

**THE
BEHAVIOURAL
INSIGHTS TEAM** ◆

IN PARTNERSHIP WITH  Cabinet Office

Recruiting a Diverse Police Force

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Getting the neurons firing

Woman

Husband

Uncle

Lady

Mouse

Male

Father

Strong

Friend

Beard

Person

Handsome

Muscle

Suit

Old

**Take a
moment to
write the
words down
that you can
remember**



Do you remember?

THE
BEHAVIOURAL
INSIGHTS TEAM 

Woman

Father

Person

Old

Man

No 'man' here

Woman

Husband

Uncle

Lady

Mouse

Male

Father

Strong

Friend

Beard

Person

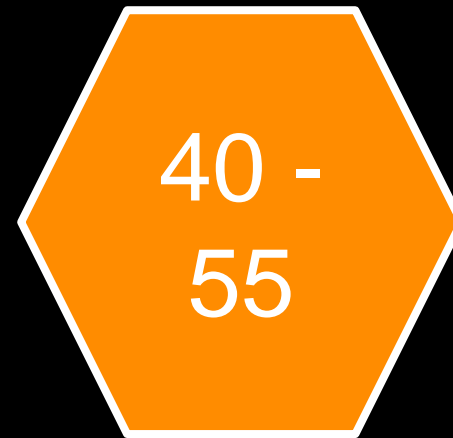
Handsome

Muscle

Suit

Old

Did you remember 'man'?



*% of people who
falsely
remember*

Attracting diverse candidates



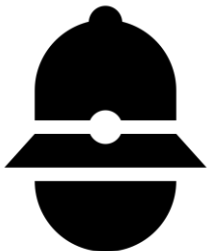
Examples of how highlighting different aspects of the job can attract different people



Our work has shown that Teach First teachers are nearly twice as likely to be interested in applying to work in rural areas when it is pitched as a **challenge** as opposed to an **opportunity for pro-sociality**. (BIT, 2014)

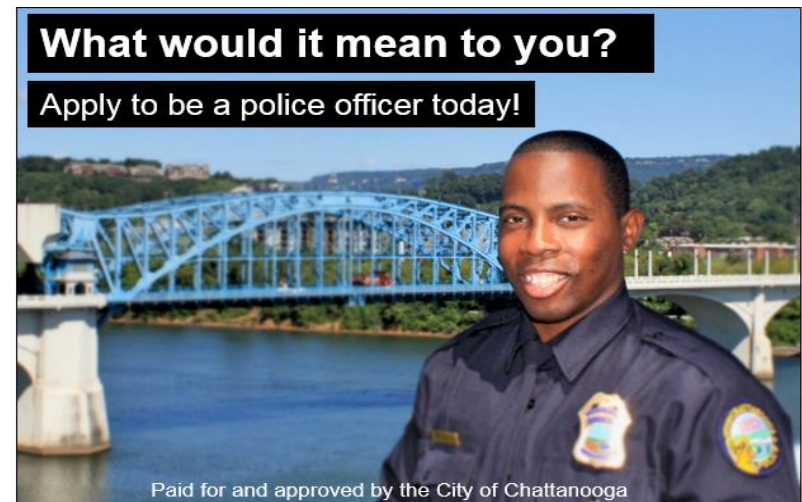


Research has shown that people are more attracted to public service careers in Zambia when it is pitched as a **career advancement opportunity** as opposed to an **opportunity to help the community**. (Ashraf, Bandiera, & Lee, 2014)

