

How to conduct Diverse Recruitment

A comprehensive guide for organisations



This 'How to' guide is designed to assist both employers and recruitment agencies working together to improve their processes around recruiting diverse candidates and growing the talent within their organisations. It is part of Race for Opportunity's (RfO) Diversity Recruitment Toolkit originally produced by a group of organisations that comprise the Recruitment Industry Engagement Initiative (RIEI). This guide was refreshed in 2012 to include new information.

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Foreword

Our recently published 'Race and Recruitment: Exposing the Barriers' report released in February 2012 found that although the Black, Asian and Minority Ethnic (BAME) respondents who took part in the survey were more likely to be qualified to degree level than white respondents and were younger in age on average, BAME applicants were less likely to be offered a job through a recruitment agency:

Applying through a recruitment agency - 29% of BAME candidates and 44% of white applicants were offered jobs.

When applying to directly to an RfO network employer, outcomes were more equal, with 29% BAME applicants and 29% white applicants securing jobs.

The report also identified four key areas of improvement for UK employers:

- 1) Feedback at each stage of the process to manage candidates' expectations
- 2) Feeling respected and included
- 3) Having a single point of contact
- 4) Availability of alternative assessment methods

These results inspired us to update this guide. We cannot emphasize enough the need for all employers and recruitment institutions in the UK to be engaged in being part of the solution. RfO has created three additional factsheets which include key recommendations and practical advice for ['Recruitment agencies'](#), ['Employers'](#) and ['Jobseekers'](#).

Sandra Kerr, OBE
National Director Race for Opportunity
Business in the Community

1. Objectives and Background

The recruitment process can be a varied and complex journey with many different objectives and outcomes. For an organisation interested in diversity and inclusion it can often be an opportunity to maintain a representative demographic profile or address any imbalance that might exist within the organisation. However, despite some best endeavours on the part of employers and recruitment agencies, minority groups are still disadvantaged through many recruitment campaigns.¹ RfO's 'Race and Recruitment: Exposing the Barriers' report revealed that:

- Although the Black, Asian and Minority Ethnic (BAME) respondents who took part in the survey were more likely to be qualified to degree level than white respondents, and were younger in age on average, BAME applicants were less likely to be offered a job through a recruitment agency:

When applying through a recruitment agency - 29% of BAME candidates and 44% of white applicants were offered jobs. When applying to directly to an RfO network employer, outcomes were more equal, with 29% BAME applicants and 29% white applicants securing jobs.

Testimonials from Race for Opportunity (RfO) network members over the years have suggested that there has been a lack of commitment and capability when it comes to diverse recruitment amongst mainstream recruitment agencies.² Alternatively, we have also heard from members of the recruitment industry that historically, BAME candidates that they have put forward have often been rejected by their clients. Additionally it is argued that many organisations select their recruitment partners based largely on cost, as opposed to their commitment to the diversity agenda. To address these challenges, RfO together with a small group of member organisations (see Appendix 1) came together in December 2009 to develop a framework that would provide checks and balances for the recruitment process.

The RfO Diversity Recruitment Toolkit is designed to assist both employers and recruitment agencies working together to improve their processes around recruiting diverse candidates and growing the talent within their organisations.³

Through this "How to" guide we will help you better understand how and when to use the other components of the RfO Diversity Recruitment Toolkit. The full toolkit can be accessed at http://www.bitcdiversity.org.uk/resources/rfo_recruitment_toolkit/index.html

¹ See Martin Wood, Jon Hales, Susan Purdon, Tanja Sejersen and Oliver Hayllar, *A test for racial discrimination in recruitment practice in British cities* A report of research carried out by National Centre for Social Research on behalf of the Department for Work and Pensions 2009; BBC *Mothers 'face job discrimination'*, 28 February 2007; Steve Smethurst, *Ageism rife in UK workplace*, People Management Magazine, 15 January 2004; Anne-Marie Greene, *Employability decreases with age of employee*, People Management Magazine, 21 February 2002; Stephen Whittle, *Employment Discrimination and Transsexual People*, The School of Law, Manchester Metropolitan University.

² Please note that reference to recruitment agencies / agencies in this document includes head hunters, recruitment consultancies, search firms and all other recruitment providers.

³ The content of this guide has also been partly derived from 'Diversity in Recruitment to the Senior Civil Service: Good Practice Guide for Home Office Staff' for which we thank the Home Office and the Civil Service diversity Champions network.

These are practical tools which have been developed for you to download and use free of charge. These have now been complemented with the individual RfO factsheets for employers, recruitment agencies and job seekers.

Currently there are many different formats and reporting templates used by both agencies and employers and the use of multiple, varied formats can prove inefficient. If more agencies and employers adopt standardised templates, there are administrative efficiencies to be gained for all parties. This thinking was a key driver for the RIEI and development of this toolkit which comprises the following:

- 1) This "**How to conduct Diverse Recruitment**" guide – A simple guide for employers and agencies mapping the employee life cycle in the recruitment process.
- 2) "**Commitment to Diversity, Equality and Inclusion in Recruitment**"- A model template of a 'partnership agreement' to encourage a shared partnership approach between employers and agencies.
- 3) **Diversity Declaration form** (distinct form for Northern Ireland) – A model template for employers or agencies to help improve self declaration of candidates.
- 4) **Diversity Monitoring Report** (distinct report for Northern Ireland) – A model template to help agencies track and report the diversity profile of candidates to their clients from attraction through to appointment stage.

We know that sometimes understanding the ethical and business case for diversity in recruitment is not enough; you need some help in putting that understanding into practice. This guide will take you through the different stages of the employee life cycle in the recruitment process, from pre-attraction to post-appointment, and provide you with some step-by-step guidance on what you can do to achieve your desired outcomes.

You will appreciate that the guidance we provide is neither prescriptive nor bespoke. It is, however, based on general best practice - a good place to start!

2. The Ethical and Business Case for Diverse Recruitment

Businesses are made up of and driven by people. Many organisations say the key to sustainable competitive advantage is to recruit and retain the 'right' people – a diverse range of talent. However, employers seeking skilled staff are already experiencing chronic recruitment difficulties in many sectors. Alongside this, demographic changes are having a significant impact on the labour market. According to national population projections in 2004, “only 20% of the UK working population is now white, male, able-bodied and under 45”.⁴ From 2010 onwards, the number of young people reaching working age in the UK will begin to fall by 60,000 every year, fundamentally changing the shape of the workforce.⁵ Between 2010 and 2020 the UK will need 2.1 million new entrants to the adult workforce, and we can only meet this need if we make optimum use of the people we have.⁶

By investing in sound recruitment practices that take diverse candidates into account, your longer term recruitment spend will reduce. By finding the right candidate, you will save unnecessary costs linked to high levels of attrition and generate better business outcomes by having the diversity of experience/thought.

- According to XpertHR Benchmarking research on key recruitment metrics in 2012, the median cost of filling a single vacancy stood at £1,500 in 2012⁷. The typical cost per hire was significantly higher in the private sector than it is in the public sector, perhaps reflecting the impact of spending cuts on levels of recruitment activity in the public sector
- In 2008 seven professional services firms reported that losing a trained employee cost them over £100,000 once training costs were factored in.⁸
- More generally, according to a 2009 CIPD survey, the average cost of attrition per employee was £6,125, rising to £9,000 for senior managers or directors.⁹

Diverse recruitment is about widening the pool from which candidates are sourced so that you can find the best person for the job. Workplaces are microcosms of society and providing diverse groups equal access to enter and progress within the world of work will inevitably impact social mobility and improve peoples' quality of life. Setting goals to make organisations more 'representative' of the population and enacting processes to reach those goals is not just the right thing to do, but the thing to do that will actively contribute to the creation of sources and businesses that can respond to the needs of a changing society.

