Introduction

Hiring with a commitment to social mobility is the **recruitment** of people from a lower socio-economic background to help shape the **future success** of your business.

❖ It is the way your organisations **attracts** talented people no matter what their background is.

❖ It is about breaking out of the same recruitment mould and adapting a **smart, progressive** employment strategy.

❖ It is about **innovating** within your recruitment process to find people with talent and potential, not particular pedigrees or qualifications.

❖ It is about **providing support** to candidates throughout the recruitment process and **removing barriers** that prevent people from showing up as their full selves.

You can find more information on our website and blog: www.socialmobilityworks.org

Your hiring review and refine checklist (1/4)

Social Mobility Commission

This document has been designed using the ideas that were generated from the conversations during the workshop. We hope it will enable you to review and refine your programmes and focus on next steps. We would recommend that you use this alongside any internal documents you may already have in place.

Area	Recommendation		Current Status			Next Steps	Due Date
		🟥 Nothing/Not something you current do 🟧 Do something in this space but limited 🟩 Actively do this	🟥	🟧	🟩		
SOURCING AND ATTRACTION	**Use inclusive language that emphasises potential over experience or qualifications** Is your assessment process focused on strengths, skills and potential? Do your job adverts avoid any jargon or technical language? Do you allow candidates to communicate in their own language and speaking style? Do you advertise all roles? Are you re-designing roles according to new opportunities of virtual working?						
	Design promotional events and activities that engage candidates in fun, interactive ways Are your events focused on identifying candidates' strengths and interests? Do your events capture candidates' interests by engaging them in a playful way?						
	Ensure accessibility to your events and platforms Does your assessment process require access to particular technologies? Do you have provisions in place for candidates who don't have access to this (eg laptops)? Do you make provisions for other access needs at your events or online platforms (eg hearing loops, close captions, BSL interpretation)? Is there an easy and dignified process for candidates to request support? Are you making the most of virtual working to tap into talent from other geographical regions ?						
	Offer candidates direct engagement opportunities with people in your organisation Are you offering candidates the opportunity to speak 1-on-1 with a recruiter or potential manager? Are you ensuring there is sufficient capacity amongst your staff team to deliver good quality engagement?						
	Ensure representation and relevant role models are visible in your recruitment process Is your staff team representative of the people you want to attract into your organisation? Are you paying attention who you present as role models for potential candidates?						

www.socialmobilityworks.org

Your hiring review and refine checklist (2/4)

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Area	Recommendation	Current Status			Next Steps	Due Date
		🟥 Nothing/Not something you current do 🟧 Do something in this space but limited 🟩 Actively do this				
ASSESSMENT AND ONBOARDING	**Focus on strengths, skills and potential** Is your assessment process focused on strengths, skills and potential rather than experience and qualifications? Have you removed any qualification requirements that are not essential for the role? Have you considered how COVID19 will effect qualifications results, how are you adapting your process to mitigate against the impact of COVID19					
	Offer candidates support throughout the process Are you offering candidates support with soft skills (eg how to perform well in a video interview, how to use Zoom)? Are you offering candidates material support (eg travel expenses, accessing appropriate clothing, childcare)?					
	Eliminate bias Do you have measures in place to eliminate implicit bias in the selection process (eg staff training, technology)? Have you screened all different stages of your recruitment process for potential bias? Is your assessment team representative of the people in your recruitment pool?					
	Design an effective onboarding process Does every new joiner have someone to turn to for questions or support (eg through a buddying or mentoring programme)? Does your onboarding process focus on wellbeing and job readiness to mitigate drop-out rates? Do you have effective communication channels to keep in touch with new joiners (eg WhatsApp)? Are you offering flexibility to accommodate different circumstances related to COVID-19 (eg childcare)?					
	Know your future workforce Are you designing your assessment process based on the skills and values you want to attract to your					

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Your hiring review and refine checklist (3/4)

Social Mobility Commission

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Area	Recommendation		Current Status			Next Steps	Due Date
		🟥 Nothing/Not something you current do 🟧 Do something in this space but limited 🟩 Actively do this	🟥	🟧	🟩		
THE ROLE OF TECHNOLOGY	**Collect and use your own data** Are you asking candidates questions about their socio-economic background (eg eligibility for Free School Meals)? Are you clear with candidates about why you are collecting this data and how it will be used? Are your questions worded carefully and with empathy? Are you drawing on your own data to tell stories about diversity rather than relying on anecdotes? Are you using this data to inform your strategy and drive change in your organisation?						
	Use technology to level the playing field Is your tech designed in a way that eliminates bias? Have you checked and tested your algorithms for any bias? Are you using technology to enable flexible working? Are you using technology to support remote teams across regions?						