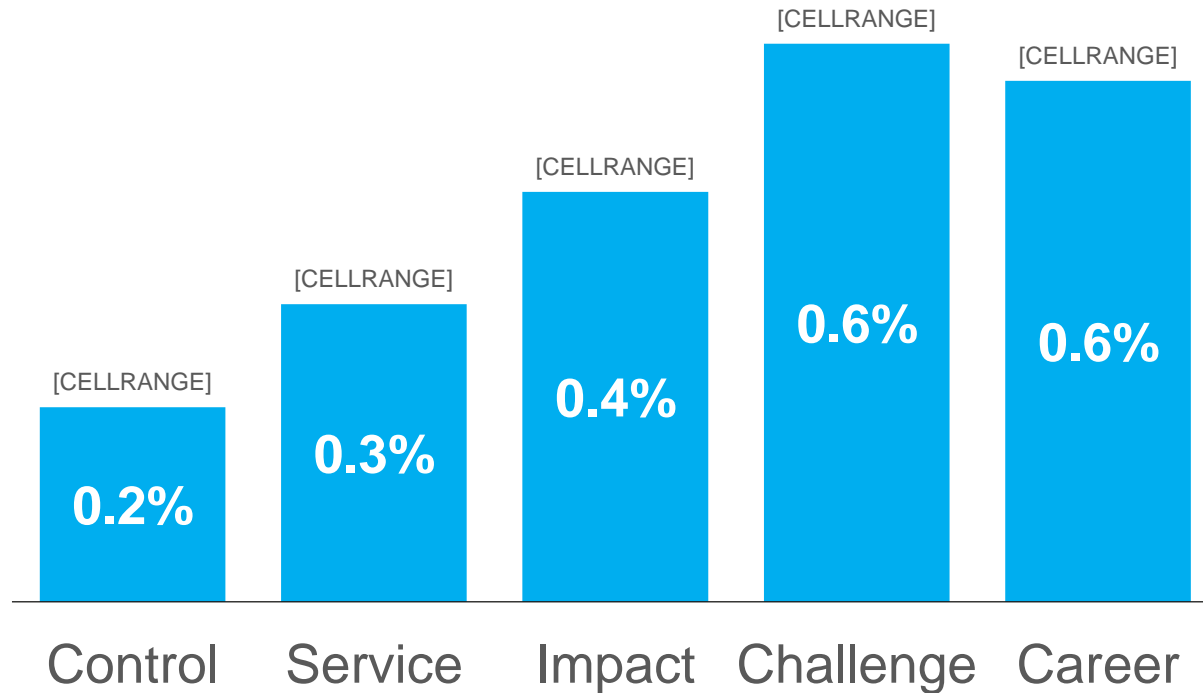


In the US we have shown how sending postcards that emphasise either the **challenge** or the **career opportunity in** being an officer can up to triple the number of people applying to become officers. This effect was even more pronounced for minorities who became nearly five times more likely to apply. (BIT, 2016)

