The Inclusive Hiring Model

A roadmap for growing organisations in Bristol

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Looking at recruitment through an inclusivity lens fundamentally challenges the one-size-fits-all hiring activities.

Every part of the workforce, whether it is public sector, business, charity, or social enterprise, has unique characteristics, skills and requirements.

How do we define inclusive hiring?

Inclusive hiring is the practice of trying to minimise bias and create an equitable application, interview, selection and offer process for candidates from a diverse range of backgrounds. Rather than one single step or process, there are many activities that can contribute to inclusive hiring.

Cross-sector examples: Greenhouse Agency; Chartered Insurance Institute; The Guardian; Diversity in Tech

However, many organisations are low on time and resource. Inclusive hiring models suffer in favour of getting 'bums on seats' and neglect strategic planning which will impact the strength and resilience of the organisation.

> " *CIPD Research (2022) showed that just 28% of UK employers train all interviewers on legal obligations and objective interview practice. Less than a fifth make efforts to remove bias through testing the words of job adverts (18%) or checking that tests are valid, reliable and objective (17%).*

So, when we talk about inclusivity, every organisation needs to understand 'where they are' on their own hiring strategies and also have insight for the talent market, geography and wider social context they operate within.

> *Labour Workforce: Market Stats Bristol:*
> *Hiring with an inclusive lens helps connect the internal organisation with the future employee – and vice versa. Understanding your talent pool and labour market helps.*

Labour Market Profile Bristol 2023 census, Bristol Socio-economic analysis Nov 2022 - Arup & Babbasa, Black South West Network

But the benefits of inclusive hiring are undeniable and positive impact of inclusive hiring is proven at every level of the workforce landscape. McKinsey; Access Diversity in Recruitment - the business case.

Vital to the process of removing bias is to understand perfection does not exist and everyone is on their own journey. Understanding your current position, available resources, and potential impact provides the roadmap.

Understanding bias
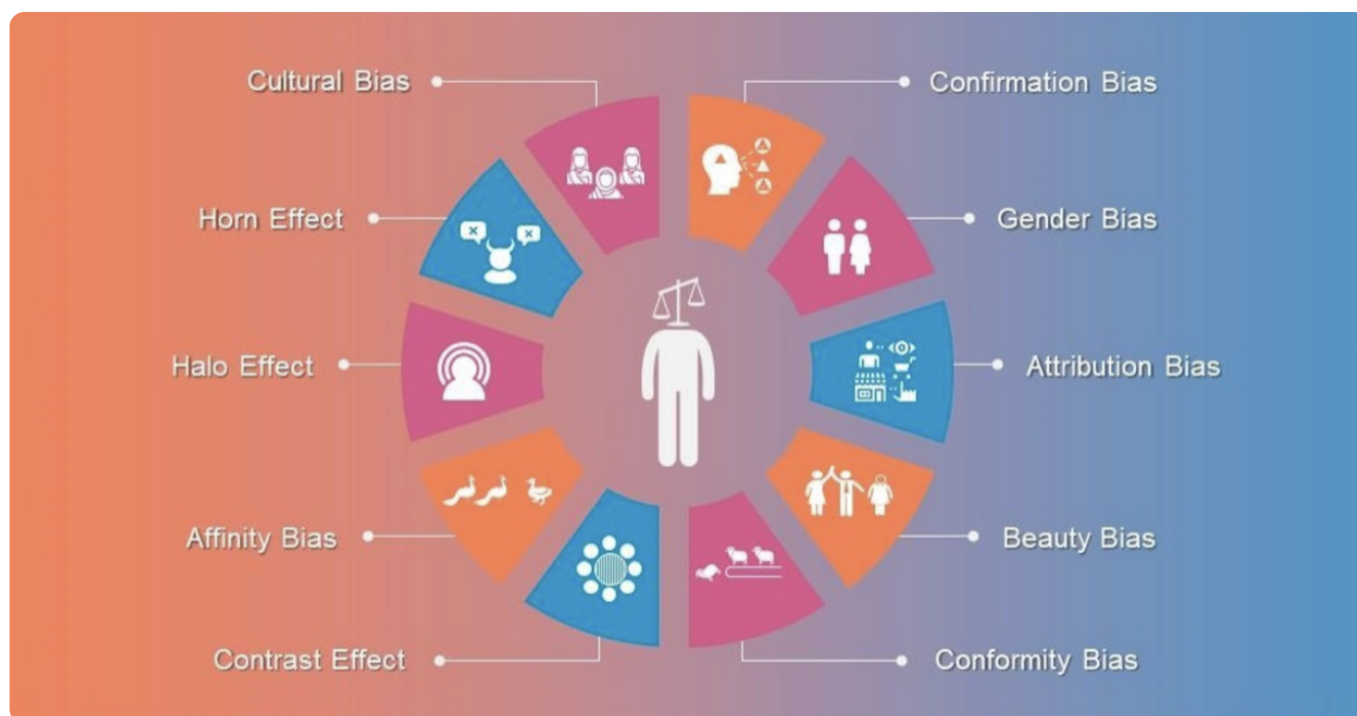
For inclusive-focused recruiting that removes bias we reviewed the main components where bias in all its forms can show up:

1. Before: starting ahead of entry to the external recruitment process
2. During: While you are working externally
3. After: Selection and onboarding (and general working culture)

From a specific POV: Businesses supporting people who have a criminal record.

