

**CHANGE
COLLECTIVE**

**EQUALITY, DIVERSITY AND
INCLUSION RECRUITMENT GUIDE**

EXTENSION PACK - JUNE 2021

INTRODUCTION

When the first Change Collective guides to recruitment were published, we had to make decisions about what to leave out. The four guides are extensive and should be the first point of reference for information and support on recruitment.

This shorter guide follows the same format of curated contributions from external experts and people with lived experience, alongside guidance and presentation on a wide range of topics.

We have picked up on campaigns like **#ShowTheSalary** and issues like remote video interviews. We provide more detailed guidance on recruiting D/deaf and D/disabled people and look at psychometric testing. We thank all contributors for giving of their time and expertise to improve recruitment practice and processes.

The original guides can be found on the Chartered Institute's website: [**ciof.org.uk/about-us/what-we-re-doing/equality,-diversity-and-inclusion/recruitment-guides-\(1\)**](https://ciof.org.uk/about-us/what-we-re-doing/equality,-diversity-and-inclusion/recruitment-guides-(1))

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SHOW THE SALARY

The *#ShowTheSalary* campaign has gained traction over the last year. What started as fundraising and other charity individuals voicing frustration about job ads without salaries has turned into a movement with over 130 charities and recruitment agencies signing their pledge.

The pledge is simple:

- **Always Show The Salary for roles you advertise.**

You are also encouraged to pledge to:

- **Never ask candidates for their current or previous salary**
- **Never include a degree requirement unless it is truly essential.**

That all seems straightforward so why does the campaign make the case for open salaries and why do some recruiters and organisations refuse to always show salaries and continue to ask for current and previous salaries?

THE CASE FOR

The case for showing the salaries on ads falls into three parts:

ADDRESSING INEQUITY

There are a number of articles and studies that set out that not showing salaries on ads enables organisations to treat candidates differently (see [showthesalary.com/resources/](https://www.showthesalary.com/resources/)). The anonymous stories certainly support the claim that not showing the salary leads to gender and racial pay gaps. Downgrading the starting salary for women and people of colour means they are unlikely to ever fully catch up.

This is further compounded by asking candidates to tell you their current or previous salary. Pegging the salary, or your understanding of their experience and skills, on what they were paid in a previous role also leads to inequity.

Some charities and not-for-profit organisations may carry out some salary benchmarking but many will look at similar roles and set salaries below those rates as their income is lower or there is a belief that charity salaries should be lower than private sector salaries. That has no bearing on the complexity or requirements for the role the applicant was delivering. It has no bearing on the skills, knowledge and experience acquired. It has no bearing on what they may have earned in an earlier role, which may be closer to salary for the advertised role.

An unnecessary degree qualification narrows your field of applicants, further reducing the diversity of your team. Applicants may have attend college, rather than university, if fees were a consideration or weren't academic at school and were diverted away from considering university. Such candidates may bring you diversity of thought, approach and lived experience.

INTERNAL TRANSPARENCY

The charity sector has to report salary ranges in a number of places, which should encourage an open-salary culture and policy. If a post is funded in full or in part through a grant or contract the salary range for the post will have been on that application and on the grant or contract agreement. Higher salaries and the average salary are reported in charitable accounts, available on the Charity Commission website. All employers, but particularly larger organisations, would have had to think about equal pay considerations for similar roles to avoid legal claims.

Practically, a salary range will be in place for existing roles and will have been considered for new roles: salaries make up a large chunk of the budget. If the salary range is known, why not show it?

REALISTIC APPLICATIONS FROM SUITABLE CANDIDATES

Recruitment is expensive, time-consuming and resource intensive for the recruiter and the applicant. Advertising a role with a salary as 'competitive' can mean that you receive applications from people who expect much more than your 'competitive' rate. It can lead to suitable applicants not applying as they have benchmarked themselves to a salary range. This particularly affects women and people of colour, who are less likely to negotiate a salary for a variety of reasons. People want to see whether the salary meets their expectations for the role and the size of your organisation before committing the time and energy to completing an application.

THE CASE AGAINST

It's harder to find anyone to go on the record for the case against. Reading different guides provides the following:

- **Displaying an attractive salary can lead to receiving too many applications from people without the skills and experience required for the role generally based on the 'what have I got to lose' thought process**
- **A degree requirement narrows the pool and is an easy way to reduce the number of applicants**
- **Applicant expectations that they will be appointed at the higher end of the range because they over-estimate their skills and experience**
- **It alerts the competition to your salary rates, leading to your staff applying and leaving**
- **It raises issues of public concern about salary rates in your charity leading to bad press**
- **It raises internal conflict with staff who feel their salary should be increased.**

All of this should be considered, planned for and openly addressed. Are these reasons good enough to risk limiting the diversity of your recruitment pool? Are you happy to give up the business gains of diversifying your teams?

VALUES

Many charities also have respect, fairness and transparency (or equivalent words) listed as their values. Good candidates will apply to you based on your values as well as your cause. You owe it to them and yourself to live up to your values.

WHY USE SPECIALIST JOB BOARDS?



Jane Hatton is a disabled social entrepreneur, TEDx Speaker and author. She founded the award-winning social enterprise Evenbreak in 2011.

Widely published in inclusive recruitment, including “A Dozen Brilliant Reasons to Employ Disabled People” (2017) and “A Dozen Great Ways to Recruit Disabled People” (2020), Jane is on the executive board of the Recruitment Industry Disability Initiative, a Patron of Arkbound Foundation and a Trustee of Action on Disability and Development International.

Winning a number of inclusion awards, she was seventh on the Shaw Trust Power 100 ‘Britain’s Most Influential Disabled People’ list in 2019.

There is a common view that if someone sees a job advert for a job they could do, and would like to do, they will apply for it. And for some, this will be true.

But imagine, if you will, how you would feel if many, many times you had been rejected for jobs you know you could do standing on your head with your eyes closed. That you were pretty sure that most of those rejections had nothing to do with your ability to do the job, but for some completely unrelated reason, like the colour of your skin, your gender or a disability or long-term health condition. How long would you bang your head against that brick wall?

“...many employers were unaware of the many business benefits to be gained through employing disabled people, seeing us as ‘problems’ rather than ‘assets’.”

I will be up front. I run a specialist job board for disabled candidates. I founded Evenbreak because many employers were unaware of the many business benefits to be gained through employing disabled people, seeing us as ‘problems’ rather than ‘assets’. And even those more enlightened employers who knew that disabled people formed a large pool of untapped talent found it difficult to attract that talent.

Disabled people said they were unable to distinguish which employers were worth applying to, as most state they are ‘equal opportunities employers’, when many are not.

“80% of the disabled people surveyed said that the biggest barrier to finding work was not being able to identify which employers were genuinely inclusive”

This was backed up by some research independently carried out by UCL in 2019. Over 80% of the disabled people surveyed said that the biggest barrier to finding work was not being able to identify which employers were genuinely inclusive.

An employer who advertises their vacancies on a specialist job board will demonstrate commitment to attracting a diverse candidate base, whether on a board targeting people of colour, parents, veterans or disabled people. Diverse candidates are much more likely to apply to employers who are actively reaching out to them.

There are a number of specialist job boards available, some better than others.

These are just some ideas for consideration when selecting which specialist job boards to use. It is important to ensure the board is ethical, and valued by the niche communities it serves, so that your brand is allied with a professional, authentic and credible brand that reflects your values and aspirations.

GUIDE POINTS

- Are they easy to find? If it was hard for you to find, it may also be difficult for your target candidates to find.
- Is it led by people with lived experience? For example, a job board for ethnic minorities will hold much more credibility if it is led by people from those communities.
- Does the job board work hard to help you be seen as an inclusive employer of choice? Or do they just take your money and post your adverts?
- Does the job board offer tailored support and advice to candidates? Free of charge?
- Is the job board pro-actively marketing roles to your target audience, through social media, partnerships with other organisations, creating and sharing case studies, etc?
- Does the job board offer you support in becoming more inclusive and accessible?
- Which employers are currently using the board? Do they cover a wide range of sectors, locations, types of role?
- Do employers tend to stay with the job board? A high turnover of employers may indicate dissatisfaction with the service.
- What is the size of the candidate base? Has the job board been successful in attracting a large number of the people you want to attract? And what is the level of engagement with those candidates?
- How many roles are currently being advertised on the board? If only a small number, candidates may not keep coming back to wait for your adverts.

CLOSING DATES

Application closing dates used to be the one fixed and certain deadline in any recruitment process.

This is no longer the case, with some roles indicating they have a rolling recruitment process or that potential applicants should apply immediately as candidates will be considered on a first come, first served basis.

Closing dates can help applicants and recruiters but we all operate in a fast-moving market where there may be a good reasons to be more flexible.

GUIDE POINTS

BENEFITS OF A CLOSING DATE

- Hiring managers have a clear timeline to the new recruit taking up the post
- Hiring managers have a clear reason for rejecting late applications
- Applicants have a clear timeframe to work to
- Where hiring managers do not send rejection letters, applicants can make an educated guess that they are not being considered for the role based on length of time from the closing date
- The more information applicants have about the process the more likely they are to trust it is a fair and open process.

