



# RECRUITMENT STRATEGIES

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# **HIRING THE BEST FROM EVERY CORNER OF THE WORLD**

**Inclusive recruitment guarantees not just the widest variety of staff, but also the best possible choice of candidates.**

**In fact, diversity of employees, especially at higher levels, is one of the best possible indicators of both long-term growth and overall innovation, with more diverse management teams tending to far outperform less-diverse competitors.**





# **SET OVERALL GOALS FOR REPRESENTATION IN YOUR RECRUITMENT STRATEGY**

Are you aiming for gender diversity in management? Or looking to recruit more minority ethnic candidates throughout your organization? Once you have established this, what is the positive action you can take to make it happen?

There is no “one size fits all” and we have to remember the importance of adopting an intersectional lens when hiring. Whatever your goals, they need to be realistic, long-term, and built around your company values.





## **WRITE INCLUSIVE JOB DESCRIPTIONS**

Have you defined – as clearly as possible – what the job role is and the skills it requires?  
Could someone outside your organization easily understand what is needed?

If you want to attract people who are different to the status quo, they need to understand what is expected from the get-go – not be left confused by unnecessary jargon.

Make sure the criteria you set are clear and reflect the skills and competencies needed to do the job.





# **WIDEN YOUR SEARCH TO INCLUDE DIVERSE GROUPS AND POOLS OF TALENT**

Where are you placing the ad?

Are you being mindful of different groups who may want to apply?

Traditionally, you can place your job ads on large recruitment websites, LinkedIn, or in a broadsheet newspaper, but you can also be imaginative. Get the word out via promoted social media posts, or through various networking groups and membership societies that work with under-represented groups.





## **INCLUSIVELY DESIGN THE APPLICATION PROCESS**

In your recruitment system, check that the messages and instructions displayed throughout the application form-filling process are friendly and inclusive, not overly formal, and punitive. Design the application process in a simple way that does not confuse or frustrate applicants.

Do not forget the basics, either. Your organization's commitment to equal opportunities is something that really matters to diverse applicants – does your equality and diversity policy stand out the way it should?





## **ALLOW FOR REASONABLE ADJUSTMENTS AT INTERVIEW**

Check whether the interviewee needs any reasonable adjustments, then remember to make them and communicate them to the candidate, ahead of time.



The more preparation you do for the interview, the less the danger of making a biased decision and the greater the chance that you will make an evidence-based decision.

This is because you know exactly what you are looking for and how to elicit the information you need.

The individual roles of your panel members



# PREPARE FOR AN INCLUSIVE INTERVIEW

Whether you will be asking supplementary questions

The questions you will be asking

How you will score each applicant's answers

The potential impact of implicit or unconscious bias





# **SET THE RIGHT TONE, ASK THE RIGHT QUESTIONS**

Part of setting the right interview tone is to have as diverse a panel as possible. This is a chance to demonstrate that you are a diverse organization – right there in the room – reassuring candidates that you employ people like them.

When asking questions, focus on the candidate's motivation as well as the specific requirements of the job.



# INCLUSIVE ENVIRONMENT

To encourage them to stick around--and to truly enjoy their time at your company--you need to create an inclusive work environment. An inclusive workplace culture gives each employee a unique voice and encourages them to be themselves.

You can't force an inclusive environment. However, talking with your employees to discover ways you can make your office more open to diversity can go a long way. Holding trainings, seminars, and events that help educate employees on the importance of diversity can also create a more inclusive environment.