To bring some of this narrative alive, we have used examples of where businesses have overcome traditional barriers to hiring people who have a criminal record or helpful 'small' changes have made a big difference.

Bristol Businesses give people with a criminal record another chance

1 BEFORE: Defining your EVP for inclusive hiring

Our findings show it is the adoption and commitment to adaptation of this end-to-end approach where organisations are most likely to see an overall dial change around increasing a culture of inclusivity.

Where you begin will be different from other organisations but in a competitive market, where talent is in high demand it is important to immediately define parameters for your search and hire activities.

Helpful links to find out where you might be on this journey:

- Deloitte - Unleashing the power of inclusion
- International Ombuds Association - My diversity & inclusion journey
- Rayan Bannai - LinkedIn post

People talk about safe spaces, which are important, but it is also necessary to create brave spaces where people can challenge and be challenged:

- Brene Brown - Building brave spaces podcast
- Elsie Ahenkorah - Safe and brave spaces dont work (and what you can do instead)
- The 6 pillars of a brave space

Crafting a distinctive employer brand that relays how you approach talent development and skills from a diverse and inclusive lens

- CIPD - Recruitment Brand Factsheet
- Whats the secret to crafting an irresistible employer brand
- Socialtalent - How to Create and Maintain an Inclusive Employer Brand

The definition matrix:
- Define what something is
- Define what something is not
- Measure good resources are: TOMS Framework / Centre for Theory of Change
- Manage
- Monitor
- Report + Audit
- Be transparent

An example of how definitions can be nuanced:

In their first research paper, The Radical Transformation of Diversity and Inclusion: The Millennial Influence. Deloitte explored how different generations define diversity and inclusion. Millennials tended to define diversity beyond demographic characteristics, viewing it more along the lines of cognitive diversity and the variety of experiences and perspectives that each individual brings to the table, compared to Gen X and Boomers, who typically define diversity along more traditional measures (e.g., gender, race, ethnicity). More so than prior generations, millennials emphasised that they see inclusion as fundamental to the way that companies do business.

TOP TIPS FOR PREP AND EVP BUILDING: Inclusive recruitment prep & EVP

1. Define what inclusion means to you;
2. Brainstorm minority groups & likely 'reasonable accommodations';*
3. Identify sources of potential bias (and plans to mitigate)
4. Consider adjustments required (Culture; Learning & Development; Wellbeing; Support; Policies);
5. Create a cross-functional team (IT as an enabler; marketing to align brand & culture; etc);
6. Build flexibility into organisation design (hours; locations; pay & benefits; shaping roles around people);
7. Articulate goals; OKRs to measure progress; hold leaders accountable for outcomes.

* see: www.axs-passport.co

Costa Coffee case study

At one Costa branch there was a staff member who was deaf taking orders. To enable them to receive the order they had a small white board and pen on the counter. On the top of the white board was the instruction for customers to write down their order. This seamless way or ordering meant the individual could work effectively in a busy environment. The colleague working with them ensured they looked them in the eye when speaking, so that the individual could lip read. They also showed them what to do if they were unsure. Having a hearing impairment didn't stop Costa from hiring, they simply found a way round it.

Top Employer Brand Case Studies 2021

- https://www.mccannsynergy.com/top-employer-brand-case-studies-of-2021/
- https://talentsmoothie.com/employee-value-proposition-evp-case-study-kuoni-group/
- https://harver.com/blog/employee-value-proposition-examples/
- https://www.brandpointzero.com/case-study/evp-articulation/
- https://bnssghealthiertogether.org.uk/staff-and-partners/inclusive-recruitment/

2 Engage with an inclusive mindset (based on EVP roadmap)

Inclusive hiring is in itself a recruitment and selection strategy used to ensure organisations can reach, attract, and onboard talent from a diverse range of communities.

Engaging with diverse and underrepresented communities in honest and transparent way is pivotal to success:

• babbasa - Workplace inclusion
• National Library of Medicine
• Good Governance Improvement - Engaging with the hard to reach
• Learning and Work - Reaching and engaging disadvantaged groups in community learning

Engagement
Occupying the efforts and attention of others. Who and how do we have to engage to drive change?

Who
Internal and external stakeholders will have to be on side to ensure the success when implementing change.