BENEFITS OF NOT HAVING A CLOSING DATE

- Hiring managers can fill a vacancy quickly by screening applicants as they come in and interviewing immediately for roles with a high turnover or an urgent recruitment
- Organisations with many similar roles can screen applicants to be seen for more than one role – applicants are viewed on their own merits against the criteria and not in relation to other applicants
- Applicants applying for many roles can be seen quickly before they are hired by another organisation
- Specialist roles that may take time to find enough applicants can remain open until there are enough applicants to create an interview pool.

CLOSING DATES

GUIDE POINTS

DISADVANTAGES

- Applicants may think it is not worth their time and effort, as the role may be filled before they are seen
- Applicants may think the organisation has a high turnover of staff and question the culture in the organisation
- Applicants may see the role many times and decide that it is undesirable or impossible to meet the expected standard
- Applicants may see the role many times and think the organisation does not update their information regularly
- Hiring managers are always in recruitment mode



ROLESHARE: HOW TO CREATE SUSTAINABLE TEAMS IN 2021

Sophie and David Smallwood, Co-Founder + Co-CEO's of Roleshare set out the survey evidence for flexible working and how to ask for and manage a role share.

At Roleshare, our goal is to enable a sustainable workforce, where people and companies get more from roles, and where full-time balance in work and life is normal – regardless of the reason. We help people who want to work part time connect, combine skills, and apply for exciting full-time roles together.

www.roleshare.com

As we have all seen through the COVID-19 lockdowns and restrictions, flexible working options and strategies are more important to both employees and employers than ever before.

	LEAST FLEXIBLE	SWEET SPOT	MOST FLEXIBLE
WHERE	Office Based	Mixed (e.g. 60% office /40% remote)	Remote
WHEN	Full Time (9-6)	Part time / flexi day / Compressed Week / 4-day week / job/ role share	Task Based

The term “flexible work” covers many different working arrangements that can be dissected further by thinking about the main dimensions of where and when work is carried out.

Getting the mix right can set your organisation up for success by helping in the following ways.

Improved culture and collaboration.

Reduced hiring costs / attracting better talent.

Improved productivity.

All people leaders should be thinking about which solutions would work best for their team, their customers and their other stakeholders, designing a solution that is tailored and unique.

Roleshare conducted a survey of professionals to understand the appetite for flexibility in the new normal that is shaping before us as a result of the global COVID-19 pandemic.

Our time and autonomy to work how and when we please are highly valued by professionals. Overwhelmingly professionals in our survey want more time back outside of work and for work to be flexible enough to support their lifestyle and commitments.

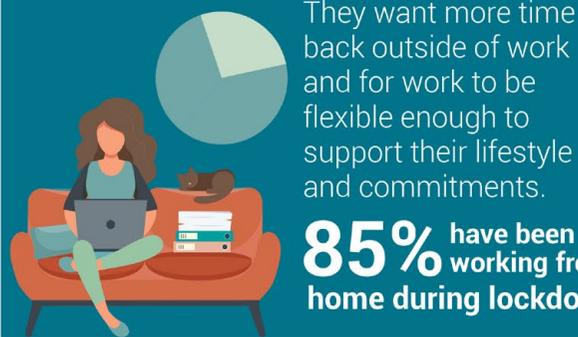
THE NEW NORMAL: EMPLOYEE-LED FLEXIBLE WORKING



Professionals want to significantly cut their hours and amplify flexibility. Roleshare surveyed over 350 professionals from individual contributors to C-suite.

Professionals highly value time and autonomy to work how they please.

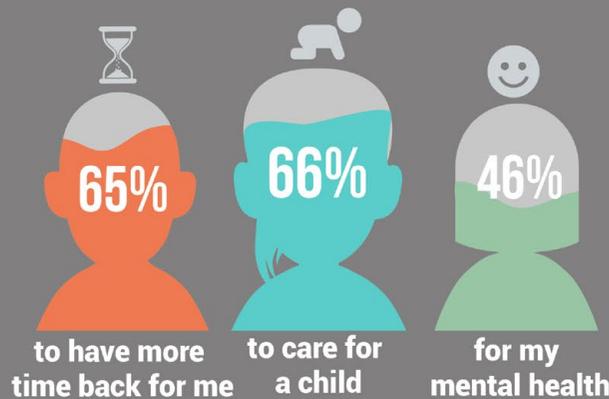
90% of professionals want to work flexibly



85% have been working from home during lockdown

Time for "me" is almost as important as time "to care for others." Flexible working is perceived to open the possibility of significant improvement in lifestyle and happiness.

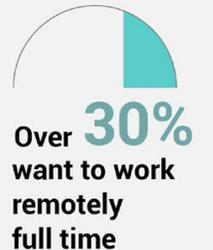
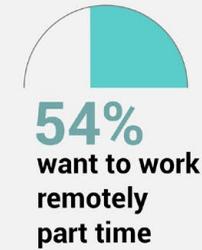
WHY WORK FLEXIBLY?



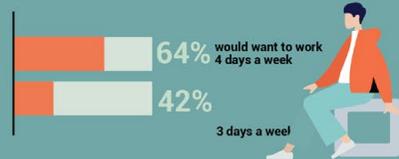
HOW PROFESSIONALS WANT TO WORK:



Professionals are open to a wide range of flexible work styles but many people want to significantly cut their hours and amplify the flexibility with remote work.



1 in 5 want to share a role



Many professionals are willing to give up money for time back and reduce their hours post lock down.

42% of professionals would be willing to reduce hours pro rata

The impression of employers who offer flexibility is overwhelmingly positive.

Trust **Fair** Focused Supportive **Progressive** Caring
Realistic

Survey respondents said flexibility offers an opportunity for a better society. Flex is an "everyone, everywhere" thing for a wide range of roles from admin to c-suite.

About Roleshare

At Roleshare, our goal is to enable a sustainable workforce, where people and companies get more from roles, and where full-time balance in work and life is normal – regardless of the reason. We help people who want to work part time connect, combine skills, and apply for exciting full-time roles together. www.roleshare.com

Time for 'me' is almost as important as 'time for others'. They are open to a wide range of flexible work styles but many people want to significantly cut their hours (part time / role share) and amplify the flexibility with remote work. For some, flexible (remote) working is perceived to open the possibility of affording significant improvement in lifestyle and happiness.

A large proportion of the over 350 professionals surveyed are willing to give up money for time back and reduce their hours. This could create opportunities for people who are at risk of redundancy, unemployed or on furlough – share the work around. Some people are held back from working reduced hours by affordability, i.e. they can't take a pay cut. We would love to see governments consider subsidising an initiative for a period that allowed / encouraged people to share work and this would increase the numbers of people that would participate.

There is a very real accessibility element to flexible work not just in terms of parents or carers and their career but also for those with mental or physical health conditions. An opportunity for a better society – not just gender balance and a more diverse workforce, but also healthier population and people having time to give back to the community. This is one of the arguments made by

the New Economics Foundation's campaign for a 4-day working week: neweconomics.org/campaigns/shorter-working-week

The impression of employers who offer flexibility is overwhelmingly positive. The top two words people associated with employers who offer flexible working "progressive" and "fair". Professionals offered alternative descriptions from empathetic to pragmatic which included "supportive" "trust" "caring" "focused" "realistic" Flex is an "everyone, everywhere" thing for a wide range of roles – it applies to everyone at every level, across many industries.

WHAT IS A JOB SHARE/ROLESHARE?

A flexible working model that brings two part time employees together to fulfil a full-time role. This could be for professionals in the corporate world looking to gain more time for themselves to actively support a charity for example. Roleshare could:

- **Expand the talent pool**
- **Increase diversity**
- **Provide coverage and continuity**
- **Provide a wider skills mix and innovation**
- **Increase output**

GUIDE POINTS

ROLESHARERS:

- Find someone to share your role with first – you need to be confident that you complement each other and share similar work values
- Present your joint skills mix
- Agree how the role will be delivered, including coverage, handovers, joint management of individuals and teams
- Discuss with your manager, for existing roles: Find the roleshare guide to successfully pitching this to your company here.
- For new roles, look for flexible work statements on job ads and job descriptions
- Speak to the recruitment manager to check that the organisation has a process and will accept a joint application. You may need to apply separately and each reference your roleshare partner
- Remember, it is one job not two part-time jobs

EMPLOYERS:

- Create policies and procedures that support flexible working, including roleshare
- Promote genuine roleshare opportunities on job ads
- Treat each part of the roleshare as a separate part-time contract with their own benefits, access and hardware/software
- Set up a joint email address for the rolesharers to access. This helps ensure all stakeholders only have one engagement with the pair
- Build time for a weekly handover mechanism to align / catch-up on updates
- Be clear about when rolesharers are treated as individuals (e.g. contracting, payroll, annual leave etc.) and when they are treated as two halves of one role (e.g. work planning, joint appraisal)
- Consider how senior rolesharers manage staff teams and individuals
- Support joint development opportunities



THE UPTERNSHIP PROGRAMME – PIONEERING THE HIRING OF EXPERIENCED WORKERS FOR ENTRY LEVEL ROLES

Rob Howgate is founder of Equalize. He devised The Upternship Programme, a 10-week development Programme for older workers looking to switch careers and secure a full-time entry-level job.