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Your hiring review and refine checklist (4/4)

Social Mobility Commission

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Area	Recommendation			Current Status			Next Steps	Due Date
		🟥 Nothing/Not something you current do 🟧 Do something in this space but limited 🟩 Actively do this		🟥	🟧	🟩		
MAKING THE CASE FOR CHANGE	**Pick one big change rather than taking incremental steps** Are you clear about what your bold change is and can you talk about it with confidence? Are you waiting for an external event to happen to take your big step? Or can you find evidence in the current context (eg COVID-19, racial injustice, health inequalities etc) to make the case for change?							
	Don't wait for senior level buy in across the whole organisation Are you able to identify at least one supporter at senior level? Are you able to find champions and allies across your industry?							
	Make sure your strategy is intersectional Are you thinking about the intersections between socio-economic background and race, gender, disability, sexuality, faith? Are you making sure your strategy doesn't hinder progress by focusing on one area only and neglecting impact in others?							

Your hiring review and refine checklist – next steps

Having had the space to reflect on your current hiring strategy, what are your next steps?

Follow up questions	Answers	Due Date
How many did you get in each area; red/amber/green?		
What are your quick wins?		
What is your long-term vision?		
Who do you need to speak with in your organisation about each area?		
Who are the decision makers that can help you make this change?		
What will your project plan look like?		

Good luck and welcome to a community of dedicated employers who are driving a change in this space!

Case study

Our team

Joan Moore
(Accenture)

Helen Lorigan
(Accenture)

Tom Price-Daniel
(Headstart)

Set a clear vision with measurable targets

Ask yourself the awkward questions
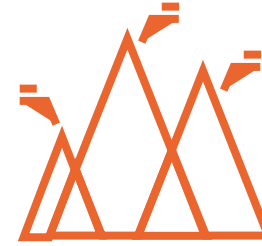
Use current data & future analytics