⁴ Government Actuaries Department, National Population Projections, 2004

⁵ Chris Humphries, *Skills in a Global Economy Report*, Director General, City & Guilds (January 2006)

⁶ Chris Humphries, *Skills in a Global Economy Report*, Director General, City & Guilds (January 2006)

⁷ <http://www.personneltoday.com/hrspace/>

⁸ Personnel Today, *At Work and Working Well; CBI/AXA absence and labour turnover survey 2008* May 2008

⁹ CIPD, *Recruitment, retention and turnover survey*, 2009

Enhancing this simple yet powerful ethical case for diverse recruitment is a compelling business case. A more diverse workforce has been proven to be one that will increase organisational performance by providing multiple, fresh perspectives leading to innovation and better risk management.¹⁰ A simple but powerful finding is that boards with more women surpass all-male boards in their attention to audit and risk oversight and control.¹¹ Additionally while racial diversity is associated with increased market share,¹² research from Catalyst also shows that companies with the highest representation of women on their top management teams delivered 35.1% higher return on equity, and 34% higher total return to shareholders than companies with the lowest representation.¹³

The improvements that diverse workforces bring to business delivery are linked to the diversification of the marketplace. 80% of consumer purchasing decisions are made by women;¹⁴ ethnic minority consumers in the UK have significant disposable incomes (market research company Weber Shandwick indicated that in 2011 that total will be as much as £300 billion)¹⁵; and 10 million disabled people in the UK have an estimated annual spending power of £80 billion.¹⁶ In order for an organisation to better service this diverse marketplace and tap into their spending power, it is important for its workforce to understand and reflect that diversity.

When recruiting, diversifying and widening the search, will increase the chances of finding the best person for the job. For recruitment agencies, diversifying the candidate pool they draw from has to be the best way to maximise the talent search for their clients.

Diversifying the recruitment process and getting it right the first time will ultimately improve your business delivery, improve the image of your organisation and save you money.

For further sources of facts and figures and best practice on the business case for diversity and diverse recruitment please see Appendix 1.

Dismissing some Diversity Related Myths:

Myth 1 - 'Positive action is illegal' – Not true.

The term “positive action” refers to legal measures that are designed to correct existing imbalances caused by past discrimination. Positive action can be taken to encourage people of a particular under-represented group to take advantage of opportunities for training or work experience schemes, or to encourage them to apply for a particular type of employment. It can only be done when a particular group has been identified as

¹⁰ European Community Programme for Employment and Social Solidarity, *Diversity and Innovation: A Business Opportunity for All* (2007-2013)

¹¹ David A.H. Brown, Debra L. Brown and Vanessa Anastasopoulos *Women on Boards: Not Just the Right Thing . . . But the “Bright” Thing*, The conference Board of Canada: Insights you Can Count on, May 2002

¹² American Sociological Review Does Diversity Pay? Volume 74 April 2009

¹³ Opportunity Now *Women and Work: The Facts*, January 2008

¹⁴ Opportunity Now *Women and Work: The Facts*, quoting Business Weeks 2005, January 2008

¹⁵ Weber Shandwick, *Understanding The Multicultural Market: the MCC Insight Study 2007*

¹⁶ Employers Forum on Disability, *Family Resource Survey 2002/2003*

under-represented in a certain area of employment. This is why it is important to monitor, measure and be transparent about your workforce's demographic profile.

Positive action may include steps such as targeting training programmes or job advertisements at a particular group. Positive Action is not the same as '**positive discrimination**' or '**affirmative action**' which equality law in the UK does not allow. The Equality Act 2010, extends positive action to recruitment and promotion decisions.¹⁷ This means that, provided two candidates are equally suited for a vacancy, an organisation is allowed to select the candidate who is under represented in that organisation based on their diversity profile. No organisation is required to do so, as positive action is a recommendation as opposed to a requirement. Employers should continue to hire or promote employees on merit alone. Extending positive action to the recruitment and promotion phase was an aspect that was debated at length during the creation of the new equality act, and the law remains clear that at the point when a candidate is selected for a new role or for an internal promotion, their diversity profile should only be taken into account if the two or more candidates being considered are equally suited for that role. If you would like to see an example of Positive Action in practice please see Appendix 2.¹⁸

Myth 2 – 'Accommodating disabled candidates is always costly' - Not true.

For many employers, simply getting good candidates is a challenge; you may already have tried and failed to reach disabled job seekers – sometimes it can feel too hard! The good news is that it should not be that complicated, in fact, for many employers the way forward could well be going **back to basics**. For all employers, it will mean taking on board some new learning, getting some help and, above all, being prepared to challenge yourself and colleagues to make some changes to behaviour, practice and processes.

Some employers invest a great deal of money and energy on recruitment of disabled talent. Others benefit from national or local initiatives and partner with other employers to maximise opportunities. There are a number of programmes around that are funded by the Government to encourage you to make a start and that will support you at every stage of the journey. It is worth finding out what is available in your area/sector before you start, www.businesslink.gov.uk or www.efd.org.uk are great sources of information and advice.

Myth 2 is dismissed by Clearkit™ a guide to the recruitment of disabled talent containing top tips, employer case studies, detailed guidance, sources of information and support together with downloadable checklists available at www.clearkit.co.uk

¹⁷ Equality Act 2010, Section 159, 'Positive Action: recruitment and promotion' See http://www.opsi.gov.uk/acts/acts2010/pdf/ukpga_20100015_en.pdf

¹⁸ See The Equality and Human Rights Commission website for further details. <http://www.equalityhumanrights.com/your-rights/religion-and-belief/when-does-the-law-allow-religious-discrimination/positive-action/>

3. Recruitment Partners

Organisations recruit people in different ways. They may choose to manage this process internally, but often outside agencies or search firms are used to help manage the process on the employer's behalf. Larger organisations will often have a team responsible for recruitment and will establish a partnership-based relationship with one or more recruitment firms outside the context of specific searches. Smaller organisations may only use an agency or search firm on an ad hoc basis. Most agencies and search firms would be happy to explain the services they offer in a general way outside a specific recruitment assignment.

Whether you engage with recruitment partners at a central or local level, it is important that diversity and inclusion is part of your discussions, in order to reap the benefits of diverse recruitment. For an employer, this is an opportunity to set out what you expect from your recruitment partner and as an agency or search firm to ensure they provide the best available talent from the broadest pool.

If you are a large employer, the relationship with your recruitment partner would often be established between your central HR function and your recruitment partners. As and when a recruitment need arises and individual line managers begin to liaise with a recruitment partner, we suggest that you make it standard practice for them to refer to your version of the Commitment to Equality, Diversity and Inclusion template.



“We have chosen not to renew contracts with recruitment agencies because of their lack of commitment to diversity.”
BT Group

The **Commitment to Equality, Diversity and Inclusion**, Output 2 of the RIEI, provides a useful framework for your initial conversation, and for your ongoing engagement. This content can be adapted to suit your individual relationship, whether you are a recruitment agency or an employer. See http://www.bitcdiversity.org.uk/resources/rfo_recruitment_toolkit/index.html

Caution!

Recruitment assignments for most employers, and particularly the early search phases which are vitally important in finding a wide range of candidates, can often be carried out under great time pressure which mitigates against identifying a diverse pool of individuals - diverse candidates tend to have comparatively lower profiles (within many agencies) and more search work is often needed to identify them.