Equalize are working with Blume to extend this scheme to charities. Here, Rob explains why the scheme began and how it works.

2020 will be remembered as a challenging year for many and yet with every dark cloud comes a silver lining and the renewed efforts to make workplaces more equitable in the UK has been evidence of that. Diversity and inclusion is key in the modern workplace and fundraisers should represent the communities they work in.

One area of diversity and inclusion that often gets overlooked though is ageism, whether you're seen to be too young for a job; known as reverse ageism, or perceived to be too old. Incredible really when we realise that "age" is the only common denominator that applies to ALL workers and could be used outside of its silo to double up or triple up on broader diversity and inclusion issues such as age + race + gender.

With seniority often being associated with a more senior age also, ageism against older workers is much more apparent at entry level; where the widespread misconceptions that older workers are "too expensive", "digitally illiterate" or "stuck in their ways" are passed around and intergenerational advantages dismissed. Thus, most new entrant schemes; apprenticeships or internships, are aimed at the younger applicant, often below 25 years old.

Further, and whilst progress has been made with blind recruitment, in most circumstances there's still a need to meet a hiring manager who, in reality, could

display conscious or unconscious biases of their own. And besides, why should we hide the rich tapestry of backgrounds and identities that define us? We should be celebrating our differences not seeking to dismiss them and the Upternship Programme does just that with a wide range of impressive and eclectic CV's within our network.

INTRODUCING THE UPTERN PROGRAMME

Simply, The Upternship Programme (UP) was launched to give experienced workers, generally 40plus, a chance to showcase their experience and transferrable skills within a 10-week period modelled to highlight the fast-track impact they could make.

Alongside this a 'roadmap to hire' is agreed upon with the aim of the Uptern proving themselves and securing a permanent job when the Programme ends.

GETTING STARTED

Upterns are recruited in the same way as regular employees with proper consideration given to how their skills and experience fit with the role they are expected to fill. Partner charities are sent 3 CVs for review and the interview process is fair and equitable to ensure the Upternship Programme is set up for success.

WHY HIRE AN OLDER WORKER?

- They bring more experience and an invaluable skillset to the work place
- They are loyal and trustworthy and add depth and credibility to the office
- They can help mentor and develop younger workers
- They help their teams achieve higher performance levels and a broader cultural and creative environment

BENEFITS OF THE UPTERSHIP PROGRAMME

- Discover new and experienced talent for entry level roles
- Take the pressure off your smaller teams by reducing overall employee workload
- Embrace 'lived experience' in the fundraising role that brings empathy and a credible approach to the wider community
- Create a dynamic, inter-generational workplace

FROM DAY ONE TO INFINITY AND BEYOND!

A well-designed induction process can make your Uptern's transition into their new role a smooth and enjoyable experience as well as helping you integrate your new member of staff as quickly and effortlessly as possible. If an Uptership is to be beneficial to both the employer and the Uptern, and lead to the holy grail of a full time permanent job, it is imperative that the Uptern is given as much responsibility and diversity in their work as possible.

They will have had some wonderful work and life experience, so ensure that is utilised and their potential is fulfilled.

A major advantage of an Uptership Programme versus an Internship for example, is the fact that less supervision time will be needed too. Upterns are well versed in the dynamic of the workplace and are committed to making their later life career work.

Set them up to succeed and they will do. To infinity and beyond!

WHY FUNDRAISING?

Fundraising is not an easy position to fill, the role is complex and sales driven and will be even more competitive post Covid as charities compete for a smaller slice of an even smaller pie.

An Uptern will bring commercial experience, salespersonship and a suite of transferable skills which will help them fast track their development and impact revenues sooner rather than later. All for an entry level hourly rate and salary. Equalize is currently working with The Nystagmus Network for these reasons and because the Nystagmus Network wanted to take a fresh approach to fundraising and recruitment.

PROGRAMME FORMAT AND COSTS

- **35 hours per week for a 10-week period**
- **Uptern contracted at £10.75 per hour paid directly to the Uptern by the employer**
- **If taken on longer-term or permanently the Uptern receives a contract of employment, salary and benefits**
- **Recruitment fee paid to Equalize.**

SHARING INTERVIEW QUESTIONS

There is a live, and sometimes lively, debate about whether it is better to share interview candidates prior to their interview or not. A quick internet search will also ask if it's even ethical to share questions.

There is no clear answer but it is worth considering what it is you are testing when you ask an interview question. Are you:

- **Finding out about their experience and skills?**
- **Finding out if they can think on their feet?**
- **Testing their ability to handle a stressful situation?**
- **Exploring their approach to a problem?**

For candidates unfamiliar with interviews, i.e. younger candidates and returners to the workforce, or for some disabled and neurodivergent candidates, it might be useful to provide them with at least some of the questions ahead of the interview. It also helps those who just get anxious at interviews.

Provide some or all of the questions ahead of the interview gives candidates the chance to think about the best examples to give you and it gives you a chance to assess which candidates prepare ahead of their interview.

Sharing questions may feel more appropriate for more junior roles and you may believe candidates for senior roles should have enough experience to perform well in an interview. Candidates at all levels can feel nervous, so you might want to consider sharing the questions that ask candidates to provide an answer on what went well and learning from what went badly in a scenario, their approach to a particular problem or collaboration and partnership working.

GUIDE POINTS

- Be clear what you are testing in your interview questions and use this to guide which questions you share with candidates
- Questions shared a few days ahead of interview should result in better prepared answers. Ask for clarification on answers to dig deeper, show interest and to check the candidate understood the questions
- If sharing the questions immediately before the interview you should let the candidates know ahead of arrival that they will be given time to see the questions
- If you have a mixture of shared and unseen questions you should inform candidates ahead of the interview.

LIVED EXPERIENCE



RECRUITING FOR LIVED EXPERIENCE

James Gadsby Peet, Owner and Director of Digital & Strategy at William Joseph

Thanks to William Joseph's focus in the charity and university sector, James is fortunate to be able to see multiple perspectives on the same challenges we all face. By running a small, specialist team he is able to stay close enough to the detail to provide solutions that actually work, whilst spotting patterns for successful overarching strategies.

Before joining William Joseph, James led the digital team at Cancer Research UK, the UK's largest charity. There and in his previous roles at Battersea Dogs & Cats Home and Variety he was responsible for the development of digital products that met user needs and drove business value, through his experience across Digital Marketing, UX, Analytics, SEO, Content Strategy, Development and Solutions Architecture.

WILLIAM JOSEPH PRODUCT MANAGER RECRUITMENT

In July 2020, William Joseph worked with Collaborative Futures in order to hire a new product manager to our team. The role would help us design products, services and brands for organisations working for positive change.

One of our biggest problems at William Joseph, and the tech and design sector as a whole, is the lack of diversity

of the people that join this industry. People come from quite similar backgrounds and have similar experiences which means they ultimately come to similar decisions.

"It's critical to our success that we find a more diverse set of people to join the team."

The broader the perspectives we can have within our team the better decisions we will make for the charities, universities and social enterprises we work with. So it's critical to our success that we find a more diverse set of people to join the team.

In the past, we have paid to place our job ads in specialist communities that target certain demographics – but had minimal success. This is likely due to the people seeing our company and thinking they wouldn't fit.

We knew that by working with an organisation such as Collaborative Futures, we could reach people that we wouldn't normally be able to. However finding these people was just the first step. We wanted someone that could grow into the role – even if they didn't have directly comparable experience. That meant we needed a radically different assessment process.

LIVED EXPERIENCE

By James Gadsby Peet

The four top lessons we learned during the process that shortlisted five candidates:

1. SHARE INTERVIEW QUESTIONS BEFOREHAND

We wanted to get the best version of someone in their interview. For us, it's not a memory test or an exploration of how quickly you think on your feet. Those just aren't important factors in the success of this role.

We had great conversations with all our candidates, where they really understood us and we really understood them.

In fact almost everyone we spoke to could fulfil a role at William Joseph. But we know we made the decision based on the person that's right for this particular role and who could add a valuable new perspective to the team.

2. PAY PEOPLE FOR THEIR TIME

We asked our candidates to complete a task that was similar to something they'd find themselves doing on day one in the job.

Tasks get past the charisma bias that's inherent in many hiring processes – just because someone can tell a good story about a situation, doesn't mean they're the best at tackling it. However they take time and can be hard work for all involved.

It should go without saying that by paying people to complete this task, you open up the groups who can afford to take the time to apply for your roles. Whilst not always possible for charities, this compensation definitely allowed us to reach people we wouldn't have done otherwise.

The unexpected benefit for us, was that we could dig into the quality of the work because it makes it more realistic. By setting a fixed budget, we could identify the underlying capabilities that we were looking for such as initiative, time-keeping and prioritisation.

