

Inclusive Recruitment Guide for Employers

Practical recommendations for delivering
an inclusive approach to the recruitment
of students and graduates

Yorkshire Universities, June 2023

Introduction

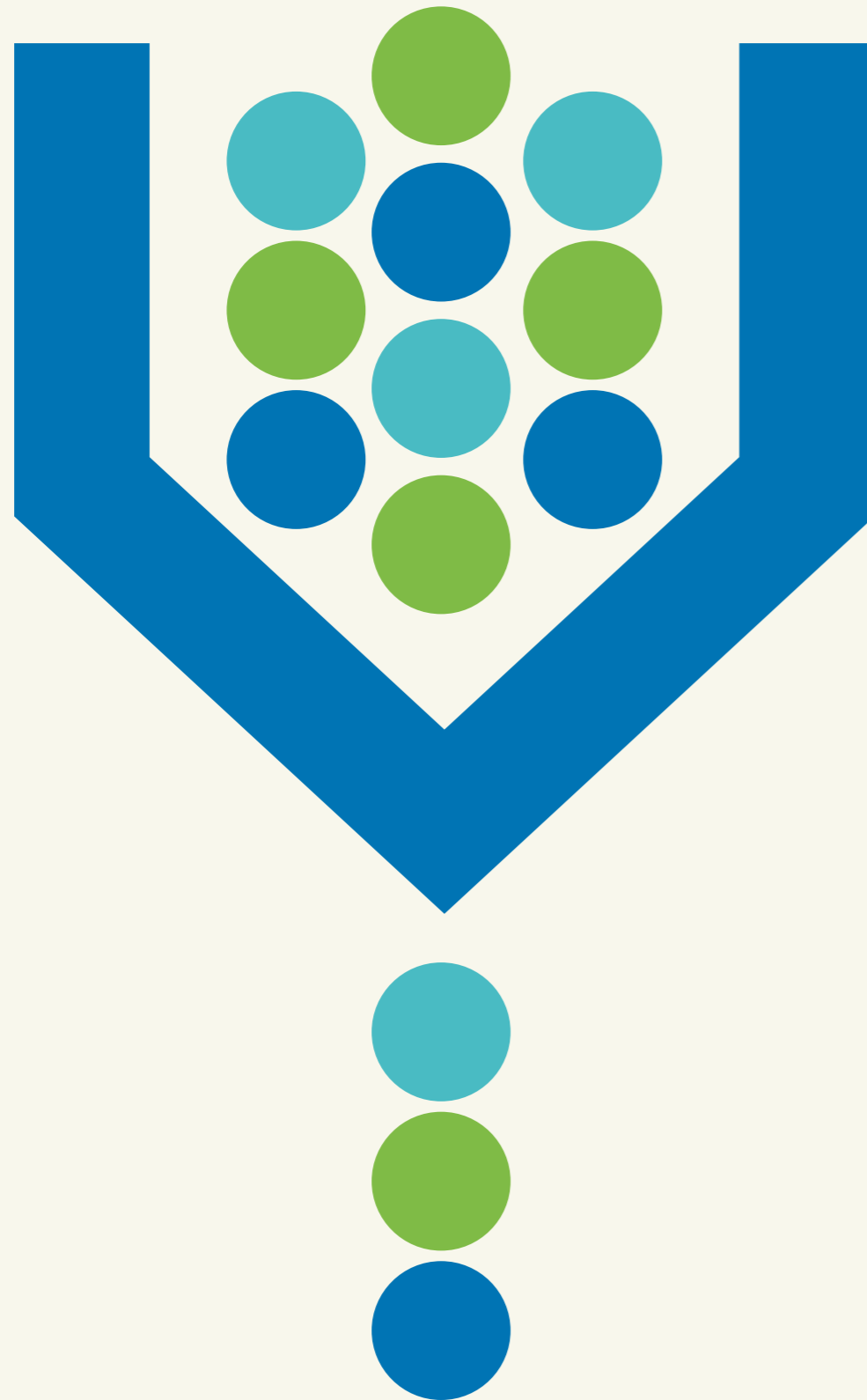
Aiming to achieve a diverse workforce has a number

the best candidates for your roles

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To ensure inclusivity and attract a diverse range of candidates, here are some suggestions for improving

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2. Shortlisting candidates for your role

Best practice is to only ask for essential information at each stage of the application process. Collecting more data encourages the sifting process to make biased judgements based on irrelevant information. The 'best' candidates may not even apply if there is a lengthy application form as it makes the opportunity less attractive, and harder to reach, and they may feel unfairly judged.

