



# Inclusive Recruitment

## A Summarised Guide for Hiring Managers

### 1 Attracting Diverse Candidates

Check your job adverts for gendered, ableist, disablist or ageist language and assess what is an 'essential' requirement versus a desired one.

Do not use unnecessary workplace jargon, including acronyms and use clear and concise language.

Make sure the advert and subsequent application process is in an accessible format. This includes a font size of at least 12 in an accessible font, we recommend Arial on standard documents, but other formats for people with sight loss, hearing loss and learning disabilities may be necessary.

Keep up to date with language used by the communities you're talking about, engaging with local user-led organisations.

Speak to and work with local user-led, lived experience organisations for community outreach, promoting role advertisements across multiple platforms, targeting under represented communities in your organisation.

Assess the potential benefits and risks of diversity signposting on your job advertisements.

Ensure your values of inclusion, EDI policies, case studies, qualifications, logos and other supporting evidence of your organisation being an inclusive employer are able to be accessed by the public.

Where possible, print hard copies of advertisements to display in community spaces. Include the option and contact details for a hard copy application form for those who might need one.

## 2 Inclusive Application Process

Ensure that there are a variety of identity options on online forms for applicants, if asking about their identity is necessary for EDI monitoring or role purposes. List these in alphabetical order to show equity of value and always include the option of 'prefer not to say'.

Ask if there are any reasonable adjustments an applicant might need to meet their accessibility needs for interview.

Where possible, keep different hiring processes within different departments to help eliminate bias. For example, asking the EDI or HR department to remove personal information, age, disability or long term health condition, ethnicity, gender, names, university names, from applications. This will help eliminate (un)conscious bias, the affinity effect and stereotyping. If social media screening is required, utilise another department to screen each candidate confidentially to eliminate bias.

Give applicants as many options as practical as to how to apply. For example, offering hard copy applications for people who might be digitally excluded and video applications for people who are neurodivergent or use BSL.

## 3 Holding Inclusive Interviews

Ensure the interview location is accessible and meets any needs or reasonable adjustments expressed by the applicant. This includes making sure that main entrance signage is clear, parking and route to the building is accessible. This includes where in the room an interviewer is sat in relation to windows, so their faces are clearly visible for people with sight loss or hearing loss.

Keep days, times and locations of interviews flexible using Trac.

Consider the positives and negatives of hosting interviews online, and how to accommodate individual's needs in each situation. For example, if hosting an interview online, ensure cameras are on, so the interview candidate may lip read or read facial expressions.

Work with a small group of hiring managers and staff to host an interview, rather than a single person. Be mindful of the layout of the interview, sitting in a circle, for example, rather than facing an interviewee so as not to overwhelm or intimidate them. Also consider the number of people hosting the interview.

Assess your organisation's current diversity to identify the parameters of a diverse hiring panel. Your candidate should feel that the hiring panel has an understanding and grasp on EDI and that they will be supported at work.

Host structured interviews, rather than conversational ones for an equitable assessment of the applicants.

## 4 Welcoming Your New Hire

Be proactive about offering reasonable adjustments before the new hire's start date and flexible working arrangements, asking the new hire what they need rather than waiting for them to come to you. This might include Access to Work, advising on any employee forums, schemes, training, or working out a hybrid working schedule.

Ensure there is a culture of comfortability and trust, with colleagues feeling able to talk to their Line Manager about their work and needs. Managers should be knowledgeable about the resources available to people with marginalised identities.

Embrace a living document mentality to your EDI journey.

Measure and monitor your inclusive recruitment process, as well as all other EDI efforts.

## Access to Work

Access to Work is a publicly funded employment support grant scheme that aims to support people with a disability or long-term health condition to get work or stay in work.

Access to Work can support you to:

- Hire people with disabilities and long-term health conditions with the skills you need
- Retain an employee who develops a disability or long-term health condition
- Show that you value and will support employees

To be eligible for support, a person must:

- Have a disability or long-term health condition that means they need an aid, adaptation or financial or human support to do their job
- Have a mental health condition and need support in work
- Be 16 or over
- Be in, or about to start, paid employment
- Normally a resident in, and working in, England, Scotland or Wales
- Not claiming Incapacity Benefit or Employment Support Allowance once they are in work

An Access to Work grant might help to pay for things like:

- BSL interpreters, lip speakers or note takers
- Adaptations to a vehicle to help someone get to work
- Money towards any extra travel costs to and from work if they cannot use public transport
- Aid and equipment in the workplace
- A wide variety of support workers or job coaches
- Access to Mental Health Support Service

For more information about Access to Work, go to [Access to Work factsheet for employers](#) or [Access to Work: get support if you have a disability or health condition](#).

## Reasonable Adjustments

Reasonable Adjustments are a legal duty under the Equality Act 2010 for public sector organisations to make changes in their approach or provision to ensure that services are accessible to disabled people and people with long-term health conditions, as well as everybody else.

Reasonable adjustments can mean alterations to buildings to make them accessible, changing the recruitment process, being more flexible with working arrangements, changing someone's equipment, offering training opportunities, recreation and refreshment facilities.



Public sector organisations shouldn't simply wait and respond to difficulties as they emerge: the duty on them is 'anticipatory', meaning they have to think out what's likely to be needed in advance.



There are various ways someone can make a reasonable adjustment request:

- In writing - for example by letter or email
- In a meeting with their manager or employer
- Through a formal process, if the organisation has a process set up for requesting reasonable adjustments

When making a reasonable adjustment request, someone might think about:

- What would help them manage their health and work
- What might be possible and reasonable for their employer

To find out more information, go to [Reasonable adjustments: a legal duty](#), [Reasonable adjustments for workers with disabilities or health conditions](#), [Reasonable adjustments at work](#).