3. HAVE A CALL BEFORE AN INTERVIEW TO INTRODUCE YOURSELF AND THE PROCESS

Prioritising this call increased the likelihood of us seeing what we needed to really understand the candidate.

For example, our process focussed on a number of emotional questions as well as technical approaches. We asked people to complete a personality test called High Five – [high5test.com/](https://www.high5test.com/)

To give someone this task without any context or explanation can at the very least seem weird and at the worst intrusive.

In this instance we wanted to understand how the line manager of this role would complement someone who had a different personality type to her. It was also a great exercise to understand the candidates' own emotional awareness. We wanted to explain this to them in detail which would never be possible in the interview itself.

This is standard procedure for a recruitment agency. Applying it to your internal process deepens your engagement with candidates without paying for the middle-person.

4. DON'T TALK TO FELLOW INTERVIEWERS ABOUT YOUR REFLECTIONS AND SCORES

It feels great to immediately discuss your reactions to a candidate's interview. It's only natural – you care about the process and have just had a really interesting input to it. However you amplify the existing biases within the panel through this approach.

It can also allow the most dominant voice in the room to persuade other colleagues before they've had a chance to make up their own minds.

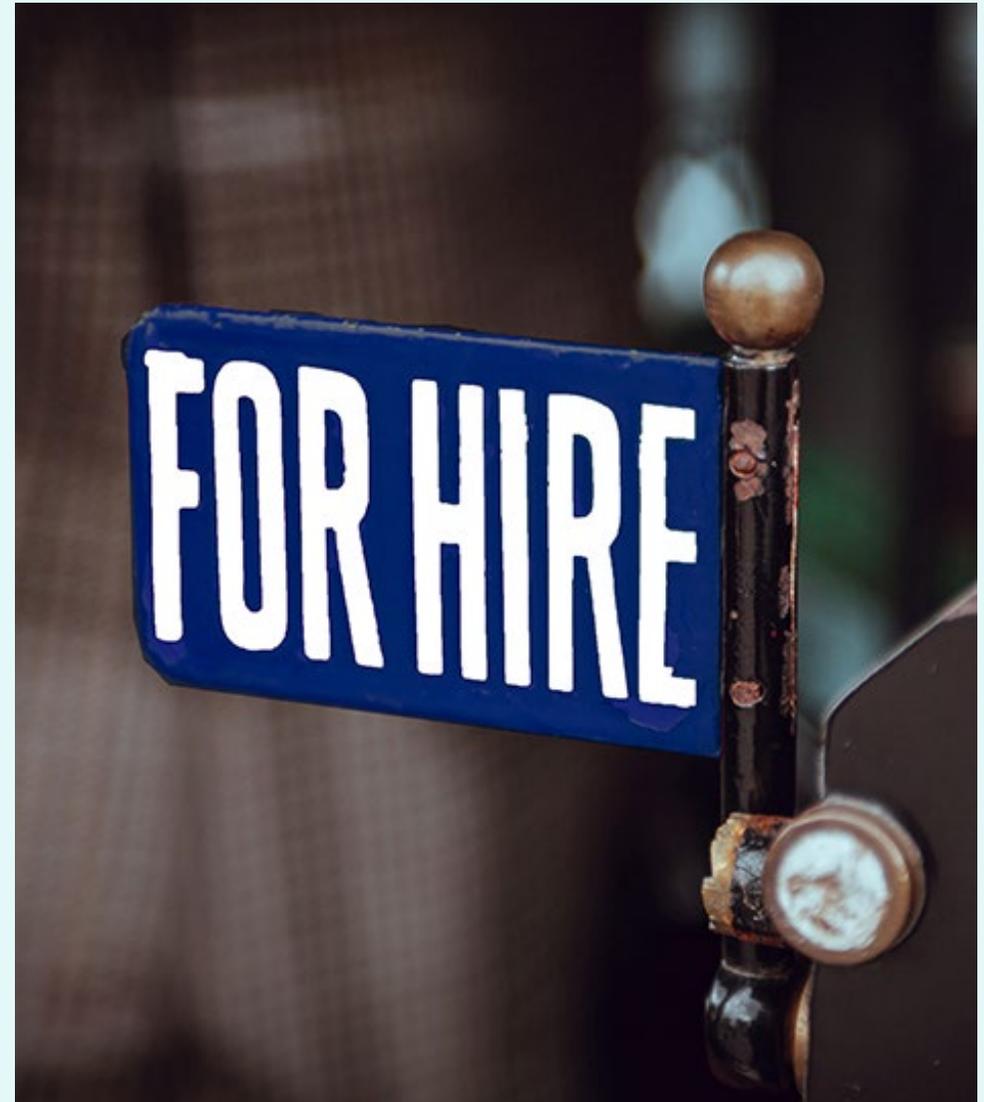
We waited until all of our interviews and tasks were complete and then had a session facilitated by an external person, to finalise our scoring, reflections and feedback.

We rapidly got down to the genuine differences between peoples' capabilities and could more accurately evaluate which were right for the role.

EVEN WITH ALL OF THIS, IT'S STILL REALLY HARD

I have never been more convinced in a hiring process that we found the right person for the job. But that doesn't mean the process wasn't still difficult. Our decision came down to two candidates who would both make great additions to our team. However by genuinely understanding their strengths, we could make a better decision about who the role would suit.

For a small business such as ours, hiring new people is the riskiest thing we do. So it was well worth the extra effort, time and money this process took to get right. It's easy to make the argument that this isn't scalable. However fundamentally, if the people in our organisation are the difference between success and failure, then it's well worth finding the right ones to join.



RECRUITING DISABLED PEOPLE

Inclusion Scotland is the national Disabled People's Organisation (DPO) for Scotland – led by disabled people. Inclusion Scotland talks about 'Employerability' – the idea that employers need to learn to be more inclusive employers rather than the problem being disabled peoples' employability. This section covers an edited selection of their information on recruiting and employing disabled people.

INFORMATION SHARING

In 2014 Kate Nash Associates carried out some research (Secrets & Big News: Enabling people to be themselves at work) with 55 employers and over 2511 disabled employees to look at information sharing.

They found:

60%

of disabled people who had not shared information about their impairments were worried about repercussions either now or in the future. Those in the public sector were more worried than those in the private sector.



Employers saw information sharing as transactional but employees saw it as emotional and personal.



1 in 5 disabled people sought external advice about whether to share information suggesting that significant numbers of disabled people are worried about sharing information about their impairment at work.



Disabled people often looked for clues or indicators as to how inclusive or supportive their work environment was before they shared information suggesting that inclusion is not simply about workplace adjustments but how organisations value and celebrate difference.

73%

of employers formally monitored how many disabled employees they had but 34% stated they still did not know how many disabled employees they employed.

MAKING RECRUITMENT PROCESSES ACCESSIBLE

Employers should make their application processes accessible to disabled people. Information provided in adverts should be clear, and adjustments should be offered where needed.

You may decide to ask about adjustments at application or when you offer an interview. This should be presented as a positive opportunity to show you are intentional about inclusion of disabled people.

You want candidates to be at their best during the recruitment process so don't leave them wondering whether it is safe to share their information.

GUIDE POINTS

- Ask all candidates if they require any adjustments.
- Online testing may be difficult for people with some impairments – prepare alternative options
- Timed exercises may disadvantage people who need extra time, i.e. using assistive technology
- Deaf people may prefer to apply in British Sign Language with an interpreter
- People with learning disabilities may wish to apply with a video CV rather than a written one to get their skills across

ADJUSTMENTS

Adjustments should be made to address additional barriers faced by the individual. Here are some adjustments you may need to implement:

- **Workplace assessment from Access to Work recommending assistive software such as Zoomtext, screen readers like Jaws, adapted chairs or desks on input devices, etc.**
- **Electronic magnifiers or document readers**
- **Travel assistance from Access to Work**
- **Ergonomic assessment so you are comfortable using the equipment**
- **Flexible working, e.g. no set start time giving leeway for getting to work in the morning, or for medication side-effects**
- **Home working**
- **Support to deliver presentations**
- **Voice recorder from Access to Work**
- **Mental health support service from Access to Work**
- **Buddying or mentoring**
- **Flexibility with working hours and locations, home working**
- **Considering how work setting and tasks could aggravate condition and what accommodations could be made – lighting, workload, physically demanding tasks**
- **A 'disability leave' policy to differentiate from 'sick leave'**
- **Awareness training for colleagues**

EXPERT ADVICE



ACCESSIBLE GAME

Philip, Business Development Assistant at Inclusion Scotland, uses his gaming hobby to reflect on how one organisation in the gaming industry is listening to disabled people's direct experiences of gaming to create a more accessible, inclusive and successful product.

The definition of Accessibility: Accessibility can be viewed as the "ability to access" and benefit from a system or entity. This is about making things accessible to all people (whether they are disabled or not).

"The mistake many businesses make in trying to make their products and services more accessible is not listening to the lived experience of those who live with inaccessibility every day.

From a business perspective, it stands to reason that all businesses should want their products or services to be as accessible to as many people as possible as this increases customer satisfaction, broadens your consumer base and generates positive press for your organisation. It is also, the right thing to do morally.