Map the candidate journey

DIVERSITY

AT THE HEART OF YOUR VISION & STRATEGY

Create a level playing field for diverse talent
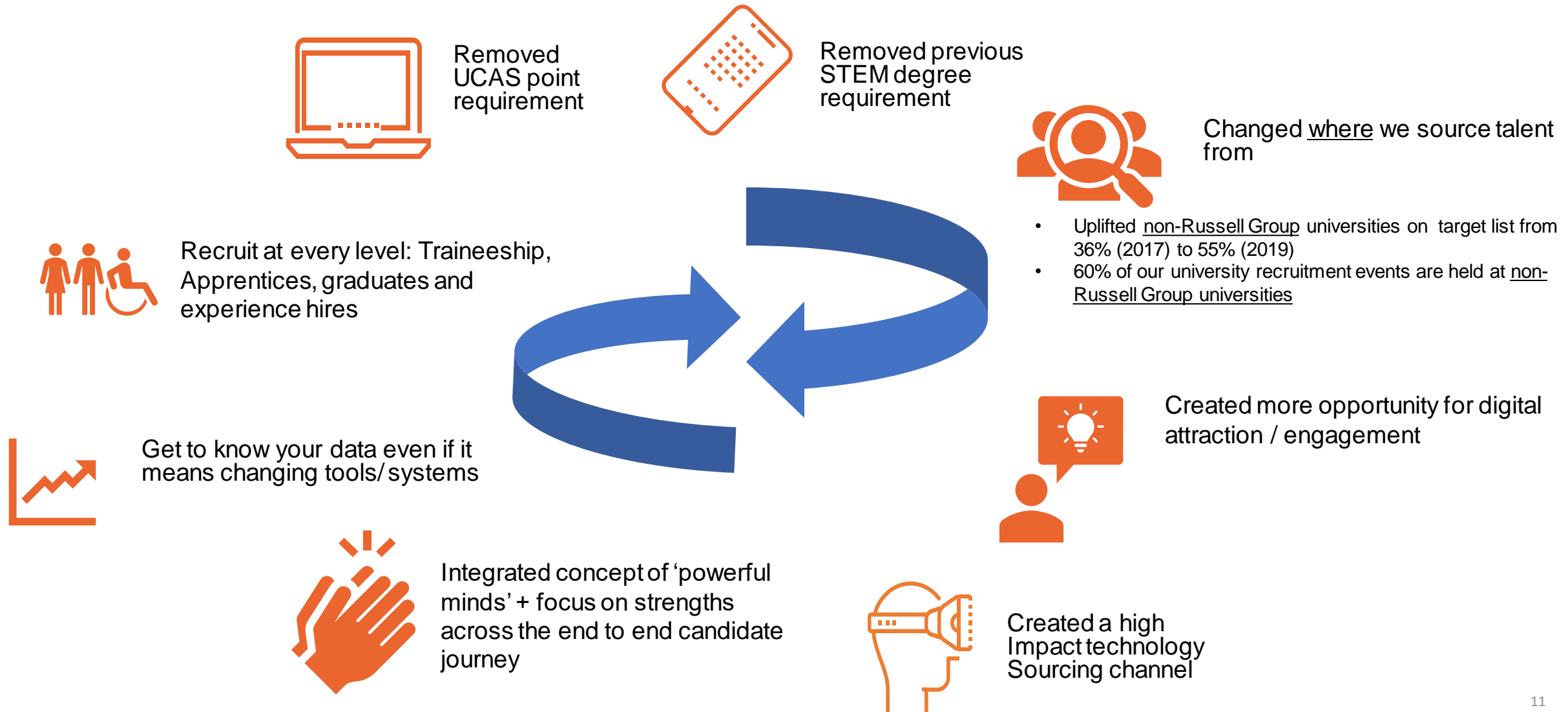
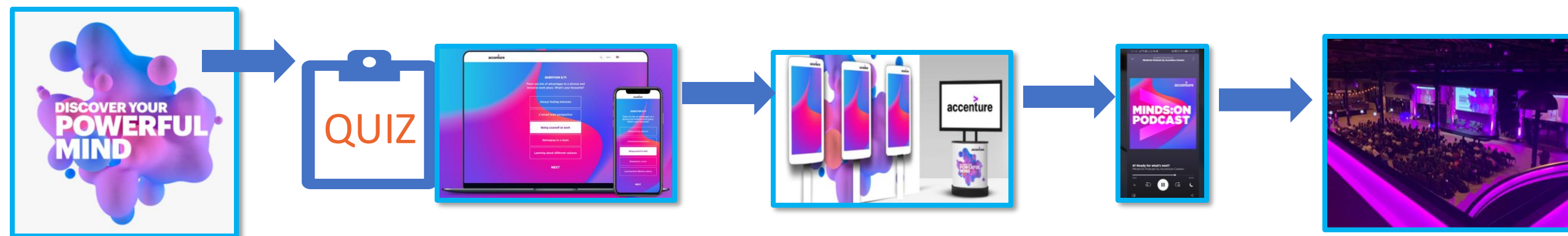Balance high tech with high touch
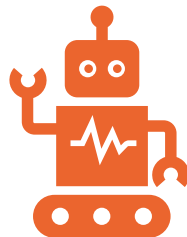
Take a risk & drive differentiation

ALL level Engagement

I&D: BREAKING DOWN THE BARRIERS TO HIRE DIVERSE

Removed UCAS point requirement

Removed previous STEM degree requirement

Changed <u>where</u> we source talent from

- Uplifted <u>non-Russell Group</u> universities on target list from 36% (2017) to 55% (2019)
- 60% of our university recruitment events are held at <u>non-Russell Group universities</u>

Recruit at every level: Traineeship, Apprentices, graduates and experience hires

Get to know your data even if it means changing tools/ systems

Created more opportunity for digital attraction / engagement

Integrated concept of 'powerful minds' + focus on strengths across the end to end candidate journey

Created a high Impact technology Sourcing channel

11

- **I&D messaging throughout** the candidate journey creates authenticity
- **Range of smaller hyper-personalised <u>and</u> larger 'high impact'** (virtual or f2f) **events**
- **2 way process** – help candidates opt out if not right for them!