As Employers you should:

- Ensure that all internal staff involved in the recruitment process, from senior management to line managers, have received training on diversity issues and understand and support your organisation's commitment to diversity – so that your message/brand is communicated consistently to the market.
- Ensure that you clearly communicate your commitment to diversity and interest in a rich, diverse pool of candidates to all internal key stakeholders as well as your recruitment partners.
- Ensure that diversity is an integral and important part of the briefing process to recruiting partners, and that departments are proactive in managing this process and relationship.
- Enter into an open, honest dialogue and partnership with your recruitment partner/agency to improve the calibre and diversity of the candidates provided.
- Monitor the diversity of candidates provided on a regular basis.

The **Diversity Monitoring Report Template**, Output 4 of the RIEI's Diversity Recruitment Toolkit will assist you in doing so, see

http://www.bitcdiversity.org.uk/resources/rfo_recruitment_toolkit/rfo_recruitment.html

"The Government Finance Profession (GFP) was looking to recruit 33 CCAB qualified accountants across a variety of finance roles in London, Leeds, Newcastle, Warrington, Blackpool and Sheffield. The key stakeholder organisations were Department for Works & Pensions (DWP), Foreign & Commonwealth Office (FCO) and HM Treasury (HMT). Michael Page Public Sector (Finance) were selected as the preferred supplier in July 2009 based on a number of criteria, including our ability to attract candidates from a diverse talent pool and to support the client's diversity strategy. This was a large, complex assignment, across multi-sites and numerous stakeholders. It was essential that the recruitment campaign maximised its diversity reach and that the application process generated a positive customer experience, with every candidate enjoying a consistent and informed application process and an equal opportunity to progress through the campaign. The ability to monitor activity at all stages was vital. This included volumetric details, specific diversity information and an audit of sifting and pre-screening processes to ensure compliance."

Michael Page Recruitment

See Appendix 5 for more details on this case study.

As Recruitment agencies you should:

- Ensure that your recruitment consultants are well trained and confident in both the legislation relating to equal opportunities as well as the ethical and business case for diversity. This will enable your consultants to meet the expectations of those employers who have sophisticated diversity practices and better advise and guide those employers who do not.
- Look to provide more than a list of top quality diverse candidates.
 - Ideally map the market on each assignment you undertake and provide added value consultancy services on many aspects of the recruitment processes.
- Empower consultants to say no to employers who are requesting searches which may be disadvantageous and / or discriminatory towards certain populations.
- Empower consultants to ask for their clients' diversity related policies, processes and diversity metrics in order to have a clear and accurate picture of the current situation, with a view to help them action plan to improve that through the recruitment process.
- Regularly assess the diversity make-up of candidates on your books and take steps to make your agency more attractive to under-represented groups if necessary.
- Advise employers on the advantages that certain diverse candidates can bring to their organisations or divisions, particularly depending on the diversity profile of their existing staff.
- Track the diversity profile of the candidates you source for clients from attraction stage to appointment stage. (We recommend using the Diversity Monitoring Report Template, Output 4 of the RIEI's Diversity Recruitment Toolkit.).
- Ensure that recruitment consultants inform clients on what systems they use to track their success in this area and offer to share the results on a periodic basis.

Scenario

If as a recruitment consultant you are asked by a prospective client to discriminate unlawfully on the grounds of any of the protected characteristics (age, disability, gender reassignment, marriage / civil partnership, pregnancy and maternity, race, religion / belief, sex, sexual orientation), with regard to employment or recruitment, you should clearly state that you will not make selection or recruitment decisions on the grounds of such discrimination. This is only acceptable if the post has a Genuine Occupational Requirement (GOR) for a very specific profile (e.g. a Women's Healthcare facility may require a female attendee as the patients have a genuine need for that). If there is no such GOR then you should make it clear that you cannot and will not discriminate.

As an employer, before selecting a recruitment partner you should:

- Ensure you have a full and thorough brief.
- Introduce agencies/ recruitment partners into the diversity process early on.
- Be very clear on how diverse you expect their lists to be and what this means to you.
- Agree where the search is to take place and which communities in particular should be targeted.
 - Ask what experience they have with recruiting in the geographical area required.
- Consider the extent to which they are resistant/defensive/enthusiastic when asked questions around diversity.
 - Review the extent to which agencies 'map' the market in the areas they are searching in and share this information with their client.
 - Request a list of successful assignments where they have placed candidates from under-represented groups over the past 3 years.
 - Ask what systems they use to track their success in this area and ask to see the results for the last year. → (We recommend using the Diversity Monitoring Report Template, Output 4 of the RIEI's Diversity Recruitment Toolkit.)
- Be prepared to support and guide the agency through difficulties related to meeting your expectations – agree to periodic briefings where agencies can relay issues and be prepared to be flexible and take their advice on how to broaden the search.
- Assess the current diversity make up of both the team and department the recruit will be joining.
 - Have conversations with relevant stakeholders regarding specific diversity challenges your department might face and how the vacancy could appeal to diverse audiences.
 - Identify and discuss the involvement of key diversity role models who the recruitment agency could talk about and who could potentially meet candidates.
 - Spend time helping agencies understand your department, the history surrounding the vacancy, its interfaces and what a successful candidate should deliver etc.

Scenario

A leading retailer which has a proactive policy to recruit ex-offenders did not make this policy clear to its recruitment suppliers, which meant that the recruitment suppliers did not consider ex-offenders as potential candidates for that client. This could have been avoided by clearly sharing the organisation's position on the recruitment of diverse candidates.

4. Knowing your Workforce

a. Where are you?

As an employer, do you have a clear idea of the diversity profile of your workforce? What we mean is, for example, do you have an idea of the percentage of women and ethnic minorities of different ages who work at your organisation? Do you have this information by different pay grades? Do you have this information for the population who apply to your organisation and then get recruited?

If so, are there any patterns that emerge? Do you see any large discrepancies or imbalances in the numbers? Do you find perhaps there is a lower population of women and ethnic minorities in certain functions or parts of the business?

If you do not have a clear picture of your workforce demographic, then now is the time to start. It is important that you understand any gaps that exist and take measures to correct them if you are to reap the benefits of a diverse workforce. Implementing workforce monitoring processes is the first step. Making sure that a large number of your employees feel comfortable and confident enough to voluntarily declare their personal details is the second step. Without an adequate percentage of declaration the numbers will be less accurate and valuable. Increases in the declaration rate of your workforce is a sign that your workforce has a healthy confidence in your organisation's commitment to diversity and inclusion. The recently updated [RfO Monitoring Ethnicity](#) guide which uses the Census 2011 ethnic categories, as well as all the employer forums listed in **Appendix 2** will be able to assist you with best practice on how to improve your declaration rates. See also the [RfO Diversity Declaration Form](#) and [Diversity Monitoring Report](#).

b. Where do you want to be?

As you start collecting data and getting a good picture of where you currently are with your diversity statistics, you may realise that you have a few key areas which require more attention than others. For example, you may realise that your HR function has an overrepresentation of women but your finance function, especially above middle management level has a very low percentage of female employees. As an organisation that understands the business case for diversity represented at all levels and in all functions of an organisation, you might decide that you would like to have a minimum level of women throughout the organisation. As you realise that this level cannot be reached overnight, you might decide that you want to reach a particular level in three years time, and create an action plan around that ambition. Recruitment should form an integral part of such a plan as the profile of a particular group or workforce can be significantly influenced through new recruits. Please see Appendix 4 for more details on what you could monitor.

