



### EDI Podcast Three - How to Recruit

<p><b>Jo</b></p>	<p>Welcome everyone to the third in a series of three podcasts for the Rebuilding Heritage programme about Equality, Diversity and Inclusion. Rebuilding Heritage has been funded by the National Lottery Heritage Fund and coordinated by the Heritage Alliance. My name is Jo Hussey and I'm here today with Sally Ward, a consultant with EMBED. We've been commissioned to produce three podcasts to support people in the Heritage Sector improve their working practices around EDI.</p> <p>EMBED and DCN, in partnership with the Rebuilding Heritage programme have already delivered two public webinars about implementing inclusive working practices in the heritage sector. These three podcasts are complementary to the webinars.</p> <p>The three topics we will be covering are</p> <ul style="list-style-type: none"><li>• How to Talk</li><li>• How to Start</li><li>• How to Recruit</li></ul> <p>Each of the podcasts - which are all about 10 minutes - can be accessed and listened to individually but you will probably find it easier to start with podcast 1 and work your way through.</p>
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	So, let's get going. Sally over to you.
<b>Sally</b>	<p>Thanks Jo. The subject of our third podcast is "How to Recruit". Many organisations in the heritage sector recruit regularly but despite this, there is variation in practice and the sector is not as inclusive as it could be.</p> <p>This podcast will help individuals make improvements by understanding the practical steps they can take to make recruitment practices open, fair and inclusive.</p>
<b>Jo</b>	<p>So, what would you say are the first actions an organisation should take if they want to review their recruitment practices? Should they write a policy? Or should they start straight away and look at job adverts and applications forms?</p>
<b>Sally</b>	<p>Start with your job adverts and role descriptions. Look at three or four job descriptions, including the role you need to recruit for now. Is the language gender neutral? Are you using short sentences and "plain English"? Is the description of the role a true reflection of what is actually needed to do the job? Or are some of the requirements aspirational rather than necessary? Can some of the skills needed to do the job be taught?</p>
<b>Jo</b>	<p>Does the job description contain an EDI statement, supporting your business's commitment to EDI?</p>
<b>Sally</b>	<p>Is language important Sally?</p> <p>Take a look at the language you use in the role description and the job advert. We often see the words "fast-paced", "ambitious" and "competitive" when we read job descriptions but they can be viewed as aggressive qualities. Would you need to be ambitious to do this particular job? Would some of</p>

the words used in the advert actually put people off applying for the role? Think about using words such as “collaboration”, “cooperation”, “passionate” and “supportive”. By using less aggressive language you will attract different candidates who respond to your advert.

When you’re writing the job adverts and role descriptions, be careful to avoid setting out unattainable requirements. Also, get into the habit of asking yourself if what you’re saying - or writing - is accessible for everyone.

I’ve read job descriptions where sometimes I don’t understand what they mean because they are using corporate speak.

Avoid using jargon and corporate language that won’t translate easily to someone who isn’t already in your sector. It’s also worth bearing in mind that a lot of adverts ask for previous experience in the heritage sector, which might not be essential. Also, avoid phrases and requirements that could discriminate against older or younger candidates. Is your job advert formatted in an accessible way? Have you used dyslexia friendly fonts to make your job advert more neuro-divergent friendly? Make sure you use gender neutral pronouns such as they, you rather than he/she.

Be careful not to use phrases that can be seen as perpetuating negative racial, cultural or faith stereotypes. The expression “strong English-language skills” could discourage people for whom English isn’t their first language to apply.

And keep in mind that diversity language and culture is changing all the time. Every time you advertise for a role, make sure your role descriptions and job adverts are up to date.