DIVERSITY   ACROSS ALL ATTRACTION CAMPAIGNS & EVENTS

- <u>C-19 Virtual necessity</u> = opportunity for wider accessibility
- <u>Add value</u> 'challenges' and workshops *OR* larger scale versions of this (Tech Viz/ Tech Taster Week/ Decoded)
- <u>Leverage connections</u> with third parties/ charitable organisations to offer mentoring, insight days in order to target diverse talent pools
- <u>Sponsored societies and clubs</u> – I&D focus
- <u>Focus on Intersectionality</u> (Nightline, mental health podcast episode)
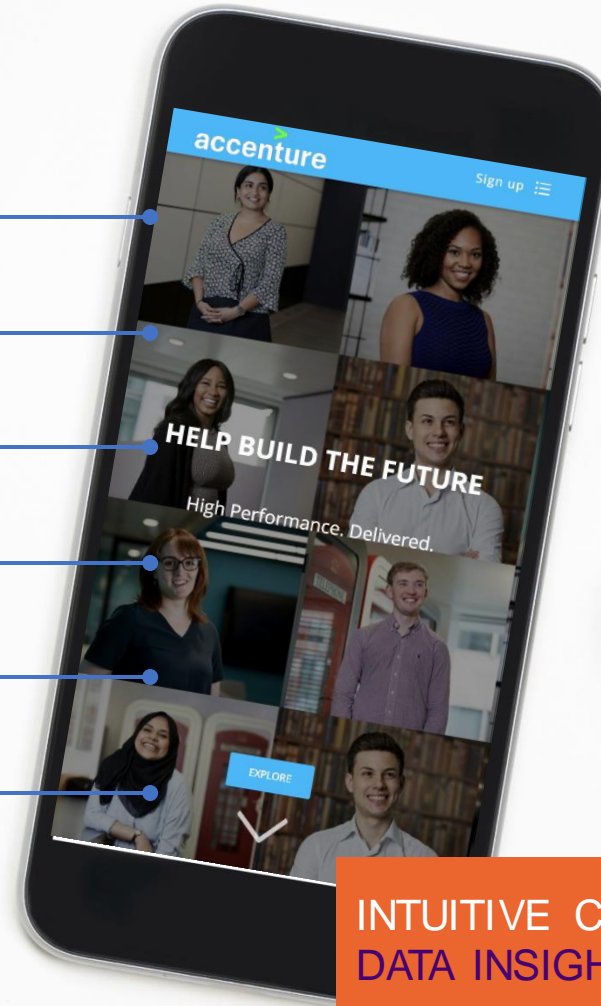
WHAT THE APP MEASURES

USING CONTEXTUAL DATA TO LEVEL THE PLAYING FIELD

INPUT:
POSTCODE AT AGE OF 14
FREE SCHOOL MEALS
PARENTAL EDUCATION

OUTPUT:
HEADSTART USES THESE CUMULATIVELY TO ADJUST MATCH SCORE BY AN AVERAGE OF 6% (MAX 8%)
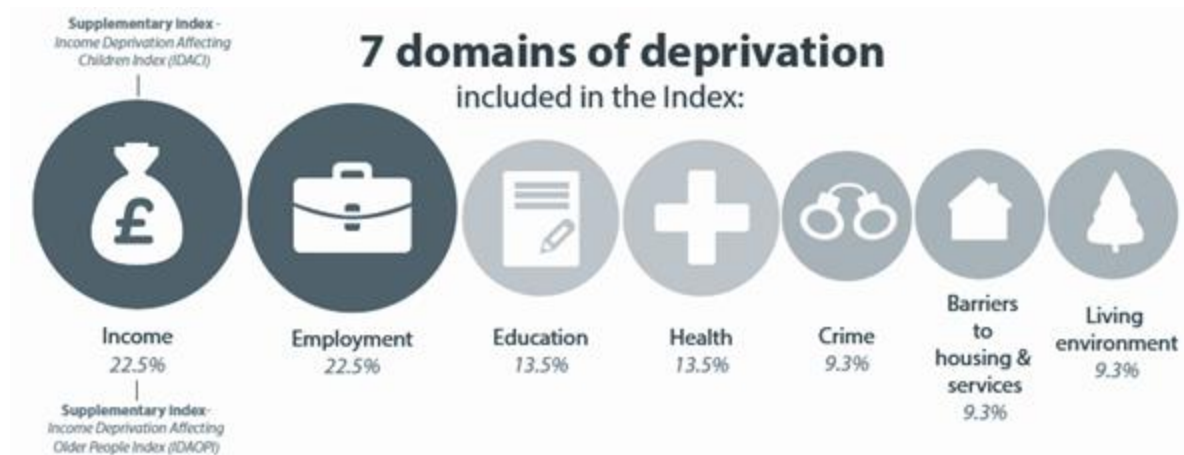
14