Setting aspirational targets for your underrepresented groups can be achieved by understanding the demographics of your sector and the locations where you are based, as well as the profile of the emerging workforce. The best place to access national and local demographic benchmarks for gender, ethnicity and age is the Office of National Statistics (ONS) which provides information based on the 2001 census (New data based on Census 2011 will be available in Q4 2012 and Q1 2013). RfO has also compiled a series of [regional factsheets](#) using Census 2001 data supplemented with

more recent demographic information, highlighting the representation of ethnic minority groups in the different parts of the UK. There are also [RfO sector factsheets](#). Each factsheet also contains interesting facts and statistics on the representation of ethnic minorities working within the sectors. Searching for Labour Force Survey data, which is also available through the ONS website would also be a good place to find more current data.

<http://www.statistics.gov.uk>

<http://www.statistics.gov.uk/statbase/Source.asp?vlnk=358>

Once you have gathered your data, be it the diversity profile of your current workforce, areas where serious gaps have been identified and perhaps any aspirational targets, you need to share that data with your recruitment partner.

If you are a recruitment partner you should proactively ask your clients to provide you with this information so you are able to deliver a more bespoke service with a focus on their needs.

As an Employer, DO YOU...

- Have a diverse customer base?
- Want to enhance your business and employer brand?
- Provide diversity awareness training for all staff?
- Include diversity in your recruitment training for line managers?
- Include diversity in your job descriptions?
- Have your diversity policy on your corporate website?
- Monitor your diversity outcomes?
- Discuss the importance of recruiting under-represented populations and developing diverse leaders as a regular agenda item at business meetings, with a report on the extent to which targets are being met?
- Act as a role model for diversity by owning and driving the policy, regularly reinforcing how the activity fits with business objectives?

As a Recruitment consultant/Agency DO YOU...

- Get asked questions about diversity by your clients?
- Need to access the best talent in the market to better serve your clients?
- Have a diverse candidate base?
- Want to be able to differentiate yourself from the competition?
- Hold regular diversity training for your consultants including unconscious bias training?
- Include diversity in all your job descriptions?
- Have your diversity policy on your corporate website?
- Monitor your diversity outcomes?
- Proactively ask your clients for their monitoring data?
- Convey to your clients the importance and value of recruiting under-represented populations and developing diverse leaders as a regular agenda item during client/agency meetings, with a report on the extent to which targets are being met?

5. Attraction

Attraction is about how you present your vacancies; in other words, how you market your brand and how you design and promote your opportunities. It is also about how and where you advertise, with a focus on being inclusive. It is about dotting your 'i's and crossing your 't's, with regards to the mainstream methods which have always been used, but it is also about thinking of new ways to reach newer, wider audiences.

Race for Opportunity has produced a series of [regional factsheets](#) outlining districts/boroughs where there are large ethnic minority communities Use the regional factsheets to:

- Map and locate your 'travel to work' population
- Benchmark for a range of applications
- If a diverse selection cannot be made:-
 - Ask why.
 - Put in place action to improve; and
 - Continue to monitor.

“Diversity sits high on our business agenda and in 2008 when National Grid needed to set up a completely new administration and call centre hub with staffing needs for over 700 personnel, we recognised that this recruitment project was a unique opportunity to really embrace diversity. To succeed, our recruitment partner Pertemps had to ensure their marketing plan would attract not only the volumes required but also access the minds of workers from the disadvantaged and minority groups. Pertemps partnered on the project with JobcentrePlus, who, through a clearly defined Service Level Agreement (SLA), took up the mantle of forging vital links with Outreach Groups supporting the disabled, long term unemployed and lone parents. The key feature of the JobcentrePlus contribution was their ability to remove the barrier to entry.”

National Grid and Pertemps Recruitment Partnership Ltd

See Appendix 5 for more details on this case study.

a. Job Descriptions (JDs)

Often, when a vacancy becomes apparent, there may be a tendency to "dust off" an existing job description and person specification rather than assessing the vacancy from scratch. This can have the effect of not fully considering the extent to which the specification is actually relevant to the job, and can work against introducing new blood to the team, or considering the extent to which the role could be delivered in a different way. There is also a tendency to recruit into what the role has become (as the current

job holder has grown and developed), rather than the essential requirements of the role itself.

In most recruitment exercises the first point of contact with a candidate is the release of a job description and a person specification that concentrates on **essential work experience, competencies and the professional skills** for organisational requirements. This often does not offer the opportunity to bring the role alive. While this is often unavoidable, it can have the effect of narrowing the field of potential candidates. You should also consider the importance of aptitude and attributes since many skills can be acquired on the job.

You should also think of the tone and language used when a job description is written. Some job descriptions can be off-putting for different groups. A good example is a security officer's role; when it is advertised, it is important to construct the job description in a way that ensures that it does not discourage female candidates from applying. Similarly the roles of Receptionists or PAs should not be made to sound overly feminine.

As an Employer, DO YOU...

- Start with the desired outcomes of the role and then define which competencies are essential to achieve those outcomes, rather than looking at the way the role has traditionally been fulfilled?
- Look at what other resources are available in the team/organisation to seek out flexibility in your essential/desirable requirements?
- Include diversity statements such as "part time/job share considered" or "we are happy to discuss any reasonable adjustments individuals may require in the recruitment process, on commencement, or once in post"?
- Consider the extent to which a role could be reshaped to attract more diverse candidates, without biasing the documentation in favour of particular individuals?
- Focus on the skills candidates need to be successful in the job, rather than the work experience they have, as this will extend the pool of possible candidates?
- Consider focusing the job description and person specification on transferable skills that will be of benefit to the organisation as a whole rather than a specific role?
- Rigorously assess the 'essential criteria' for relevance to the role in terms of delivery and removing unnecessary qualifications?
- Leave space in the JD to take a manageable risk when recruiting people who may bring wider relevant experience to the job, but may not be drawn from traditional pools?
- Consider how you might make the job attractive to a disabled person?
- Ask the recruitment agency to advise and help draw up the job description?
 - Research suggests that working in partnership in this way leads to a much more successful, diverse slate of candidates to choose from.



“A recruitment campaign that focussed on diversity and inclusion in our 'Openreach programme' gave us the opportunity to increase the proportion of women and BAME people in our engineering workforce.”
BT Group

As a Recruitment consultant/agency, DO YOU...

- Request that clients follow the processes above – in terms of providing you with a clear brief, a clear idea of the diversity profile of their existing workforce, their aspirational targets if any, clarity on the JDs and an opportunity to draw those JDs in partnership with you?
- Challenge employers on their job descriptions and advise them on how they can be broadened in order to provide them with a more diverse shortlist of candidates?
- Challenge your clients on the job descriptions provided to ensure that they have evaluated it as per the steps above?
- Consult them on the extent to which a role could be reshaped to attract more diverse candidates, without documentation being biased in favour of particular individuals?
- Advise them on the legally acceptable measures for positive action to attract applications from under-represented groups?
- Rigorously assess and challenge the 'essential criteria' as defined by the clients for relevance to the role in terms of delivery and removing unnecessary qualifications?
- Consider how you might help your client make the job attractive to a disabled person?

b. Inclusive advertising

i. Writing job adverts

When openly advertising a forthcoming appointment, in order to reach a wide range of candidates, it is often advisable to use varying media sources, particularly those which are known to reach a diverse cross section of society.¹⁹ However, this can be quite expensive. You need to be clear about whether it is cost effective in comparison to other methods you could use to attract diverse candidates, and consider alternative

¹⁹ For example, The Guardian has statistics showing their diverse readership

ways of advertising. If you are an employer using a recruitment partner, you should discuss with them where and how they will be advertising the role, and raise the issue of drawing candidates from a diverse pool. All advertisements must be free of discrimination. They should also not be placed somewhere where only one type or category of person is likely to read or have access to them.

ii. The language you use

It is crucial to ensure that the wording you use does not have connotations which could be considered discriminatory (e.g. 'dainty receptionist required'). If you have a Genuine Occupational Requirement (GOR) which allows you to advertise for a particular type of person with regard to their race, sex, religion/beliefs, age or sexual orientation, then this should be made clear in the advert. Note there are no GORs for disability (refer to Equality and Human Rights Commission (EHRC)).

