Social Mobility Commission

Masterclass: Hiring and Recruitment
Build inclusive recruitment processes from the ground up

@SMCommission   Social Mobility Commission   @socialmobilitystories

#Socialmobility   www.socialmobilityworks.org   #socialmobilitytoolkit

Today's session

Today we will cover:

Introduction to social mobility and inclusive hiring and recruitment practices

Hazel Remeika, Academies Business Partner, Community and Shared Value Team, Co-op

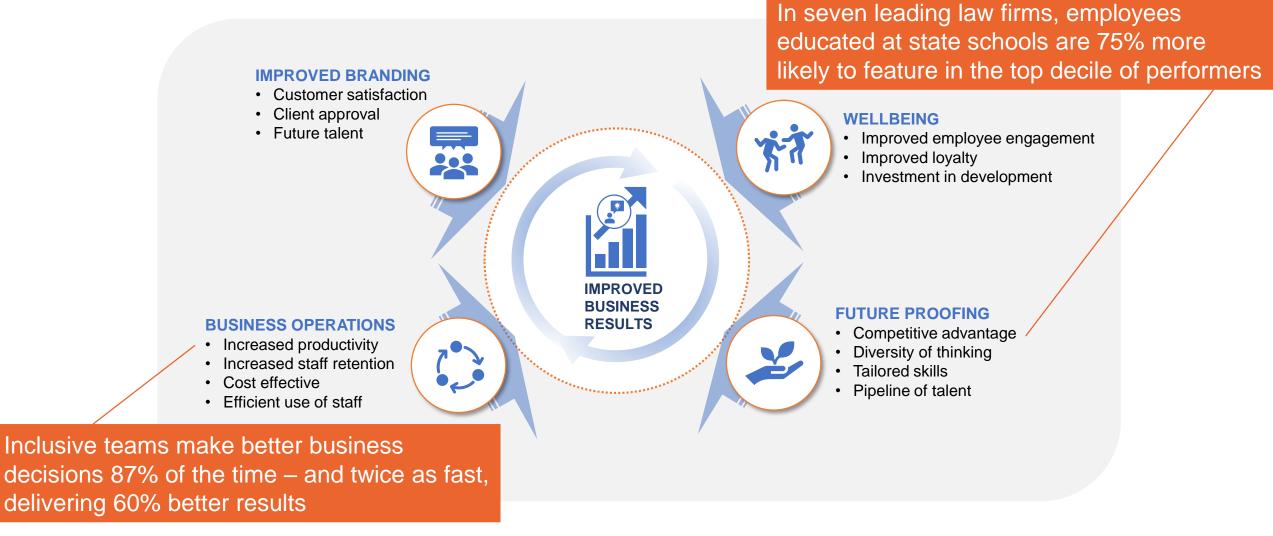Danny Matthews, Apprenticeship & Community Resourcing Lead, Co-op

Q&A session

What is social mobility?

Social mobility is the link between a person's occupation or income and the occupation or income of their parents. In other words, it's about **ensuring your background doesn't determine your future.**

You know that diverse teams are successful teams.

In seven leading law firms, employees educated at state schools are 75% more likely to feature in the top decile of performers

IMPROVED BRANDING
- Customer satisfaction
- Client approval
- Future talent

WELLBEING
- Improved employee engagement
- Improved loyalty
- Investment in development

IMPROVED BUSINESS RESULTS

BUSINESS OPERATIONS
- Increased productivity
- Increased staff retention
- Cost effective
- Efficient use of staff

FUTURE PROOFING
- Competitive advantage
- Diversity of thinking
- Tailored skills
- Pipeline of talent

Inclusive teams make better business decisions 87% of the time – and twice as fast, delivering 60% better results

Source: Fjord, D&I research, 2019; Social Mobility Commission, Employers' Toolkit: Cross-industry edition, 2020, Centre for Economics and Business Research, The Benefits of Apprenticeships to Businesses, 2015, Paragon skills: Business benefits of apprenticeships, Skills training UK

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How to make your recruitment work for social mobility

Social Mobility Commission

Socio-economic diversity and inclusion

Employers' toolkit: Cross-industry edition

If you have any comments or suggestions for improvements to future versions, please email: contact@socialmobilitycommission.gov.uk

Follow us on LinkedIn and Twitter to stay up-to-date with tips, events and the latest research to support you in this work.

How to lead best practice?
Visit our website to see how to optimise your activities.

DESIGN

- Develop a **clear overarching strategy** for diverse recruitment involving:
  - a strategic plan detailing activities and success measures
  - activity focused on achieving specific outcomes – e.g. number and level of apprenticeships offered, targets regarding socio-economic diversity, targeted outreach at specific partners – schools, FE colleges.