However, the mistake many businesses make in trying to make their products and services more accessible is not listening to the lived experience of those who live with inaccessibility every day. By lived experience, I mean direct experience of a world that is inaccessible to you.

In listening to and incorporating the insights and learning from disabled people's lived experience you can create truly accessible products and services, which can bring benefits to all customers. In short, to make something accessible to disabled people ask them how. We know what we need to find a product or service accessible better than anyone else does.

Here I want to look at the recently released Last of Us Part II video game and how its developer Naughty Dog used the lived experience of disabled gamers to create one of the most accessible and inclusive video games ever.

ACCESSIBILITY IN VIDEO GAMES AND THE DIFFERENCE IT MAKES

Playing video games has been a popular leisure activity since the 1980's and has only continued to grow as an industry and a mainstay of popular culture in modern times. There are now more than 2.5 billion gamers across the world. Combined, they spent around \$152.1 billion on games in 2019, representing an increase of +9.6% year on year.

Clearly more people than ever before are playing video games for entertainment, relaxation and just for fun.

But what if you couldn't enjoy videos games the same

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By Philip, Business Development Assistant at Inclusion Scotland

way other people do? Imagine playing a video game with no sound, instead relying on captions. You're running around a room looking for an item, or way out. Then a caption indicates that a character in the game has said "over here". Over where? That's not a helpful hint when you can't hear where the character is.

There are many examples of big name video games treating accessibility as an afterthought, such as

"People who are passionate about the medium but can't enjoy it to the fullest extent because our access needs aren't considered."

2018's God of War and 2015's The Witcher 3: Wild Hunt, both released with tiny text that was difficult to read, but were thankfully updated to allow you to enlarge the size. However, this was only done after the games had been released, illustrating how accessibility was treated as an afterthought when it should have been an obvious essential.

These are some of the barriers that many disabled gamers face. People who are passionate about the

medium but can't enjoy it to the fullest extent because our access needs aren't considered. That stops many disabled people from buying video games to play themselves or makes them more reliant on accessibility review sites such as [Can I Play That?](#)

Over the years, the video games industry has seen a few pioneering game developers add accessibility features here and there but these have often been based on the assumption of what disabled gamers need and want and are regularly added after release in response to negative feedback from the gaming community.

The heart of the problem is that accessibility has not been led by those who have become experts of inaccessibility through living it every day and it has not been considered from the beginning.

THE LAST OF US PART II AND NAUGHTY DOG

The Last of Us Part II is the recently released sequel to the acclaimed 2013 video game The Last of Us, developed by games developer Naughty Dog. It's a survival horror and resource management game set in a post-apocalyptic USA. The game is very story driven and follows the protagonists Ellie and Joel as they try to survive and make

"Naughty Dog listened to the voices of disabled gamers, learned from their lived experience and implemented this from the start of the game's development."

a life for themselves in the aftermath of the first game. In the world of gaming the Last of Us Part II was set to be one of the biggest releases of the year. What wasn't expected was the range of in-built accessibility features Naughty Dog presented players with on release.

Something which has been widely welcomed and praised within the gaming community. Never before has such a high profile video game been so accessible to so many players. Not only that but non-disabled gamers are getting greater enjoyment out of the game because of these accessibility features. Naughty Dog have managed to not only include the broadest range of accessibility features many have ever seen but they have used this to enhance their product for everyone.

So what have Naughty Dog done differently to create a more accessible game? Answer, they listened to the

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voices of disabled gamers, learned from their lived experience and implemented this from the start of the game's development. This wasn't a box ticking exercise to them; it was a key foundation of the game they wanted to make.

The BBC article: **The Last of Us Part II: Is this the most accessible game ever?** helps to illustrate not only the impact that the voices of disabled gamers have had on this game but also the significant difference this has made to the gaming experience of all players, disabled or not.

Surely, this is part of why The Last of Us Part II is the fastest selling PlayStation exclusive video game of all time. It sold over 4 million copies in its first weekend of release and currently stands as the 10th highest selling PlayStation 4 game of all time having only been released less than two months ago at the time of writing.

LEVELLING UP THE INDUSTRY

With The Last of Us Part II, Naughty Dog have shown us what accessibility in video games can be when the lived experience of disabled gamers is incorporated from the start of development. On top of that, by sharing their learning through The Last of Us Part II: Accessibility

Features Detailed by Naughty Dog on their website they're raising the profile and importance of accessibility in the industry, they're encouraging other developers to match their standards and they're letting the world know that they want everyone to enjoy their game, disabled or not.

"From a business perspective, by taking the time to listen to disabled gamers and implement their recommendations properly the Last of Us Part II has received a rise in customer satisfaction."

From a business perspective, by taking the time to listen to disabled gamers and implement their recommendations properly the Last of Us Part II has received a rise in customer satisfaction. It has been able to offer its product to a much broader consumer base and it has received positive press both within its own industry and more generally. More importantly, it has done the right thing morally by addressing a long-standing inequality and it's reaping the rewards.

To summarise, it's pretty clear that by investing in getting accessibility right, Naughty Dog have elevated their product, broadened their fan base and shown themselves to be innovators in their industry; and they've done this all by including disabled people and recognising the value of their lived experience from the start.

It may have been small steps until now but the Last of Us Part II is helping the video games industry take its first big stride to creating fully accessible products and services. That's how you improve accessibility and inclusion in my book.



THE POWER OF NEURODIVERSITY

Amy McClure, Texthelp, Workplace Solutions Manager and Neurodiversity Lead. Amy specialises in helping public and third sector organisations to improve workforce diversity and inclusion strategies, increase staff productivity and customer engagement through the use of Texthelp's smart, inclusive technology. She does this by advising on the creation of inclusive working environments where everyone - including those with neurodiversities - can achieve their personal and professional goals.

"It's not just about 'doing the right thing."

Recruiting the right candidate for the right role and keeping them there for as long as possible will undoubtedly do wonders for any organisation. But have you considered that the perfect candidate could be a neurodivergent individual?

WHAT IS NEURODIVERSITY?

Neurodiversity is an umbrella term for a group of hidden disabilities. A non-exhaustive list might include dyslexia, autism, Asperger's, dyspraxia, ADHD and others. It's a variation of human wiring and should be celebrated for its strengths and many benefits.

No less than 10% of the population experience some form of dyslexic difficulty. In several professional sectors - like healthcare, blue light services, the creative arts and engineering - that figure climbs higher still.

Across the UK, meanwhile, 700,000 people have Autism and 1.5 million adults have ADHD, though only 120,000 are formally diagnosed.

BUSINESS BENEFITS OF SUPPORTING NEURODIVERSITY

Data suggests that neurodiverse employees increase the productivity of a company by nearly as much as 50% (Siemens) - resulting in increased profits and customer satisfaction.

GCHQ (MI5) actively seeks to recruit spies and codebreakers who have dyslexia and similar neurodiverse conditions. They recognise that the dyslexic brain has a unique ability to solve complex problems and see situations from a different perspective. It has been proven that this group can spot patterns others do not see.

The BBC has realised that individuals with autism can make excellent software and technology developers. The ability of deep concentration, fine detail processing and extraordinary attention to detail makes people with autism ideal candidates for these roles.

"Individuals with autism can make excellent software and technology developers."

THE CHALLENGE

It is a fact that many workplaces are not as welcoming to or inclusive of neurodiverse individuals as they should be.

We often design our organisations and our recruitment practices for neurotypical people and measure everyone against standard performance measures. It's time to think differently about "different thinking" because neurodiversity can transform the fortunes of organisations.



GUIDE POINTS

11 WAYS TO ATTRACT AND SUPPORT NEURODIVERSE EMPLOYEES

1. Adjust recruitment and selection practices.

By bringing neurodiverse talent into a business, this often means that attracting and recruiting practices needs to change. Yes, it's great to attract and recruit neurodiverse staff, but work should begin at the job description level.

If there is a gap within your team, write the job specification, description and think about the type of person that would best fit this position. If you find that you are writing down neurodiverse strengths and key traits, ensure that your recruitment process is suitable for neurodiverse candidates.

For example – if you find that creativity, picture thinkers and seeing the bigger picture are strengths you are looking for, consider dyslexic candidates. But in doing so, ensure that the application process fits their requirements.

CONSIDER THESE TIPS:

- If it is an online process, add assistive technology to your website. This could read text aloud, provide visual alternatives to text and offer the option for dual colour highlighting.
- Review the types of interview questions asked and how they are phrased.
- Remove complicated language and hypothetical questions.
- Consider providing the interview questions to neurodiverse interviewees before the interview begins, to reduce anxiety and allow extra time to process.

2. Offer flexible working hours.

This can help to reduce anxieties by making it less stressful for travel and parking. Employees can also choose to avoid large groups of people by starting at a different time, and avoid the stresses that come with rush hour travel and parking.

3. Consider Remote Working

This has been proven to improve performance significantly. Having the option to work from home is a huge benefit as individuals can save certain tasks for when they are in their own quiet and familiar space.