Sometimes employers make the mistake of thinking that they need to increase the mediums through which a job is advertised rather than focusing on changing what the job advertisement actually **says** or **looks like**. For some vacancies, especially if you are recruiting qualified professionals, trying to identify niche media is not necessarily the best way to increase diverse candidates. Instead, use mainstream advertising sources but ensure that you explicitly encourage diverse candidates to apply; include a clause that explicitly articulates this and speak about the reasons why diverse candidates matter to you. Embrace diversity through the use of diverse imagery as well. RfO's report '[Race and Recruitment](#)' highlights what matters to diverse candidates.

Sometimes, several targeted, smaller adverts in select press could be more effective than one large mainstream advertisement. As always, when deciding what to do, you need help in understanding who you are trying to reach. By all means, employers should ask agencies for advice but also share with them what has worked well for them in past recruitment drives. Similarly, agencies should share their thoughts on best practice or ask their clients if they have examples of what has worked in the past.

Issues to be addressed when writing the adverts:

- Review the wording of all advertisements to make sure they are inclusive and consider running a focus group internally with diversity groups to test wording is attractive and not off-putting to any particular group.
- Consider wording your adverts in a way that explicitly states your interest in a diverse candidate pool.
- Ensure that you build and use your brand wisely.
 - Many organisations use their brand to different extents when advertising directly to fill a role. This is relevant to recruitment agencies as well as individual employer organisations.
 - The stronger you are at diversity, and the stronger you are known both internally and externally to be on diversity, the easier it will be to draw diverse candidates to vacancies advertised.
- Ensure that any visuals in your adverts reflect diverse imagery.
- Be clear on what is essential for the job role
 - Concentrate on skill sets and aptitude/attributes rather than qualifications and work experience to attract and capture the widest diverse talent.

- Ensure the advertisement covers any specific support you provide to candidates with disabilities.

iii. Online resources

Many employers and recruitment agencies use online resources and social media for advertising vacancies. If you do use online sources, it is important to be conscious of how accessible the adverts are for disabled candidates, especially those with visual or auditory disabilities. For specific advice on this please go to www.efd.org.uk and / or refer to Clearkit™ a guide to the recruitment of disabled talent containing top tips, employer case studies, detailed guidance, sources of information and support together with downloadable checklists available at www.clearkit.co.uk

Additionally, to ensure that you really do diversify your candidate base, you should work on reaching out to those segments of the population who have limited access to the internet.

Issues to be addressed when using traditional media sources:

- Obtain the target audience figures from the media agency.
- Look at the results of adverts for similar posts across different media.
- Build up a portfolio of success stories where adverts have attracted diverse candidates and work out what common factors they had. (e.g. Was it the wording of the advert or the fact it was placed in the correct publication? Was it both?)

c. Diversifying how you reach your talent

- 1) Consider cultivating relationships with and using established diversity networks to spread the word about potential vacancies (e.g. organisational employee networks).
- 2) Consider establishing your own soft external networks / relationships with professional bodies which have a concentrated minority population membership (e.g. Black Solicitors Network, Women in Banking, Remploy etc.) For a more comprehensive list of such bodies, please refer to Appendix 6.
- 3) Consider engaging in recruitment fairs at local community centres; working with JobCentrePlus and engaging in community outreach activities to widen the base of people you reach.

6. Selection

a) Pre-screening

After you have attracted candidates from the widest possible audience, as an employer or as a recruitment partner, you should consider what tools you will use for your selection process and ensure that those tools and processes do not adversely affect any group of individuals. Carefully think through any psychometric tests or assessment processes and ensure that they are not likely to be disadvantageous to any particular group (see further details on this below).

Sometimes the recruitment process does not address the needs of candidates who are new to the organisation and / or sector, who may require a detailed exposition of what working in that organisation or division is like.

For example, if you are recruiting for a public sector vacancy and one of the selection criteria is a written test which uses technical terms that a civil servant would be very familiar with, you may be adversely affecting those candidates who have never worked within the civil service. This impact may be mitigated by an indication in your communication to all the candidates that they need to be familiar with certain terminology prior to attending the written exam. You might even go as far as listing some of the key terms that may come up.

Whichever recruitment method is being used it can be very effective to engage the candidate at several points throughout the process. This has particularly positive effects on recruiting candidates from under-represented groups. The more effort and time that goes into hiring them the more likely it is that they will accept an offer and spread a positive message about the process. Informal feedback about the process amongst diverse candidates can have a very positive impact on recruitment.

This process is about preparing your candidates to make sure the selection process is fair before it even begins and ensuring that all candidates have the opportunity to demonstrate their full range of skills, attributes and experiences.

The selection process encompasses vital stages which might typically include shortlisting candidates, interviewing and conducting psychometric and other assessment tests. Think about how you plan to conduct your selection process so that it will give everyone an equal chance.

b. Unconscious / implicit bias

We all have unconscious bias (also known as implicit bias) and if we become aware of what our biases are, we can then learn to address them in order to make a fair decision. This may be as simple as someone thinking that women who wear red shoes are unprofessional. If you are conscious that you have this bias, and a candidate walks in with red shoes, and you decide at one stage that you do not want to support her candidacy, you might want to press "Pause" on that decision.

Concept 'Press Pause'²⁰

- 1.** Consider the evidence, make your initial decision.
- 2.** Press '**PAUSE**', and think if you are taking into account anything that does not affect the job role.
- 3.** Then press '**PLAY**' again and make your final decision.



²⁰ Please note that 'Press Pause' is a Home Office concept developed in collaboration with Pearn Kandola

The fact that unconscious bias works against certain groups particularly at the recruitment stage of the employment cycle has been proven. In late 2009 The Department for Work and Pensions (DWP) commissioned the National Centre for Social Research (NatCen) to carry out a study to collect factual evidence to test the assertion that discrimination is a significant factor affecting labour market outcomes for members of ethnic minorities. They conducted a CV based research which showed a discrepancy in positive responses if a candidate sounded like he or she had a „White“ name as opposed to an ethnic minority sounding name. (See <http://www.admin.ox.ac.uk/eop/raceq/DWP.pdf>) If a white candidate got a positive response for every nine CVs they sent out, a BAME candidate only got a positive response after they sent out 16 CVs.

This sort of bias can apply to other areas, including gender, disability, religion/belief, sexual orientation, age and in the case of graduates, the university they attended. Race advisers and equality campaigners have called on the government to make "anonymous" CVs and job applications compulsory to overcome discrimination against women and men with African or Asian surnames.

Some British companies have already begun stripping out personal details so those deciding who to invite for interview are only told about the candidates' qualifications and experience, and not their ethnicity, gender or age. You may wish to consider this approach. No matter what approach you decide on, it is important to be aware of unconscious bias and stop this affecting your decision-making. Awareness training is good for all employees but critical for those involved in recruitment. See http://www.bitcdiversity.org.uk/resources/rfo_5_points_for_progress/3know_yourself.html for a simple, free, taster tool which further explores the topic of unconscious / implicit bias.



c. Shortlisting

When Shortlisting as an Employer/ Recruitment agency you may wish to:

- Ensure that all those involved in the process are trained on unconscious bias and equipped to minimise its effect on their decision making.
- Convene a roundtable and agree what you are looking for; come to an understanding of the competences and criteria and high and low priorities.
- Make CVs anonymous to counter implicit bias.
- Make the university of study anonymous if and when applicable.
- Consider only the essential criteria required to do the job.