DELIVERY

- Apply **selection processes consistently** to all candidates – e.g. avoid preferential treatment for those who apply earlier.
- **Advertise all employment opportunities** to apply to the organisation and be clear about what is required.
- Seek to **develop sustained relationships** with activity participants, e.g schools, FE colleges and universities
- Ensure apprenticeships, internships and other work experience opportunities are sufficiently targeted.

EVALUATION

- **Monitor data** during the application process to identify where diversity is low, and take immediate action to increase diversity in the pipeline
- Examine whether **aspects of the selection process** might disadvantage certain groups, and redesign as needed.
- **Compare applicant data** with external benchmarks to assess how well they reflect the eligible talent pool.

Attraction

How your organisations connects with individuals from lower socio-economic backgrounds

TARGETED RECRUITMENT

- Engage with and target specific institutions to develop engagement activities that connect directly with a school, college or university's to search for the widest talent pool.

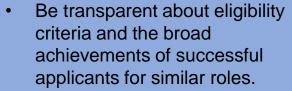- Recruit from schools, FE colleges and universities that have diversity in their student bodies.

ATTRACT A TALENTED WORKFORCE

- Ensure messages in marketing materials have wide appeal.
- Advertise for skills and not qualifications.
- Remove qualification barriers - if not necessary for the role.
- Use inclusive language in job adverts.

APPLICATION PROCESS

- Be transparent about eligibility criteria and the broad achievements of successful applicants for similar roles.
- Be clear about the application process and what is assessed at each stage.
- Balance competency-based approaches with strengths-based assessment and situational judgement testing.

Entry Routes

Engage with potential recruits through multiple entry routes to connect and recruit with diverse applicants

APPRENTICESHIPS

Offer quality apprenticeships with:

- progression routes into the organisation or wider industry once completed.

- Offer apprenticeships at different levels and provide training in 'soft skills' as well as technical.

- Ensure higher level apprenticeships are targeted at less advantaged individuals.

MORE TALENTED WORKFORCE

Offer a range of non-graduate routes with external and internal communications on how these vary in terms of:

- the activities involved
- who they may suit better
- the competences required for each
- the prospects of progression

DEVELOP A STRATERGY

Consider how introducing a range of entry routes into the organisation could support diversity e.g. trainee and internships, apprentices and graduate programmes.

Compare workforce data with external benchmarks to assess how well it reflects the eligible talent pool.

Geography

Talented people are everywhere, opportunity is not!

FLEXIBLE WORKING

- Evaluate the impact of flexible working arrangements on your ability to attract, recruit and develop staff from different parts of the country;
- Create policies that enable employees to progress through the organisation without having to move to major city centres.

WIDEN TALENT PIPELINES

- Identify social mobility coldspots* across the UK, and investigate options for improving your levels of attraction and recruitment from these areas
- Identify opportunities for supporting local economic renewal by providing new employment, as well as attracting new talent to your organisation.

EXPECTATIONS

- Ensure IT systems enable any applicable job in the organisation be deliverable remotely; subsequently aim to reduce required travel to headquarters.
- Ensure senior leaders communicate the effectiveness of remote working and that inclusion efforts are apparent at all levels of management.

*A list of coldspots can be found in the Social Mobility Commission's State of the Nation 2017

Talent is everywhere, opportunity is not.

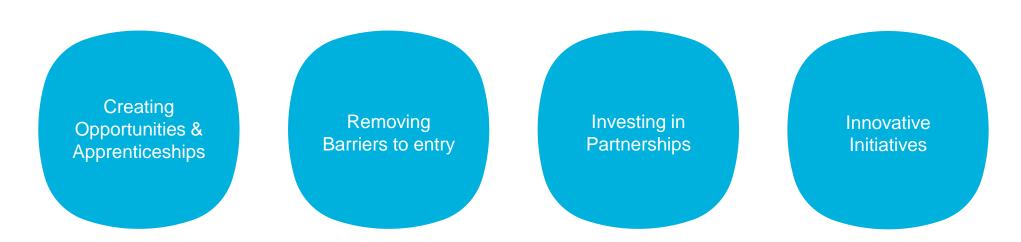It's what we do

Co-op Academies – Early Engagement

Co-op Young Business Leaders

- Meaningful work experience alongside study

- Commitment to pay at the rate for the role within the business

- Enables students to earn whilst continuing to study

- Collaboration with Connell Co-op College enables additional pastoral support with transition to 'adulthood'

- Supports pipeline of talent from our academies into the business and apprenticeships

CO
OP
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Enabling Access Through Recruitment

Creating Opportunities & Apprenticeships

Removing Barriers to entry

Investing in Partnerships

Innovative Initiatives

co op

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Any questions?

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Q&A

What's coming up?

Creative Sector toolkit launch event – 11th October

Apprenticeship toolkit launch event - 14th October

Retail Sector toolkit launch – Publication in October and event in November

Next SMC Masterclass on Outreach 21st October