Some advertising platforms include

In this case, we recommend asking a colleague (not included in the recruitment decision) to collate the applications and remove any irrelevant information before passing them on to the hiring manager. This way decisions will be based only on the essential criteria for the role.

Inclusivity Tip

Providing unconscious bias training will help you highlight and recognise where

throughout your recruitment process.

Essential Criteria

Skills

Experience (depending on the role)

Degree subject and grade

Irrelevant Information

Name (replace with a candidate reference number)

Age

Gender (unless a genuine occupational requirement)

Ethnic background

Location

Names of school, college or university

3. Assessing candidates and interviewing for your role



questions you ask during the application and interview process to ensure they are not discriminating against those who, for instance, are neurodivergent, or may not have had the same opportunities to gain prior work experience or employment.

You could reframe questions to focus on candidates' motivations, strengths or potential (strength-based questions) or skills and behaviours in situations (competency-

- How do you maintain good
- Describe a situation where you were asked to do something that you'd never attempted previously.

This will help to provide equity for applicants to be considered based on their attributes, skills, behaviours, and potential, rather than their experience.

Inclusivity Tip

Consider using strength-based or competency-based interview questions depending on the role requirements.

Interviews

ensure that you provide clear information about the location and access to it. Ask all candidates if they have any access requirements or any reasonable adjustment requests. A reasonable adjustment is a

enable a candidate to perform in a way which minimises the impact of their disability.

Examples of adjustments you could make

- Sending interview questions to candidates in advance
- to give candidates more time to respond to questions
- Allowing candidates to take notes during the interview if appropriate
- Adapting any technical tests you use at interview - for example allowing extra time to complete these
- Removing Situational Judgement Tests which are particularly ineffective for neurodivergent applicants
- Ensuring that you have a diverse range of interviewers on the panel

The above is not an exhaustive list - remember, adjustments need to be considered on a case by case basis.

Assessment Methods

Some organisations might use different assessment methods as part of their interview and selection process, for example asking candidates to create a presentation or complete an example task. Adjustments

- Allowing candidates extra time to complete tasks
- Providing longer break periods
- Supplying printed materials with large print text, or on coloured paper to make these easier to read
- Permitting the candidate to use their own equipment or software to complete tasks
- Offer advances for travel and accommodation expenses
- Using closed captioning, or allowing the candidate to turn off their camera at certain points during virtual assessment methods.

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down the request. However, they
workplace adjustments that are

, the employer might make changes so the

people with physical or mental health conditions or a
disability to get or stay in employment. This can help
with reimbursement for things such as equipment,
travel costs, or communication support like interpreting.

www.gov.uk/access-to-work

Creating an inclusive

mandatory training on subjects such as inclusion, harassment awareness, unconscious bias, relationship building, communication skills and cultural sensitivity.

use gender-neutral terms, i.e. asking about a partner/spouse instead of husband/wife during conversations.

employees a platform to give feedback and share their experiences.

harassment policy which covers all work-related activities (physical and virtual), including parties and socials. Record all complaints and take internal and external disciplinary steps where needed.



Resources



UK Government	gov.uk/employer-preventing-discrimination gov.uk/reasonable-adjustments-for-disabled-workers
ACAS	acas.org.uk/reasonable-adjustments
CIPD	cipd.org/uk
Equality and Human Rights Commission	equalityhumanrights.com/en/multipage-guide/employing-people-workplace-adjustments
Institute of Student Employers (ISE)	ise.org.uk
MyPlus Students' Club	myplusstudentsclub.com
Diversity UK	diversityuk.org
Diversiti UK	diversiti.uk
British Dyslexia Association	bdadyslexia.org.uk
National Autistic Society	autism.org.uk
Royal National Institute of Blind People (RNIB)	rnib.org.uk/employers-and-businesses
Royal National Institute for Deaf People (RNID)	rnid.org.uk/information-and-support/support-for-businesses-and-organisations
Stonewall	stonewall.org.uk/power-inclusive-workplaces
Scope	scope.org.uk/advice-and-support/reasonable-adjustments-at-work
Mind	mind.org.uk/information-support/legal-rights/discrimination-in-everyday-life/reasonable-adjustments