- Consider selecting candidates with a diverse background of experience who would suit the job with some assistance in the shape of mentoring or light coaching.
- Allow sufficient time for a search.
 - You should allow a minimum of 6 weeks from sign off of the brief to presentation of a full and diverse shortlist. Occasionally, if there is a big target area, 6-8 weeks may be needed.
- Question the need for a longlist.
 - As an employer you could rely on the search firm / recruitment agency to provide a balanced and diverse shortlist and audit or carry out 'spot checks' on their processes on occasion.
- Ensure that independent candidates who respond to advertisements are integrated with those identified through an agency search. Ensure all candidates are handled at all stages as equal candidates so the process is fair and even, whatever route the candidate comes through.

If the search does not go according to plan:

- Ensure the recruitment agency understands the issues raised in not producing a diverse list.
- Encourage them to speak to you throughout the process about any issues relating to diversity and if they are not managing to reach out to the right candidates. This will allow you to re-group and brainstorm before the end of the application/search phase.
- If the final list produced is not diverse have a check list of questions and areas to look into to understand the reasons why and work through these in collaboration with the agency.

d. Interviewing

When interviewing as an Employer/ Recruitment agency you may wish to:

- Ensure that all those involved in the process are trained on diversity and cultural issues as well as on unconscious bias.
- Take recruiters through a similar roundtable session.
- Sometimes a simple instruction to the panel right before they start can make a big difference – e.g. "We are here to judge the participants on their merit alone and make a fair decision."
- Ensure that the interview panels contain people from diverse backgrounds.
 - Candidates may be more comfortable with and responsive to a diverse panel.
 - Diverse panellists may be better able to represent the organisation's commitment to diverse recruitment.

- Ensure that interviews are arranged flexibly, with sensitivities around reasonable adjustments for people with disabilities, and those with family commitments as well as cultural norms.²¹
 - Try to be as flexible as possible regarding the interview e.g. time of day, location etc. This would make candidates feel that the organisation is really interested in them and avoids the 'take it or leave it' sense conveyed by a fixed arrangement.
 - Try to be conscious of issues such as prayer times on Fridays for Islamic candidates and issues around special times such as Ramadan.
 - Ensure that you consider and make any reasonable adjustments for disabled candidates.²²

e. Psychometrics and Other Assessment Tests

Assessment centres are often used as part of the recruitment process and can add more value than interview panels if they are 'diversity proofed'. Research carried out by Pearn Kandola on behalf of the Home Office in August 2004 indicated that the most successful candidates at assessment centres tended to be white males who had previous developmental experiences, often as part of a 'Fast Track Programme'. A February 2010 follow up research by Pearn Kandola showed that certain aspects of the assessment centre tests continued to have an adverse impact on certain populations, particularly ethnic minorities and older candidates. A recent report (December 2011) by the recruitment company Rare titled '[Class, Race and Graduate Recruitment: Best Practices](#)' found that online methods of assessment, such as psychometric tests and application forms, were superficially fair but in fact tend to indirectly disadvantage candidates from lower socioeconomic and BAME groups unless they are adequately monitored. It is therefore important that assessment centres and processes are carefully scrutinised to avoid bias.

RfO's recent publication '[Race and Recruitment](#)' mentions alternative assessment methods that need to be explored by employers.

Issues to be addressed when using assessment centres and psychometric tests:

- Assessors should be trained in diversity and inclusion as this can be particularly helpful when using competency based interviews.
- The assessment exercises should be designed to not have an adverse impact on diverse candidates (e.g. some women may be less assertive in a male dominated group; some BAME women may not challenge male authority or speak unless explicitly invited to express their opinions).

²¹ For detailed assistance please refer to the Employers Forum on Disability (and the EFD Recruitment Charter) at www.efd.org.uk and / or Clearkit www.clearkit.co.uk a guide to the recruitment of disabled talent containing top tips, employer case studies, detailed guidance, sources of information and support together with downloadable checklists available at www.clearkit.co.uk

²² *ibid.*

- Those who are responsible for recruitment should look to ensure that any group exercises and psychological tests used are not solely calibrated against UK and US norms as this could adversely affect the chances of some candidates from a BAME background or a different culture.
- Assessors should be chosen from among line managers and HR and ideally should come from diverse backgrounds.
- Consider training your line and recruitment managers on unconscious bias to assist with the decision making process.
- When using psychometric instruments you should research those tools to ensure that they are credible and diversity tested.
- Consider the norms you are using in your psychometric tests and identify if the norm group is building in any bias to the tool.
- Consider allowing candidates an opportunity to practice the psychometric test to minimise cultural bias.

Psychometric tests should be a part of a process rather than the only factor when making decisions in recruitment. They should ideally be used at a late stage of the recruitment process to inform where a new employee might best fit.

"In the Home Office, staff who want to be promoted to middle management are, as part of a wider process, required to complete an assessment process. Recognising that BAME staff were less likely than White colleagues to fare well at the assessment centre, THE NETWORK, the Home Office BAME staff network, ran a number of development workshops in regions across the country to help BAME staff understand the process and what was expected of them. The workshop also provided advice on writing job applications and interview skills. As a result, the pass rate for BAME staff at the assessment centre has improved and has contributed to increased representation at middle management. In March 2009, just under 7% of Home Office middle-management were BAME. In 2010, this has increased considerably to over 10%."

Home Office

DO YOU...

- Communicate and manage the candidate's expectations before the assessment centre?
- Use some of the time at the start of the exercise for advocacy to all candidates and talk through some of the very positive aspects of working at your organisation?

- Emphasise your commitment to and desire for a more diverse workforce?
- Ensure allowances are made for any disabled candidate so they are not disadvantaged? e.g. Giving extra time for someone with dyslexia²³

RfO's research 'Race and Recruitment' revealed that 39% of BAME respondents wanted alternative assessment methods.

7. Making Appointments

How you handle an interview and the appointment process that follows can sometimes determine how comfortable a candidate feels when integrating into the organisation as a new employee. It is equally important to sensitively and respectfully handle those candidates who are not selected for the vacancy in order to ensure that your brand value is not diminished. Unsuccessful candidates might then be contacted for other vacancies in the future. If organisations are prepared to invest in this, time can also be spent networking with these individuals, identifying other candidates through them and spreading a positive PR message among their peers.

When Making your Appointment Decision DO YOU...

- Pause to consider if any unconscious bias has impacted your decision?
- Take a manageable risk when recruiting people who may bring wider relevant experience to the job, but may not be drawn from traditional pools?
- Consider addressing minor issues / skill shortages that can be neutralised through an intervention such as coaching or mentoring, which would make the candidate better fit the organisational culture and better able to deliver in the role?
- Make the job offer personally? If using a recruitment agency, this can be done once it is clear that the offer is acceptable to a candidate. At this stage you should again offer to meet the person so that any outstanding concerns can be addressed.

Scenario

An African Caribbean female candidate who is seen as very competent at an interview is not offered the job because the interviewer feels that she is wearing too much make-up and will not fit in well with the organisational culture. The right thing to do is for the interview panel to disregard any irrelevant factors, such as make-up, when deciding whether the person is capable of doing the job.