4. Be open to preferred forms of communication

There are many ways to keep in touch, from in person meetings and interviews, to video chat, instant messaging, emails and phone calls. If someone has a preferred way of communicating embrace it. It could make all the difference to anxiety levels and productivity. For example, someone with Asperger's may find video chats stressful, but it could be preferred by someone with Dyslexia, who finds written communication more time consuming. Take some time to come up with a method that works for you both.

5. Be direct, clear and concise

Sometimes when we send an email or message, our thoughts can get lost in translation. Outline expectations with clarity and make sure you've been understood as intended. Indeed, this is a way of communicating that is great for literal thinkers day to day, such as people with Asperger's.

6. Maintain structure and routine

The modern workplace is ever-changing, and for employees with Asperger's or ADHD, for example, this is something that can cause stress. So, coming up with a routine and maintaining that structure is important. Set some time aside to plan out a working day, and be flexible to their needs – it'll help make sure they maintain a healthy work-life balance that's organised and harmonious.

7. Make time for emotional check-ins

It's never been more important to check in on the emotional wellbeing of your employees. Some employees may be overt in their feelings of being overwhelmed, anxious and isolated, but for others expressing emotion can be tough. Regularly checking in to ask how they are feeling opens the door for more emotive conversation, and for someone on the Autistic Spectrum, for example, being direct helps.

8. Get creative with inclusive fun

For some people who struggle socially, striking up conversation with someone new can be super tough. So, aside from the regular check-ins with a Line Manager, why not get creative? If you are working remotely, use conference applications like Google Hangouts to get your colleagues together in groups. Have a regular tea break together, or end of the day hangout to provide a time and space for conversation. It'll lift morale and help ensure your inclusion practices remain top of the agenda.

9. Practice forward thinking

When much of our team communications are digital, it can also be the cause of frustration for many neurodiverse team members. We're only an instant message away and that's great, but for people with ADHD for example, that availability can affect the ability to focus. It's important to give employees time to complete tasks – and that means practicing forward-thinking, to remove any last-minute tasks or distractions. Similarly, provide as much detail in initial task instruction so that your employees have what they need to work away, without the need to stop and seek information or advice.

10. Create 'thinking spaces' for quiet contemplation.

In a typical office, noise and distractions are often barriers for neurotypical employees. For neurodiverse individuals, these barriers can be amplified significantly. Quiet areas are great for getting away from the busy open plan office to concentrate and focus on getting the job done.

11. Provide tools to support diverse ways of working.

So far, we've given you ten ways to help you maintain good communication with your neurodiverse employees. But, what about tools that help them to actually carry out their work?

Here are a few ideas to consider. Useful tip – Some of these may be useful for ALL employees.

- Noise-cancelling headphones, used often by people sensitive to distracting or confusing noises.
- Assistive technology like Read&Write, helps employees to work in a way that suits their needs. Whether they require literacy support; could use a tool that helps to facilitate their diverse way of processing and comprehending information; or are looking for ways to increase their productivity, assistive technology can bring benefits to everyone.
- Time-management software can be useful for people with ADHD or who are autistic.

Texthelp has been supporting neurodiverse individuals and the organisations they work in for more than 20 years. For extra information on creating a culture that is inclusive of neurodiversity visit our dedicated neurodiversity resources area



HOW TO MAKE RECRUITMENT MORE INCLUSIVE AND NEURODIVERSE-FRIENDLY

Katherine Kindersley, Neurodiversity Consultant for DMA Talent, provides guidance on inclusive recruitment. This article is an amalgamation of content drawn from DMA Talent's Autism, ADHD and Dyslexia Employer Guide series, developed as part of their Neurodiversity Initiative.

Neurodiversity is a term which is essentially used to describe people who think differently from the majority. It is often used in relation to neurodevelopmental conditions including autism, attention deficit hyperactive disorder (ADHD), dyslexia, dyspraxia, dyscalculia, and Tourette syndrome. It is important to note that individuals may have more than one condition, as they can often co-exist and there can be overlaps in the manifestations.

Employers have a vital role to play, particularly as the Equality Act 2010 makes it a legal requirement for employers to make 'reasonable adjustments' for people with disabilities. The legal framework also provides protection for those with neurodevelopmental conditions.

It is vital that recruitment processes become more inclusive – line managers, HR professionals and senior management teams must work together to achieve this. There are a number of recommendations listed below to help.

"It's a legal requirement for employers to make 'reasonable adjustments' for people with disabilities."

SIMPLE WAYS TO MODIFY THE RECRUITMENT PROCESS

JOB ADVERTISEMENTS

A job advertisement is essential for any organisation trying to recruit. Organisations must be careful not to fall into a common trap where they are essentially asking for a one-size-fits-all employee who is a generalist.

Businesses should clearly state that they encourage applications from all candidates with the right experience and qualifications. They should also encourage individuals to request reasonable adjustments that will help them to perform to the best of their abilities and make them feel more comfortable.

To be an attractive employer to candidates, make it known that your organisation has neurodiversity policies and training in place, and give assurances of a supportive and inclusive workplace.

It should always come down to how well the applicant can do the job. Any accidental, unconscious bias or miscommunication will only limit the talent pool, which could include the most promising candidates. This all starts with the job advertisement.

“Any accidental, unconscious bias or miscommunication will only limit the talent pool, which could include the most promising candidates.”

WORK TRIALS AND SKILLS TESTING

Some employers find that informal interviews combined with a work trial or skills testing is a better way of assessing a candidate's compatibility than a formal interview. This approach may also help if you think that an autistic person, for example, is likely to do well in the job but are unsure about how well they will manage in the current workplace environment.

INTERVIEWS – BEFORE, DURING, AND AFTER

Making reasonable adjustments during an interview could be essential to allow candidates with neurodevelopmental conditions to portray their skills and competencies to their full potential. This will help to ensure that you are making an informed choice about who to recruit.

Generally, if an adjustment is possible in the job itself, then prospective employers should allow that adjustment in an assessment/recruitment process.

THINGS TO CONSIDER BEFORE THE INTERVIEW:

- What might be going on in or around your building on the day of the interview that could increase anxiety/act as a distraction? Are there any scheduled fire alarms? Are there any events going on? Do you have building work going on outside? It can be extremely helpful to provide as much information as possible to eliminate surprises that could induce anxiety.
- Encourage the candidate to tell you if there are things that distract them, or if any environmental changes are required. For example, for people with sensory differences such as acute hearing, ‘do you need the ticking clock removed?’
- Notify interviewees that notes are allowed to be brought into the interview as prompts (allow time for the interviewee to look at them during the interview)
- Send over, in writing, any case studies or scenarios that will be used in the interview
- Ask if the interviewer should use full titles and names, avoiding acronyms and initials
- Provide a list of interview questions in advance of the interview. Many people have difficulty retaining verbal information, especially when experiencing anxiety, which will likely occur at a job interview.

THINGS TO CONSIDER DURING THE INTERVIEW:

- If a candidate has problems with visual or auditory distractions, consider ensuring the interview room is free of background noise and movement to allow for better concentration, e.g. other staff talking or moving visibly across the office
- Allow and encourage people to use any strategies they have in place to manage anxiety e.g. deep breathing exercises
- The interviewer should be aware that people with neurodevelopmental conditions can become verbally muddled when asked to give details or describe a situation, so perhaps ask them if they would like to make notes before providing an in-depth response
- When building rapport, find out about the person and their interests - avoid 'small talk'
- Avoid general questions, e.g. 'can you tell me a bit about yourself?' or 'where do you see yourself in five years' time?'
- Avoid hypothetical 'what would you do if?' questions. Instead, ask the candidate to give specific examples of relevant situations they have experienced in the past
- Try to avoid non-specific questions - try to be direct and focussed. For example, instead of 'Can you expand on that?', they could ask 'What was your role in the project?'
- Tell the candidate if they are talking too much, e.g. 'thank you, you've told us enough about that now, and I'd like to ask you another question' - some people may find it difficult to know how much information to provide, or pick up on your nonverbal cues if you try and interject
- Verbally prompt the candidate if they have not given sufficient information
- When sourcing information from a CV, the interviewer should provide a copy or prompt if asking about specific knowledge and experience

The simple adjustments suggested above do not give an advantage to candidates; they remove the barriers that may prevent some candidates from demonstrating their suitability for the job.

These considerations and changes will benefit the candidate and your organisation, as they will help recruitment teams to understand what the candidate has to offer and how their skills could be best used.

Reasonable adjustments do not need to be complicated or expensive. Making a few simple changes can make a huge difference.

FURTHER INFORMATION

Access to Work can help with making reasonable adjustments in the workplace. Further information on the Access to Work website:

www.gov.uk/access-to-work



HOME TRUTHS: EQUITABLE RECRUITMENT PRACTICE IN CHARITIES

Kristiana Wrixon, is head of policy at the charity leaders' network ACEVO where her brief covers fair regulation, commissioning practices, diversity, equity and inclusion in leadership, protecting charities' right to campaign and safe organisational cultures. Kristiana also heads up ACEVO's external communications and research work.