Internal Stakeholders, Systems & Processes

• C Suite/Board
• HR/Recruitment/Talent Acquisition
• Hiring Managers
• ERGs, Employee Networks
• Colleagues
• Recruitment processes

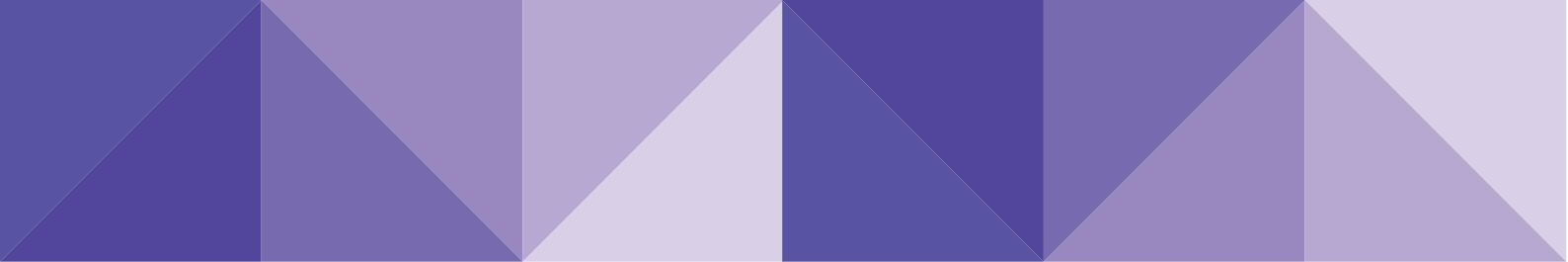**External Stakeholders, Systems & Processes**

• Candidates
• Partners
• Recruitment Agencies
• Software providers (HRIS, ATS)

How
Understand the personal drivers of each stakeholder group and how we enable them to achieve success in this area.

What do we need to do to turn each group into a champion?

1. Why? What are their drivers?
2. Pain? What issue are we solving?
3. Current situation? What happens if nothing changes?
4. Opportunities? How will this make them achieve their goals?
5. Threats? What could potentially hinder?

If we answer these questions for each stakeholder group, we get a good idea about how to engage them. They could look like this:

C Suite/Board
1. Financial; ROI; External Brand Image
2. Gender & Ethnicity Pay Gaps; Board Diversity
3. Fall behind competitors; miss out on talent
4. Widen talent pools; Improved financial results; Positive external brand image
5. Difficult to disrupt status quo; fears around being a first mover; shareholder views

We can then use these answers to devise questions and messaging to create champions and evangelists.

Top tips: Inclusive recruitment engagement

1. Publicise a company manifesto, employee charter and headline policy terms (before candidates apply);
2. Craft job descriptions which focus on competencies rather than experience. Use a 'bias detection' tool;
3. Advertise through non-standard recruitment channels (e.g. outreach to underrepresented communities);
4. Communicate your commitment to D&I initiatives and detail support options available;
5. Give multiple options for submitting applications and anonymise candidates' submissions;
6. Consider shortlisting without AI/ scanning tools (e.g. 'Five 100-word questions around 'what makes you, you');
7. Beware of setting quotas: they tend to be a sign of more fundamental problems in your hiring processes.

Case study

Kier Group + press article on Kier Group

3 AFTER: Interview and onboarding for maximum inclusivity

Once you have ensured the recruitment process is as objective as possible and avoids any unconscious bias. Use a diverse hiring panel to select candidates and establish clear criteria for evaluating candidates.

Interview process: conduct interviews that are structured, fair and objective. Consider using behavioural based questions to evaluate candidate competencies and skills.

- Structure interviews in a way that is consistent for all candidates and focus on the skills required for the job.
- Consider mix of competency-based and situational questions that focus on ability to perform the job.
- Avoid discriminatory questions e.g. marital status or religious beliefs.
- Train interviewers: on how to conduct interviews in inclusive manner, avoid unconscious bias and ensure fairness. Review interview questions. Clear evaluation criteria.
- Provide accommodations: provide necessary accommodations to candidates who need it, such as accessibility or language support

Helpful links
- Harvard Business School - 6 best practicies for creating an inclusiveand equitable interview process.
- Equalture - Tips for an inclusive and unbiased interview process

Onboarding: ensure that your new hires feel welcome and supported from the first day. Train managers on diversity and inclusion practices and establish mentorship programmes.

Create continuous feedback loop to initial recruitment processes

TOP TIPS: Inclusive recruitment selection & onboarding

1. Keep selection processes short with transparency and timely feedback at each stage;
2. Prepare interview questions and objective criteria in advance to minimise bias;
3. Consider a (diverse) interview panel. Record interviews and/ or make detailed notes;
4. Encourage candidates to help shape the role around their talents & interests;
5. Negotiate perks (customise around the candidate – not everyone wants a gym membership);
6. Assign new employees a mentor. Give a detailed induction into company life with training and team introductions;
7. Ensure regular check-ins during the first month or two give detailed feedback and address any issues quickly