²³ For detailed assistance please refer to the Employers Forum on Disability (and the EFD Recruitment Charter) at www.efd.org.uk and / or Clearkit www.clearkit.co.uk a guide to the recruitment of disabled talent containing top tips, employer case studies, detailed guidance, sources of information and support together with downloadable checklists available at www.clearkit.co.uk

Post-Appointment

Following the recruitment of new employees, particularly those from underrepresented groups, it is important that support processes are put in place not only to aid retention but also to demonstrate to potential recruits that your organisation has a good and diverse work culture.

If you know that there are problems to be managed, be honest with your recruits and clearly communicate the action plan in place to mitigate such issues and their harmful effects.

If your analysis (of employee surveys and/or exit interviews etc.) has shown that diverse employees tend to leave the organisation at a particular point in the employee life cycle (e.g. after one year of employment), ensure that you put in place an intervention to minimise this.

As an Employer DO YOU...

- Provide examples of role models within your department from similar backgrounds to assist networking?
- Offer one-to-one informal chats or telephone conversations with the candidates / new recruits?
 - These informal conversations can uncover issues or concerns that can be addressed straight away, which the formal part of the process does not encourage.
 - The sessions would need to be offered to all candidates to make sure the process is fair to all.
 - Connect them to your employee networks after induction if these exist (joining instructions should be with materials)

8. Reviewing Processes and Working Practices

Reviewing the success of processes and working practices between clients and agencies is an important part of the partnership approach that we advocate. Such a review will allow you to understand what is working well and what needs improvement. The remaining **RfO Diversity Recruitment toolkit outputs** will prove helpful in such a review process.

http://www.bitcdiversity.org.uk/resources/rfo_recruitment_toolkit/rfo_recruitment.html

- 1) The '**Commitment to Equality, Diversity and Inclusion in Recruitment**' tool. This document is intended to signal the fact that both agencies and clients have a role to play in improving diverse recruitment. During a review, you could evaluate progress and successes against points in this tool. If patterns of difficulty are revealed, it is important that both parties think of ways to rectify them going forward.

- 2) **Diversity Declaration Form** - If you have used the declaration form for the first time, you should assess whether it has helped improve self declaration rates. If you have not kept track of self declaration rates in the past, then it is time to start.
- 3) **Diversity Monitoring Report Template** – The use of this will help both agencies and employers to track and report the diversity profile of candidates who have been sourced from attraction through to appointment stage. Analysing such data will help you understand if any particular group/s are adversely affected at any one stage of the recruitment process. If so, you are now better informed and can analyse reasons behind the statistics and correct your recruitment process, if appropriate.

DO YOU...

- Monitor the diverse make-up of candidates throughout your recruitment process and that of your new recruits?
- Hold review sessions with your client/agency?
- Regularly review recruitment processes to make sure that:
 - Diverse candidates are attracted to advertised roles?
 - Diverse candidates are represented proportionally throughout the different recruitment stages?
 - Diverse candidates are successful in securing employment?
- Create an action plan to improve outcomes where the results are not balanced for diverse candidates.

9. Acknowledgments

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10. Appendices

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Background Information on the RIEI

RfO together with a small group of member organisations came together in December 2009 to develop a framework that would provide checks and balances for the recruitment process. This initiative is called the Recruitment Industry Engagement Initiative (RIEI). This was done in partnership with several key stakeholders, namely the Recruitment and Employment Confederation, (REC), Equality and Human Rights Commission (EHRC) and one of our Champion RfO members, BT, which has played a pioneering role in similar initiatives in the past, including when devising the Law Society's Diversity and inclusion Charter.

Members of the RIEI:

1. BT
2. Department of Health
3. Equality and Human Rights Commission (EHRC)
4. Ernst & Young
5. HSBC
6. Home Office
7. KPMG
8. Love and Tate
9. Michael Page International
10. National Grid
11. Office Angels
12. Pertemps Recruitment Partnership Ltd
13. Prudential
14. Recruitment Employment Confederation (REC)
15. Race for Opportunity (RfO)
16. Sammons Group
17. The Housing Executive

Key Sources for the Business Case for Diverse Recruitment

1. Opportunity Now and Race for Opportunity <http://www.bitcdiversity.org.uk/>
2. Race for Opportunity '[Aspiration and Frustration](#)' research
3. Race for Opportunity '[Race and Recruitment: Exposing the barriers](#)' report

4. Employers Network for Equality and Inclusion <http://www.enei.org.uk/>
5. Employers Forum on Disability <http://www.efd.org.uk/>
6. Equality and Human Rights Commission <http://www.equalityhumanrights.com/>
7. Government Equalities Office <http://www.homeoffice.gov.uk/equalities/equality-government/>
8. Press for Change <http://www.pfc.org.uk/>
9. Rare <http://www.rarerecruitment.co.uk/> 'Class, Race and Graduate Recruitment: Best Practices' research
10. Recruitment and Employment Confederation <http://www.rec.uk.com/home>
11. Stonewall <http://www.stonewall.org.uk/>
 - a. See also The Stonewall Lesbian, Gay & Bisexual Recruitment Guide 2010/11 at www.startingoutguide.org.uk

Examples of Positive Action

Please note that this content has been largely extracted from the EHRC website. (See <http://www.equalityhumanrights.com/advice-and-guidance/information-for-service-users/shops-and-services/when-discrimination-is-lawful/positive-action/>)

Example 1

An engineering firm wants to help increase the number of women engineers it employs. Their Human Resources manager develops a programme to work with schools and colleges, aiming to raise the level of interest and awareness in engineering opportunities amongst female pupils and students. The firm also establishes a bursary to help two female engineering students with their annual university expenses. This is likely to be lawful sex discrimination, or "positive action" to rectify an existing gender imbalance in the engineering field where there is heavy under representation of women.

Example 2

A local authority developed a positive action programme to support and encourage Bangladeshi and Pakistani employees to apply for promotion opportunities. Evidence showed that, despite being qualified and having good performance appraisals, this group was not applying for more senior positions. In discussions with them, the authority discovered that the greatest barrier to promotion for this group was their lack of opportunities to gain supervisory experience. This experience was an essential requirement for most senior positions. The authority developed a positive action programme that enabled the group to gain supervisory experience. Within a short period, members of the group had sufficient experience to apply for promotion at the same rate as other groups of staff in the authority.

What and Who to Monitor

We strongly recommend using the **Diversity Monitoring Report Template**, Output 4 of the RIEI's Diversity Recruitment Toolkit to help you monitor your candidate pool from an attraction to appointment stage. In addition to that there are many other aspects that can be monitored in order to give you a richer picture of your diversity demographics. The idea is that you monitor each of these aspects by as many diversity categories as possible, with a view to identifying any patterns that need redressing.

Basic Monitoring:

- Applications for employment
 - Against specific vacancies
 - Source of candidate (via which agency / source)
 - Total offered
 - Total declined
- Applications for promotion
- Those who have applied for training
- Those who have received training
- Those who benefit or suffer detriment as a result of performance assessment procedures
- Those involved in grievance procedures
- Those who are subject to disciplinary procedures
- Those who cease employment
- Employee satisfaction surveys

Secondary Stage Monitoring:

- Workplace benefits and facilities
- Distribution of employees in particular areas of work (addressing occupational segregation and concentration of diverse populations in certain traditional functions)
- Management of flexible working
- Management of alternative working patterns (including part time work)
- Management of leave for parents and carers
- Management of pregnancy and maternity leave
- Management of transsexual/potential transsexual staff
- Conduct of equal pay reviews
- Redundancy
- Retirement
- Relocation and efficiency plan

In addition, each organisation could utilise the following:

- Diversity profiles of individual teams
- Pipeline information indicating the percentage of key roles that are covered by the succession plans at any given time
- Departmental succession plans for key roles identifying successors on a 12 month/12-24 month/24 month plus basis
- Half-yearly tracking reports for discussion with top leaders which cover performance, potential, technical ability, leadership potential, experience, development plans, and suggested next role for all high potential individuals (those with potential to get into top management). It is important that these reports are as objective as possible; and
- Data on the success of various recruitment methods.