Kristiana joined ACEVO from Suzy Lamplugh Trust where she was policy and services manager, and where she was the first manager of the National Stalking Helpline. Kristiana is a trustee of The Equality Trust and chair of a community group working to improve her local park.

This article features excerpts from the Home Truths report and blogs on accountability and recruitment written by the Dr Sanjiv Lingyah, lead author of the Home Truths report. It also references a previous blog guest written by co-author of Home Truths, Kristiana Wrixon, for Charity So White titled **#PolicySoWhite**

"...we define racism as a belief system based on racial difference and hierarchy that informs actions of organisations."

In June 2020 Voice4Change England and ACEVO released Home Truths: undoing racism and delivering real diversity in the charity sector. The report was commissioned because the charity sector has a problem with diversity. Racialised and minoritised people are under-represented in the sector and those

in charities can be subject to racism and antagonism not experienced by white colleagues.

One of the conclusions of the report was that the charity sector is systemically and institutionally racist.

In the report, and in this article, we define racism as a belief system based on racial difference and hierarchy that informs actions of organisations, legislators, decision-makers and individuals in ways that harm Black, Asian and minoritised ethnic people.

In this definition, racism is ordinary and pervasive, stitched into the fabric of society and profoundly harmful. It manifests in antagonistic acts from one person to another but it is also embedded in institutional practice. It is important to emphasise here that racism is not necessarily about the intention to cause harm or about racialised and minoritised people being 'offended', it is about actual harm caused.

One of the consequences of the racism inherent in standard charity recruitment policy, practice and attitudes is the underemployment and under-promotion of racialised and minoritised people.

A RADICAL REIMAGINING OF RECRUITMENT

It is particularly important for recruiters to challenge and redefine their understanding of who is an 'excellent' candidate. Too often job descriptions and person specifications either mirror the skill-set of the person who came before them, resulting in a like for like swap of views, knowledge and experience or place disproportionate emphasis on candidates having previously accessed other racist and elitist institutions, for example Russell Group universities and local or national government.

Further to this it isn't unusual for marks to be awarded in interviews for things like 'presentation' covering anything from how the candidate dresses to how they speak with a clear unspoken emphasis that white social norms are more 'desirable' and thus make white British candidates more likely to be employed. In these structures, it is clear how minor changes like adding 'we welcome candidates from black and minoritised ethnic backgrounds' is the bare minimum and alone will not create any real change.

"The charity sector should be a place of imagination, a place which nurtures and sees excellence in ambitious ideas to create better workplace cultures".

Recruiting, retaining and promoting talent from racialised and minoritised people means intentionally and purposefully creating new processes and practices, ones that don't reward the status quo, particularly the status quo of whiteness.

The charity sector should be a place of imagination, a place which nurtures and sees excellence in ambitious ideas to create better workplace cultures, just and

sustainable workstreams and an equitable society. Recruitment that seeks to short-cut the reimagining of what is possible will not create more equitable and inclusive workplaces and will not help us to achieve our true charitable purposes.

CHANGING THE SONG, NOT JUST THE SINGER

Progress on 'race' justice in the charity sector requires the development and implementation of purposeful strategies for diversity, equity and inclusion (DEI). Recruiting and retaining racialised and minoritised talent requires charities to take a holistic approach to DEI which is reflected in everything the organisation does. Transformation is not just changing who does the work (workforce) but how it gets done (process); the work itself (activity/output); who benefits and how (outcomes). In other words, done well, real progress in DEI not only changes the players, it changes the game itself.

EQUITY-BASED APPROACHES TO RECRUITMENT

We argue for an equitable approach to recruitment rather than an equal opportunity approach. Equal opportunities means trying to provide a candidate or prospective candidate with a 'fair shot' at the position they want (EHRC, 2016c). In practice this might mean ensuring that as many people as possible know about the position; that the selection criteria are role-relevant; and that a selection panel is itself 'diverse'. Under equal opportunities, individual candidates are compared at a moment in time, with the 'winner' being the person deemed the 'best fit' against the job description and person specification. This approach treats people in the same way at the point of decision-making. Equity however, is at its core about treating all people in a just way, but this doesn't necessarily mean in the same way.

EXPERT ADVICE

By Kristiana Wrixon

Equal opportunities practices work in a system untainted by racism, but not in a context where the evidence shows that employers as a whole discriminate in favour of white British job applicants and against racialised and minoritised candidates. Equal opportunities recruitment processes will, relatively speaking, tend to favour well-positioned (male, heterosexual, middle- and upper-class) white candidates whose lives have been largely unimpeded by discrimination. As one interviewee for the Home Truth's report said:

"I've never understood what it [equal opportunity] means. So, you're going to give these middle-class white folks who have had all the privilege, the same as you're going to give me who's coming from a background where I've been denied so much opportunity, so much resources. And you're going to give exactly the same. So, you're keeping them in that position. And I'll still stay down here. That's the difference."

Equity recognises that some populations are disadvantageously situated in society and emphasises the need for actions that correct these distortions to end built-in group disparities, it is about achieving equality of outcome rather than simply equality of opportunity. This may mean supporting racialised charity people and prospective charity people differently from white counterparts so that a workplace can be made more diverse and inclusive.

THE ROLE OF POSITIVE ACTION

Positive action includes a range of measures that can be taken to encourage and train people from under-represented populations so that they are more able to compete with other applicants. Positive action also means that if there are two equally matched candidates then it is lawful to appoint the person who is from an under-represented group. **[See Hiring Manager guide]**

GUIDE POINTS

- An equity-based approach to recruiting and promoting racialised and minoritised people in the charity sector is an exercise of reimagining and redesign.
- Take into account the context of candidates in recruitment processes to compare applicants more fully and fairly
- Be open to testing candidates in different ways, e.g. other than C.Vs and covering letters
- Redefine what is understood as excellence, and redesign jobs and requirements accordingly
- Genuinely notice and value the skills, knowledge and specialisms that black, Asian and minoritised ethnic and other marginalised people already have
- Select candidates with the potential to help your organisation to grow and develop rather than choosing those most similar to existing staff and sensibilities
- Ensure that your charity becomes a radically inclusive environment so that black, Asian and minoritised ethnic people no longer feel that they have to tone down their behaviour in order to fit in within you and the sector.
- Be flexible, e.g. using job shares to increase hiring of BAME candidates
- Ask recruitment agencies to innovate and follow the kind of processes described above. **[See Change Collective Recruitment Agencies guide]**

TESTING – GOOD, BAD AND BIAS

Recruitment is risky and often expensive. Recruitment personality questionnaires and psychometric testing are used by some, alongside structured interviews, to gain insight into whether candidate X or candidate Y has the best character “fit” for the organisation’s culture and to predict future performance. There are some problems in recruiting for “fit” instead of recruiting for “culture add” and predicting future performance is contextual. If you are considering using personality and psychometric tests find out as much as possible before choosing the test. The best testing includes multiple measurements, cognitive ability, personality and interests.

WHAT IS PSYCHOMETRIC TESTING?

Psychometric tests are assessments designed to evaluate the skills, knowledge, abilities, attitudes and personality traits of a candidate. They might be split into aptitude tests, behavioural tests, personality tests or brought together in an ‘assessment centre’ to evaluate several elements around interaction, led by a qualified assessor or psychologist. Testing might include:

- Analysis tests, also called mechanical and electrical reasoning tests. These might be industry or role specific.
- Concentration tests, which look at speed and accuracy in completing tasks.
- Error-checking tests, which look at attention to detail.

- Logical tests. There are four main areas for these: abstract reasoning, which tests ability to draw logical conclusions; inductive reasoning, which tests ability to gauge what follows next using shapes or matrices; deductive reason, tests ability to apply a set of rules to a situation and; diagrammatic reasoning, which look at drawing conclusions from visual representations.
- Numerical tests, which look at numerical reasoning and numeracy.
- Spatial reasoning tests, which also assess visualisation.
- Technical tests, which are role or industry specific.
- Verbal tests, which look at ability to understand information, tone and context of written test questions.

Tests might be online, in person or remote by phone or Zoom/Skype etc.

BIAS IN TESTING

All standard testing is ‘normed’ to the knowledge and values of majority groups. A skilled assessor will endeavour to balance bias but assessors may introduce their own bias. This ‘norming’ in tests may disadvantage people for whom English is a second language, come from different socioeconomic and racial backgrounds and may disadvantage women where the tests have been ‘normed’ against men in the workplace.

PERSONALITY TESTING

Application and interview alone may not give you a sense of a candidate's general outlook, attitudes and motivation. Personality testing can be problematic but is widely used, either as part of an assessment centre or as part of the selection process.

Most tests are designed to measure tendencies and preferences, which work well for personal development and team building exercises as they measure a contextual state. Hiring managers should look at tests that measure the more stable traits. These are considered to be fairly universal across cultures and socioeconomic groups, but development of each trait is affected by both nature and nurture.

The 5 traits are:

- Openness
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism

There are 8 personality recruitment questionnaires that are regularly cited as the best to use. Hiring managers should review which is best for their recruitment. If testing is used to find cultural 'fit' can you look at the test results to find 'culture add' instead?

