their diversity objectives and goals.

We are extremely proud that our Diverse Hiring consultancy practice has been recognised by the leading industry awards for innovation.

Interested in  
finding out more?

Join our esteemed roster of clients auditing their diverse hiring practices by visiting [resourcesolutions.com/diverse-hiring](https://resourcesolutions.com/diverse-hiring) or contact [tom.lakin@resourcesolutions.com](mailto:tom.lakin@resourcesolutions.com) to arrange a complimentary consultation and action meaningful change in your business.