Encourage people to apply by sending them postcards

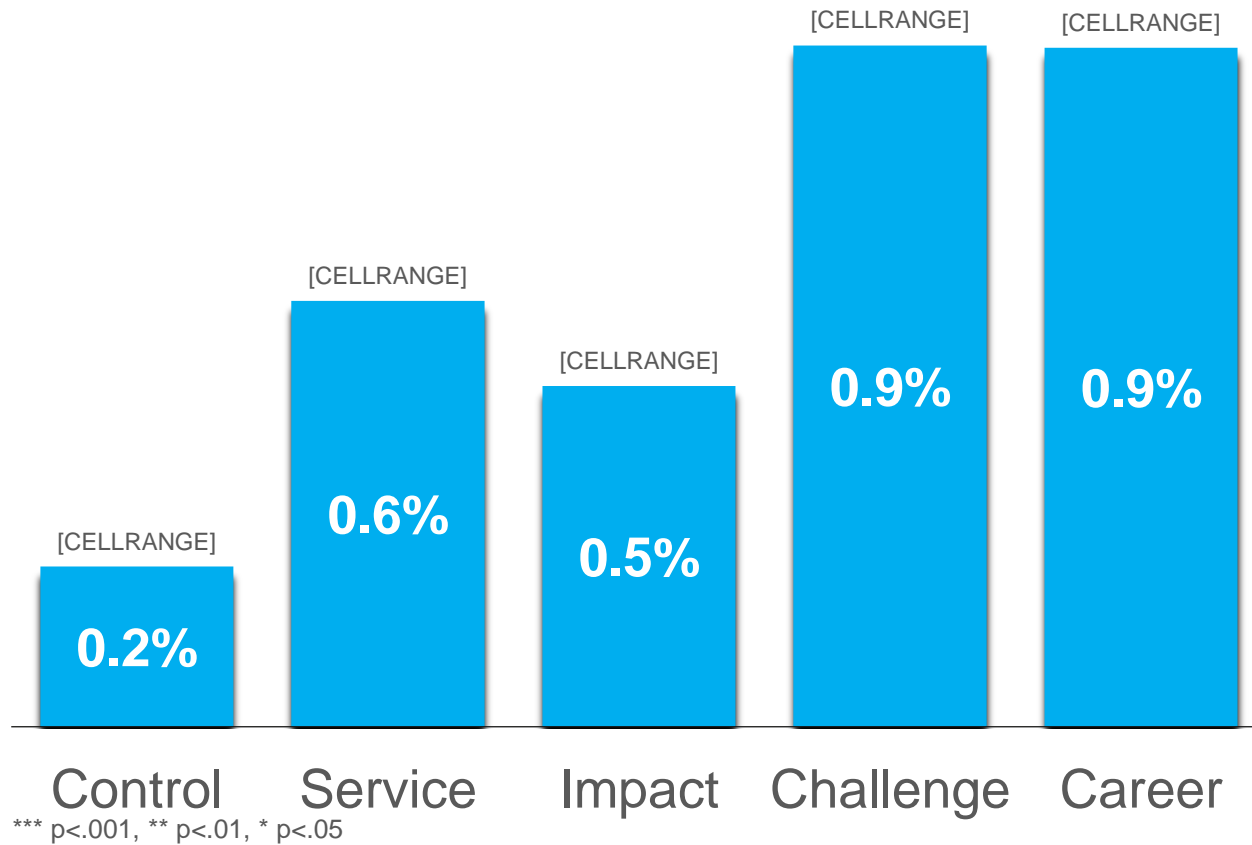


Applications (everyone)



*** $p < .001$, ** $p < .01$, * $p < .05$

Applications (people of color)





Retaining diverse candidates

Design out bias



applied

Ways of designing out bias

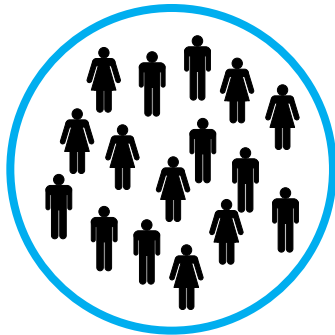
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- Anonymise CVs
 - Joint comparisons
 - Structured interviews
 - Work samples
 - Harness the crowd
 - Focus on collecting information, not making the decision
 - Stick to what the scores tell you

Emailing candidates before an online situational judgment test

Arm	Content
Enhanced	Friendlier tone (e.g. Good luck!) & “Before you start the test, I’d like you to take some time to think about why you want to be a police constable. For example, what is it about being a police constable that means the most to you and your community?”
Control	Business as usual email

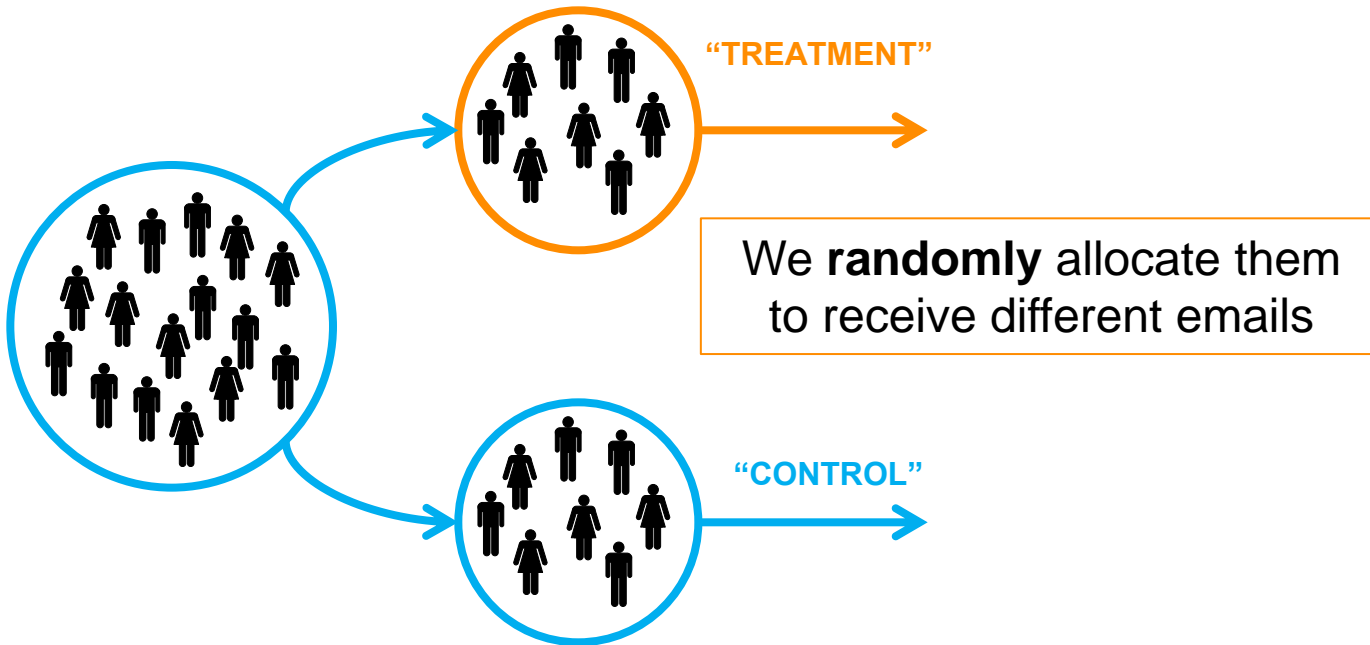
How do we determine what works?