	<p>Finally, make a point of highlighting what Inclusive Benefits you provide which shows candidates your business is focused on being inclusive. Do you have flexible working? Are there any employee networks? What diversity training is available?</p>
<p><b>Jo</b></p>	<p>So what are the common mistakes people make when putting together role descriptions and how can you avoid making them?</p>
<p><b>Sally</b></p> <p><b>Jo</b></p>	<p>It is very easy when putting a role description together to focus on the aspirational requirements rather than the “must haves” which are needed to get the job done. Every different requirement listed in the role description is an opportunity for a qualified, underrepresented talent to opt out of the process. Challenge the people responsible for recruitment to consider which screening qualifications really matter; which skills are flexible and which can be learned once they have the job.</p> <p>What do you think about a results based job description?</p> <p>Using a results based role description; what the employee would be expected to achieve - or deliver - one month, three months, six months, a year into the role. What will success look like at these milestones? You are then creating a situation where candidates don't just apply for the job because they meet the requirements, they know they can achieve the goals and objectives laid out in the role description.</p> <p>Does the role really need to be full time? Could it be done as a job share? Or in a compressed week? Does it need to be based full time in the organisation's head office? Is there an element of the role that can be done from home? Does it need to be 9-5?</p>

	<p>Being adaptable in your requirements can make a huge difference in the type of candidates you attract. One of the good things to come out of lockdown is that employers have recognised the 9-5 routine and presenteeism are out-dated modes of working. And candidates are more likely to expect this flexibility.</p>
<p><b>Jo</b></p>	<p>How can you make sure your application process is inclusive?</p>
<p><b>Sally</b></p>	<p>There are a number of things you can do at every stage of the recruitment process to make sure it's inclusive.</p> <p>Once you've got the language right in the role description and the job advert, make sure you use a variety of channels to reach potential candidates you might not have previously attracted. Don't fall into the trap of sending your new, super inclusive role description to the same recruiters you've been using forever. Find out what channels might appeal to different people. Job boards can be great for this type of thing. Speak to people in your organisation and get input from them about where to post job adverts.</p> <p>So you've attracted the right candidates what can you do about the interview stage?</p> <p>Once you've attracted a diverse range of candidates, think about the interview process. Make sure your interview team is as diverse as possible and everyone on the interview team is prepared, including understanding what questions will be asked the role of each person at the interview, how you'll objectively rank each applicants answers, how the room will be laid out and how long the interview will last. Some interviews require the applicant to include a presentation; think about whether this is really needed.</p>

	<p>Are the asks you are making of the interviewee realistic? If you do need them to prepare something, make sure you let them have information on how much detail is needed and provide contact details if they have any questions.</p> <p>Make sure to ask each candidate a few days before the interview if they need any reasonable adjustments to either travel to the interview or during the interview.</p> <p>Once the interviews have taken place, try to reach a decision as quickly as possible and then communicate that back out to your candidates.</p>
<b>Jo</b>	<p>When should you use an Equal Opportunity Form in the recruitment process? Once a candidate has been identified for interview, or later in the process?</p>
<b>Sally</b>	<p>Organisations ask individuals to complete an Equal Opportunity Form, sharing details of their diversity, covering all the protected characteristics such as ethnicity, gender, sexual orientation and asks the individual's permission, in line with data protection, to use the data. Different organisations ask for this information at different times in the recruitment cycle. The main thing is the diversity of the candidate shouldn't have any bearing on the selection process. Gathering diversity data is important to monitor how successful you are being with reaching more diverse candidates</p>
<b>Jo</b>	<p>I've heard the phrase "Positive Discrimination". What does it mean and how can you use this in inclusive recruitment practices?</p>
<b>Sally</b>	<p>Positive discrimination is a form of discrimination that favours an individual by treating them differently in a positive way. For example, promoting a woman into a role, without considering whether they have the right skills for the job. While this</p>

	<p>addresses a gender imbalance, it also can be seen as tokenism, giving the appearance of correcting an imbalance.</p> <p>Some people believe that positive discrimination is the only way to “kick-start” the process of diversification and inclusion.</p> <p>However, there is a difference between positive discrimination and positive action. Positive action attempts to create a level playing field to enable individuals to compete on equal terms.</p> <p>It’s a very fine line between positive action and positive discrimination and if it’s crossed, then that is illegal under the Equality Act 2010.</p>
<b>Jo</b>	<p>That’s great - thank you Sally. Well, we’ve come to the end of our third podcast and I hope you’ve found our conversations helpful.</p> <p>Thank you - and have a great day.</p>