Recruitment agencies with which employers are in partnership could also provide:

- A database of candidates from short or longlists who might be suitable for other roles; and
- Regular reports on progress in identifying diverse candidates, benchmarked against numbers of diverse candidates in the market as a whole.

Case Studies of Diverse Recruitment

Case Study 1: National Grid and Pertemps; Diversifying recruitment through Partnership

The Scenario

National Grid was undergoing a major mobilisation of operations. One result of this mobilisation was the setting up of a completely new administration and call centre hub with staffing needs for over 700 administration and call centre personnel. They recognised that this recruitment project was a unique opportunity to really embrace diversity – a subject that sits high on their business agenda. It was Pertemps' job as supply partner to manage the staffing of this entire project.

The Challenges

- Recruitment timescales were tight – 700 people were needed „in situ“ within 6 months.....the client could afford absolutely no slippage.
- We were recruiting in an area of the country with one of the lowest unemployment levels.
- To succeed we had to ensure our marketing plan would attract not only the volumes required but also access the minds of workers from the disadvantaged and minority groups.

The Approach

We partnered on the project with JobcentrePlus (JCP), who, through a clearly defined Service Level Agreement (SLA), took up the mantle of forging vital links with Outreach Groups supporting the disabled, long term unemployed and lone parents. The key feature of the JCP contribution was their ability to remove the barrier to entry. They undertook work preparation courses for the most disadvantaged customers and carried out pre-selection work on all candidates on our behalf. Pertemps for its part guaranteed an interview to all.

In tandem to this Pertemps embarked on a massive campaign launching media and recruitment activities to reach all areas of the community. This included targeted media advertising and use of specialist media groups and jobs fairs in the local community.

We also mobilised our Response Management Centre to handle all recruitment enquiries. This ensured we provided a consistent approach to all candidates and gave everyone an opportunity. National Grid also played a major role in making the necessary workplace adjustments to accommodate the diverse needs of the workforce we were recruiting.

Outcome

- ✓ We over filled on the 700 positions and well within the timescales
- ✓ 83 JobcentrePlus referrals were awarded contracts

- ✓ The project exceeded the regional diversity profile by 2%
- ✓ Processes are now in place to continue to measure diversity profiles within the workplace and provide benchmarks for all future recruitment campaigns

Case Study 2: Michael Page; Helping Diversify the Government Finance Profession

The Scenario

The Government Finance Profession (GFP) was looking to recruit 33 CCAB qualified accountants across a variety of finance roles in London, Leeds, Newcastle, Warrington, Blackpool and Sheffield. The key stakeholder organisations were Department for Works & Pensions (DWP), Foreign & Commonwealth Office (FCO) and HM Treasury (HMT).

Michael Page Public Sector (Finance) were selected as the preferred supplier in July 2009 based on a number of criteria, including our ability to attract candidates from a diverse talent pool and to support the client's diversity strategy.

The Challenger

This was a large, complex assignment, across multi-sites and numerous stakeholders. It was essential that the recruitment campaign maximised its diversity reach and that the application process generated a positive customer experience, with every candidate enjoying a consistent and informed application process and an equal opportunity to progress through the campaign. The ability to monitor activity at all stages was vital. This included volumetric details, specific diversity information and an audit of sifting and pre-screening processes to ensure compliance.

The Approach

Candidate attraction was fundamental to the success of the project from a volume, quality and diversity perspective. In addition to off-line advertising and access to candidates on the Michael Paged database, multi-site on-line media campaign allowed us to reach the widest number of applications. This included advertising on diversity specific job boards including I Am Colourful and Working Mums. The campaign generated a total of 1135 unique applications to the 33 jobs. The response handling process aimed to deliver a high level of care to candidates whilst still managing the high volume. As part of the process, candidates were required to complete an equal opportunities/diversity monitoring form enabling us to review at every stage of the process. Following competency based interviews, psychometric testing and assessment centres, a 'merit list' was compiled of 39 recommended candidates.

The Outcome

We provided specific diversity data on: gender, disability, age, ethnicity and nationality. Summary statistics were as follows:

- 40% of the merit list were female, 60% male
- 3.3% of the unique expressions of interest declared a disability

- Applications were received from an even spread across the 26-35, 36-45 and 46-55 age brackets.
- 49.9% of applications were from Any White ethnicities and 38.9% from other ethnic groups.
- 60% of merit list candidates were from Any White ethnicities and 20% from other ethnic groups (20% Prefer not to say).

Overall, the campaign was deemed to be successful both in terms of the number of vacancies filled within relatively tight timescales, but also the ongoing focus on diversity and inclusion.

Diversity Networks

Below is a list of networks and/or organisations which cater to one or more under represented group of the workforce in the UK.

- Asian Professionals Network www.apnauk.com/home.php
- Asian Women of Achievement www.awa.realbusiness.co.uk/about_us/
- Association for Black Engineers UK www.sel.org.uk/organisation.aspx?id=3097
- Black Power List (to get a copy <http://www.powerful-media.com/>)
- Black Solicitors Network www.blacksolicitorsnetwork.co.uk/
- City Pink, social network for gay women <http://www.citypink.co.uk/>
- Gay Women's Network <http://www.gwn.org.uk/>
- GG2 www.gg2.net
- Interbank Multicultural Network
- Interlaw Diversity Forum <http://www.interlawdiversityforum.org/>
- Remploy; employment services and employment to people experiencing complex barriers to work www.remploy.co.uk
- Women in Banking and Finance www.wibf.org.uk/
- Women in Manual Trades <http://www.wamt.org/events/>
- Women in Technology www.womenintechnology.co.uk/

RfO Board

Google

Adrian Joseph, Chair, Race for Opportunity
Director, Search Advertising, Northern & Central
Europe

Appointments Commission

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Chair

Barclays Capital

Kashif Zafar
Managing Director and Head of Global
Rates Sales

The British Army

Colonel Mark Abraham, OBE
Assistant Director, Employment

EDF Energy

Peter Prozesky
Chief Nuclear Officer

Ernst & Young LLP

Ben Castell
Partner, UK and Global Advisory Leader for
Consumer Products

Nationwide Building Society

Matthew Wyles
Group Distribution Director

Northern Trust

David Wicks
Senior VP and Regional Executive
Operations and Technology, EMEA

Pertemps Recruitment Partnership

Carmen Watson
Managing Director, Commercial Division

Roast

Iqbal Wahhab OBE
Chief Executive Officer

Sainsbury's Supermarkets Ltd.

Deborah Dorman
Head of Great Place to Work

Shell UK Ltd

Graham van't'Hoff
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Transport for London

Andrew Quincey
Director of Commercial

Business in the Community

Stephen Howard
Chief Executive

RfO Champions

American Express Services Europe
Army
ASDA Stores Ltd
Barclays
BT
Crown Prosecution Service
Deloitte LLP
Department of Health
EDF Energy
Ernst & Young LLP
Google
HM Revenue and Customs
Home Office
HSBC Bank

J Sainsbury
McDonald's Restaurants
Ministry of Justice
MITIE Group
National Grid
Northern Trust
Pertemps Ltd
Prudential UK & Europe
Royal Bank of Scotland
Santander UK
Shell UK
Strategic Health Authority Yorkshire and the Humber
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