We test it!

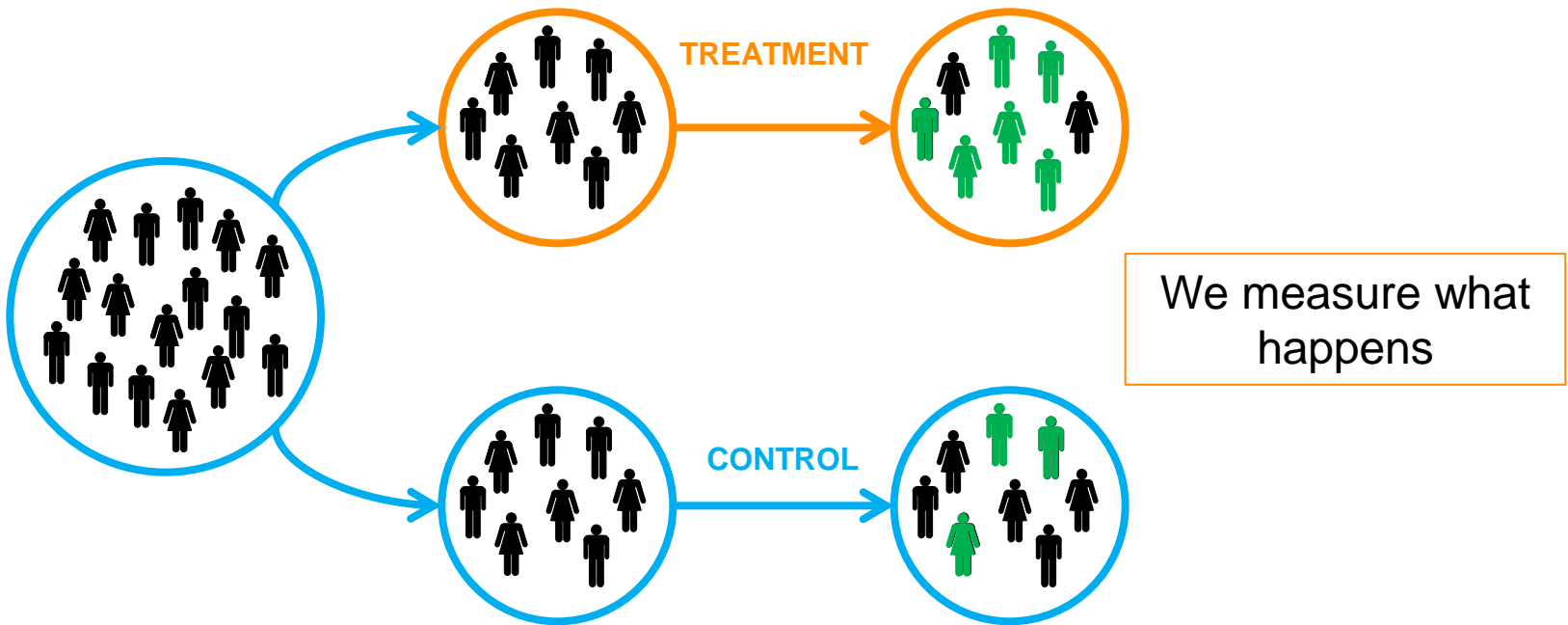


We start with a group of people we want to try something new with (candidates)