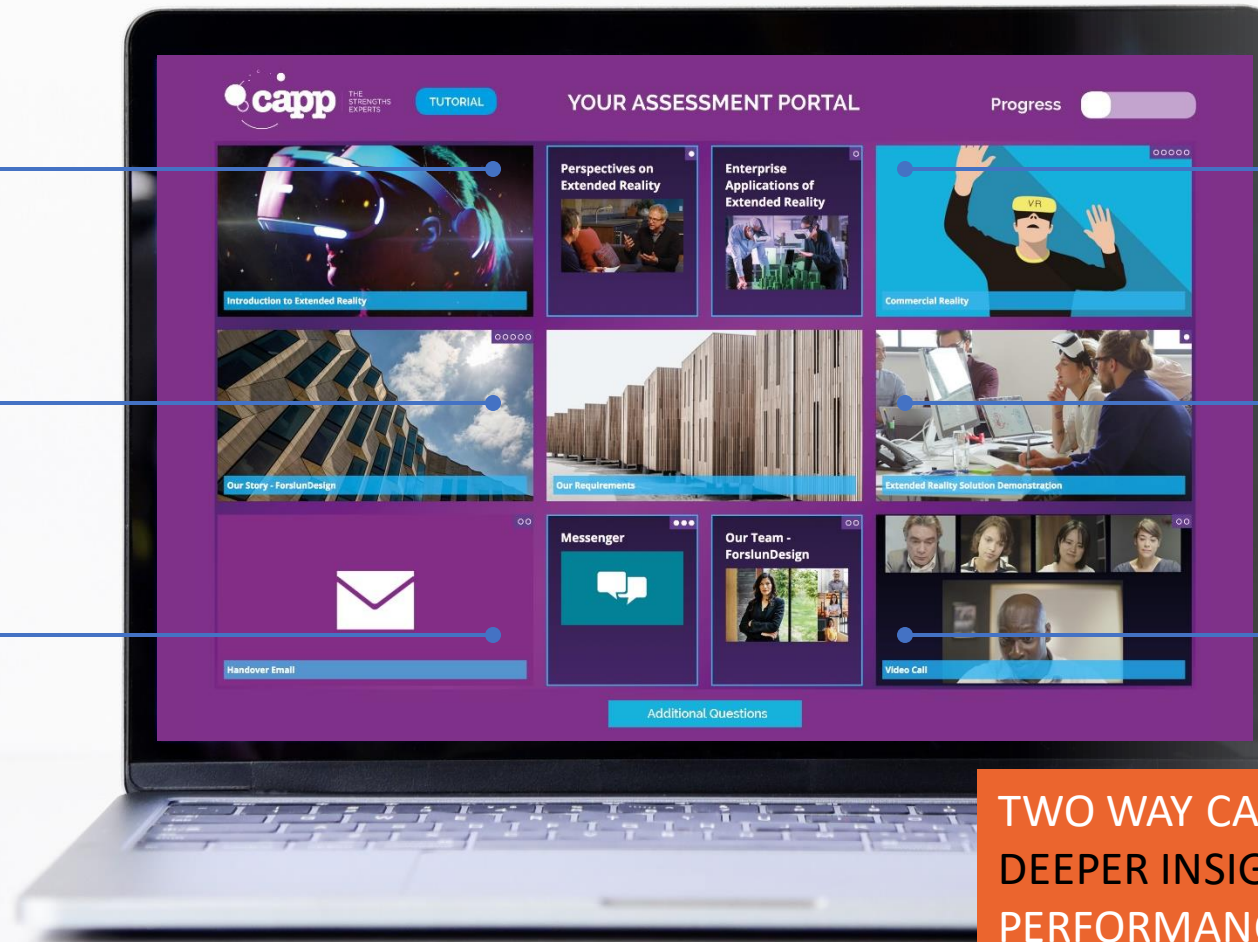# THE ACCENTURE DISCOVERY PORTAL

LEADING IN THE NEW

Immersive

Compelling Narrative

'Job Preview'