The most used tests are:

THE CALIPER PROFILE measures personality characteristics and individual motivations in order to predict on the job behaviour and potential. It has been around for 60 years and measures more than 20 traits to identify motivations that relate to the role.

MYERS-BRIGGS TYPE INDICATOR (MBTI) is very well-known and widely used by companies for team development. It has been around for around for 60 years and is often used to find cultural 'fit'. We do not recommend that it is used to reinforce the existing culture and demographic of your team and organisation.

HOGAN PERSONALITY INVENTORY (HPI) provides insight into how individuals work, how they lead and indicators on how successful they will be.

HEXACO PERSONALITY INVENTORY assesses the 5 stable traits and honesty/humility. This is also often used to find cultural 'fit'. We do not recommend that it is used to reinforce the existing culture and demographic of your team and organisation.

BERKE ASSESSMENT is a simple questionnaire that can be tailored to your needs. It measures personality and problem solving.

SHL OCCUPATIONAL PERSONALITY QUESTIONNAIRE (OPQ) has been around for 30 years and very widely used across a range of industries and occupations. It is predicated on the idea that routine behaviours can have a significant impact on performance.

THE PREDICTIVE INDEX is a short and quick questionnaire providing a snap-shot of how a candidate thinks and works with some insight on motivations.

DISC BEHAVIOUR INVENTORY measures stable traits based on four personality types. This is the oldest style of testing; however, all 4-quadrant tests rely on people fitting neatly into one of the four types described. DISC is: Dominant; Influential; Steady and; Compliant.

REMOTE INTERVIEWS

We have all become more familiar with remote working and remote interviews. There are advantages and disadvantages and you may decide to keep some elements of remote interviewing when face to face working resumes.

ADVANTAGES:

- It is quicker than face-to-face interviews
- It is less expensive than face-to-face interviews
- You can engage candidates beyond your fixed office location, extending the talent pool
- It can open up interviews to disabled candidates
- It can be less effort for candidates and the recruitment panel
- You can use it as a short interview to reduce the number you see for a fuller, possibly face-to-face interview
- If your policy allows interviews to be recorded it may reduce the number of interviews needed where other decision-makers need to see a candidate
- Interviews can be pre-recorded or carried out live

DISADVANTAGES:

- Digital exclusion (bad signal, connectivity and devices available) may mean the call is interrupted or does not take place
- Digital exclusion can have a disproportionately unequal impact for older people, people using phones instead of desk-top devices and for some disabled people
- Candidates and panel members may not have a quiet place for the interview, creating distractions with background noise, pets, children, other caring responsibilities and other interruptions
- It is harder to build rapport via video and can be difficult to read body language
- Interviews are tiring and video interviews may feel even more tiring
- If your policy allows interviews to be recorded it may make some candidates more nervous about the process
- Pre-recorded interviews do not allow for clarification or probing follow-up questions to the candidate

GUIDE POINTS

- Create separate guidance notes for panel members and candidates setting out the arrangements, sign-in details and links
- Test connectivity, video and sound for each panel member and have a back-up plan ready
- Allow breaks between each candidate to allow time away from the screen
- Do not discuss candidates immediately after the interview. This is bad practice anyway but you also risk candidates still being connected and hearing some of your immediate responses
- If you plan to record the interview for later review you must get agreement from all panellists and candidates
- Recordings can be used in the same way as interview notes for any challenge to the recruitment process - be sure to follow your policies for record-keeping and deletion



WELLBEING

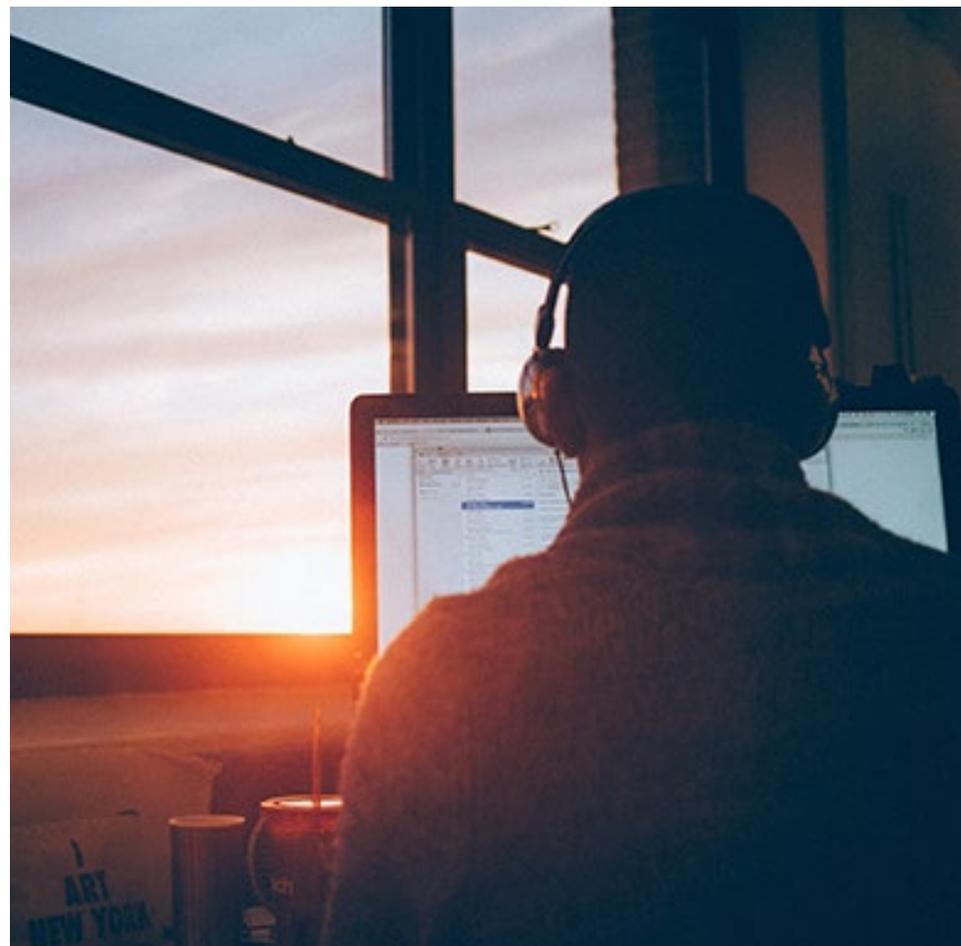
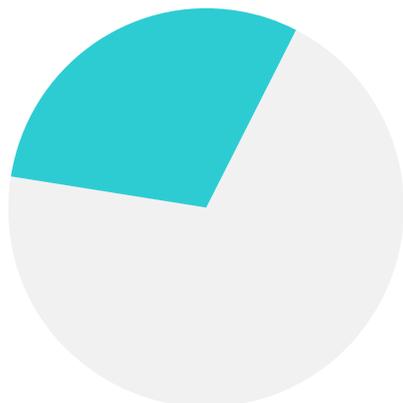
Fundraising can be demanding, pressured and sometimes stressful. Research by Claire Warner, with responses from 700 fundraisers, found that only 30% of respondents agreed their organisation has as good health and wellbeing culture.

Poor organisational hygiene and culture leads to greater levels of staff turnover, poor engagement with colleagues and more chance that people might experience exclusion in their workplace.

The Chartered Institute of Fundraising has produced a wellbeing guide [ciof.org.uk/wellbeing](https://www.ciof.org.uk/wellbeing) for the profession, with tips for managers. Consider these issues as you prepare for recruitment and onboarding.

30%

**OF RESPONDENTS
AGREED THEIR
ORGANISATION HAS
AS GOOD HEALTH AND
WELLBEING CULTURE**



RESTRUCTURING AND REDUNDANCIES – EQUALITY IMPACT ASSESSMENTS

Restructuring and redundancies often include elements of recruitment. You may have groups of employees selected for potential redundancy and eligible for interview for remaining and new roles created to meet the new needs. Fundraising, and the charitable sector, remain predominantly white, low on disabled people and value a degree over lived experience and other qualifications.

Restructuring and redundancy risks embedding this further into your team and organisation. It is important to carry out an Equality Impact Assessment to check the effects of your proposed changes:

- How many people are affected?
- Do you know their protected characteristics?
- Does your proposed structure disproportionately affect those with protected characteristics and which ones?
- How does your proposed structure map against the roles you furloughed?
- Are selection pools fair? We can all be guilty of wanting to keep some people and not others, and not always based on actual skills and experience levels.
- Do you have diversity on the interview panels for selection pools?
- Do you have someone asking awkward questions that challenge your thinking about your proposed structure and the processes you are using?
- Are you able to adapt your proposals to mitigate loss of diversity?
- Report impact to senior leaders, including the board.

ABOUT THE CHARTERED INSTITUTE OF FUNDRAISING

The Chartered Institute of Fundraising is the professional membership body for UK fundraising.

We champion our members' excellence in fundraising. We support fundraisers through professional development and education. We connect fundraisers across all sectors and skill sets to share and learn with each other. So that together we can best serve our causes and communities both now and in the future.

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