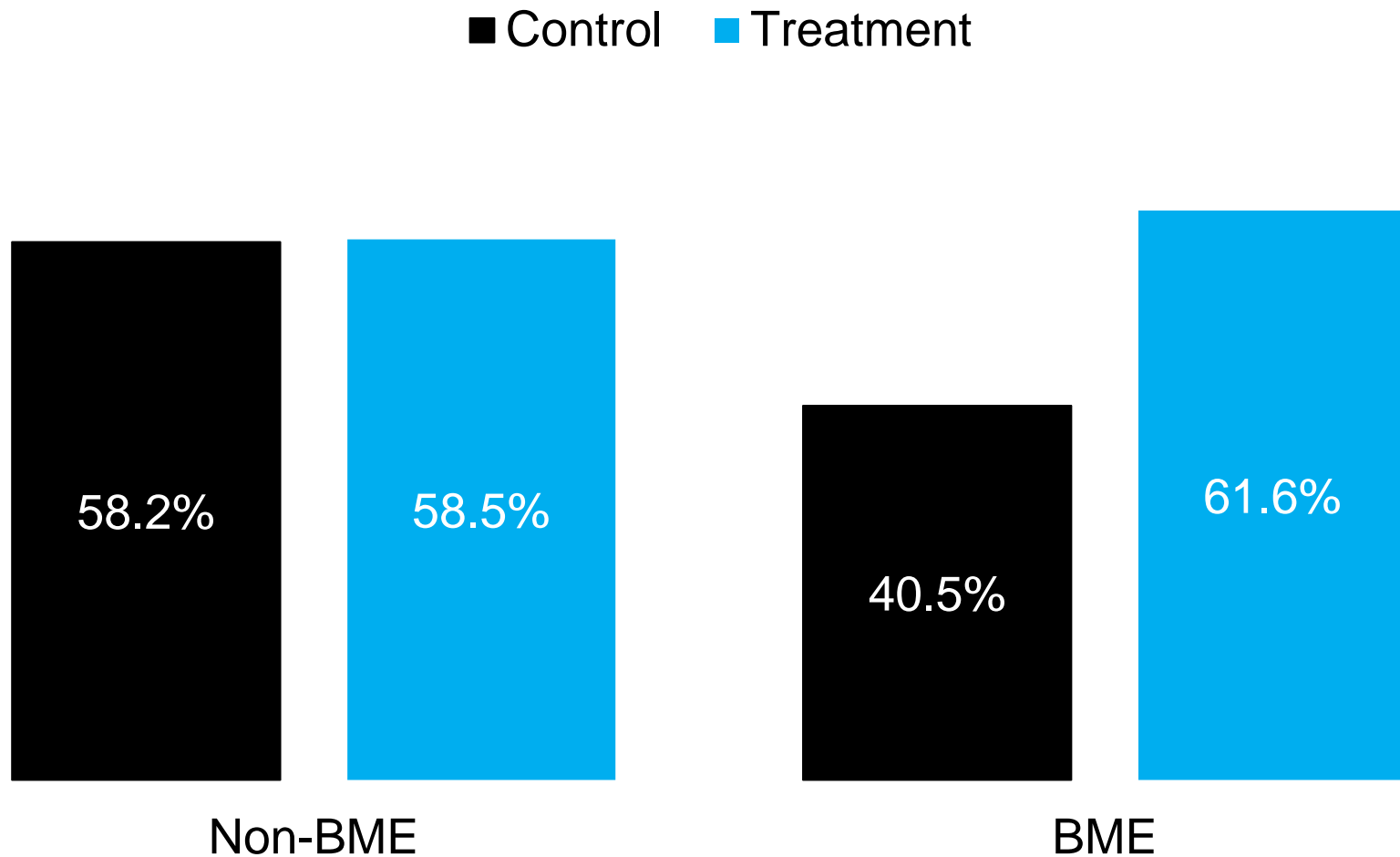
How do we determine what works?



How can we tell if something really worked?



Percentage of candidates passing the situational judgment test



Emailing candidates before the assessment centre

Arm	Content
Enhanced email reminder	“Before you take part in this stage of the assessment, we would like you to take some time to think about why you want to be a police constable. For example, what is it about being a police constable that means the most to you and your community?”
Control	Business as usual email

Percentage of candidates passing the assessment centre

■ Control ■ Treatment