Robust

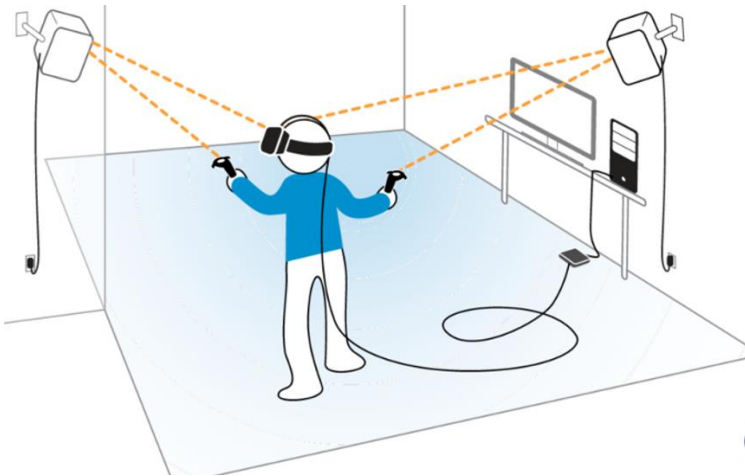**Personalised Feedback**

Analytics

TWO WAY CANDIDATE EXPERIENCE DEVELOPS DEEPER INSIGHT TO IMPROVE FUTURE PERFORMANCE

ACCENTURE ASSESSMENT CENTRES

LEADING IN THE NEW

MOVEMENT NEUROSCIENCE

Incredible accurate data is captured in VR on movement and position

- **Unique** Assessment Centre Experience
- **Focused**, strengths based and unique 'micro assessment's
- **Builds** upon the narrative of the Discovery Portal insights
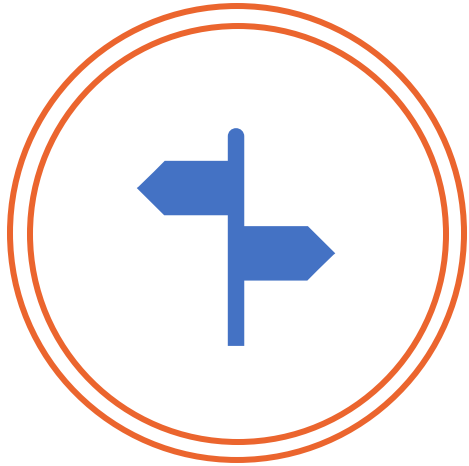- Provides **high-touch human insights**
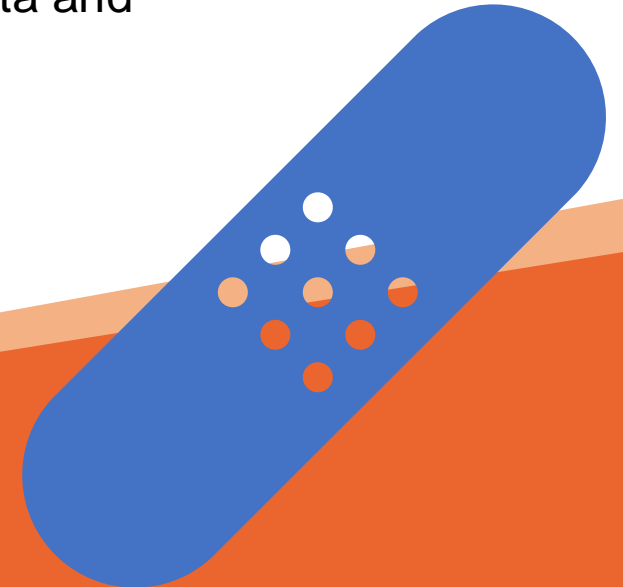
16

Lessons along the way

- **Understand** the context of the area you are working in
- **Understand** the demographics of your applicants
- **Walk in their shoes** through the recruitment process
- **Select a significant change** not multiple little ones
- **Work with third parties** they support with market data and graphics

If all you do is ……

The must do's to drive innovation and strengthen your potential

ATTRACTION
- Know the applicants you want to attract – go to the right places
- Inclusive language – *'We're looking for a spark of potential. Don't worry if you don't know it, we're good at spotting it'*
- Measure the socio-economic diversity of applicants

RECRUITMENT
- What are the stages of your recruitment process– where are the barriers and blockers?
- Evaluate often to ensure diverse talent is successfully being recruited

ROLES
- Offer all types of roles
- Differentiate the process
- Opportunity to rotate in jobs around the organisation

ONBOARDING
- Maintain regular contact
- Use this time to develop skills before they join

….this is a great foundation