



inclusive recruitment

detailed product.

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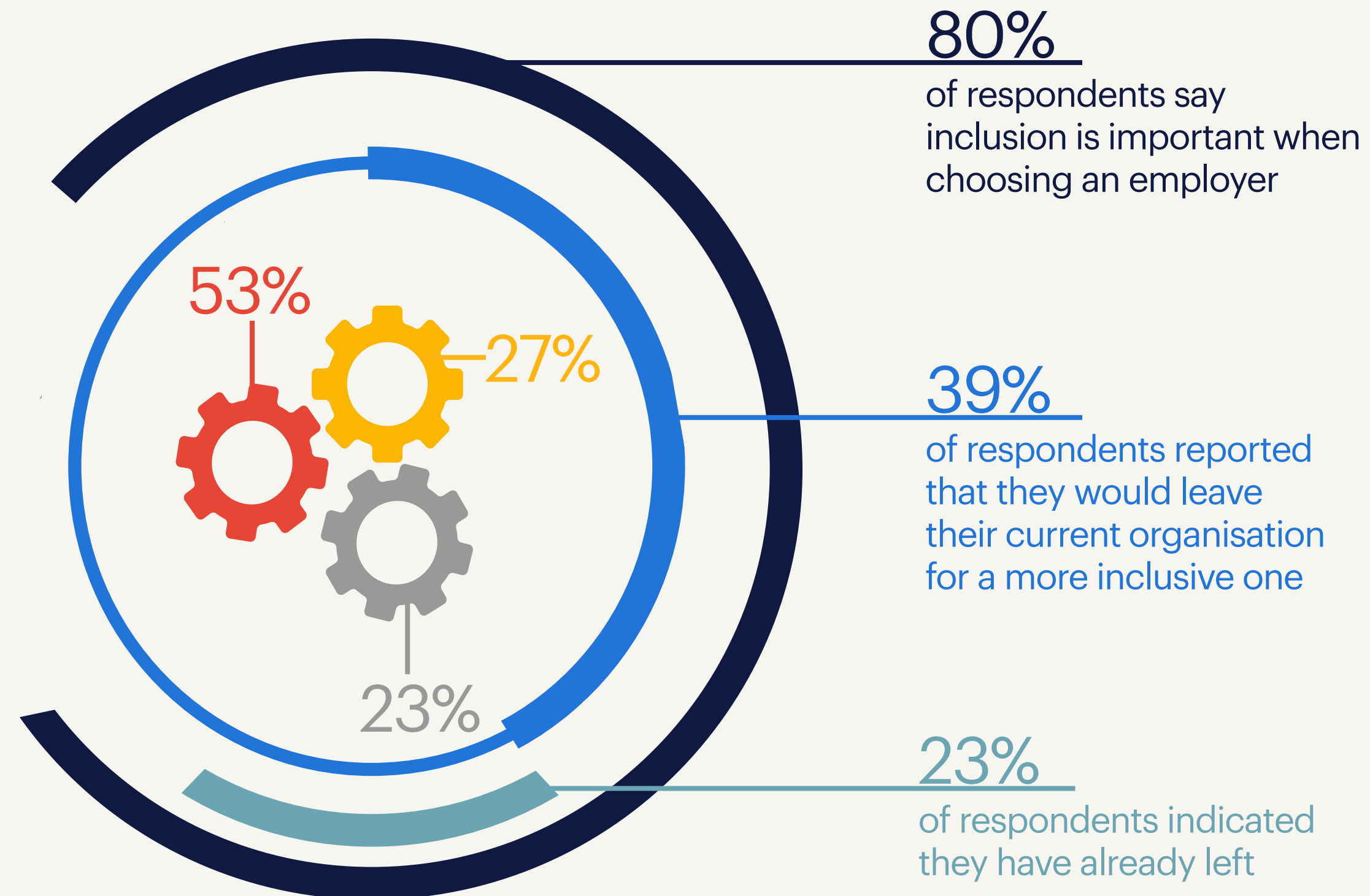


ED&I

engaging and training today's workforce.

Organisations strive to attract top talent in order to effectively achieve their objectives and unlock their maximum potential. To ensure access to a diverse and exceptional pool of candidates, it is crucial that no individual is overlooked due to unfair reasons.

Randstad, leveraging its extensive experience, expertise, and industry best practices, can offer invaluable support, insights, and training to assist organisations in identifying, attracting, and successfully recruiting exceptionally talented individuals who bring their own unique skills and perspectives to the table.



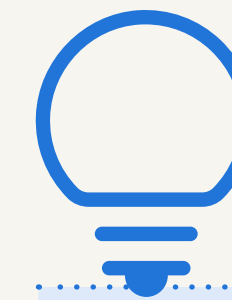
source: Deloitte University Leadership Center for Inclusion

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inclusive recruitment 2 hour workshop.

Target audience	Talent Managers, HR BPs, Hiring Managers
Time breakdown	2 hour client consultation, 2 hour delivery, 1 hour follow up
Level	Starting Journey
Description	<p>A bespoke 2 hour workshop designed in collaboration with you to meet your organisational needs.</p> <p>We assess your current recruitment process, touch points and create content that is easily understandable to both talent professionals and hiring managers.</p> <p>In the delivery session we will address each stage of your recruitment process from writing a job advert to inclusive onboarding, presenting back specific activities that participants can undertake.</p> <p>Working alongside our talent attraction strategies, this course will ensure we support you to be best placed to attract, interview and hire the best and most diverse talent available.</p>
Follow up	<p>During the delivery session, there will be space built in for attendees to workshop specific, pre-agreed issues or outline personal experiences that can help progress your journey to attaining an inclusive recruitment process.</p> <p>We will build agreed actions into the closing of the program and host a follow up learning session with attendees to share success and learnings.</p>



Learning outcomes

Delegates will;

- Be able to recognise, adapt to and overcome bias within the recruitment process
- Learn new inclusive recruitment strategies through an assessment of current practice
- Be able to proactively recognise the implicit and overt pitfalls of non-inclusive recruitment practice
- Learn the benefits and advantages to themselves, the employee and the wider business of an inclusive recruitment process.

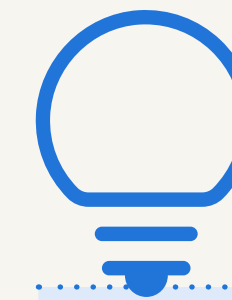
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introduction to unconscious bias in recruitment

1 hour masterclass.

Target audience	Talent Managers, HR BPs, Hiring Managers
Time breakdown	1 hour delivery, 1 hour client follow up
Level	Starting Journey
Description	<p>Understanding that we all have biases and how they affect our decisions is imperative to ensure that each candidate is offered an equitable and fair recruitment process into your organisation.</p> <p>This masterclass addresses what unconscious bias is, how it manifests in us and how we can limit the effects that our biases have on the recruitment process.</p> <p>The aim of this masterclass is not to vilify Unconscious Bias, but an opportunity for us to understand how the majority of people process information and how understanding this helps us to address the uneven outcomes that these decisions have on people.</p> <p>We are not calling people out, simply calling people into a conversation so that all perspectives are understood and appreciated.</p>
Follow up	<p>An hour masterclass that addresses current thinking in unconscious bias. Space will be built into the masterclass for Q&A from the audience to allow space for them to ask an expert their opinions on what works and what doesn't.</p> <p>The follow up will be designed to be a collaborative feedback session to enable the organisation's HR leaders to discuss successes and next steps to continue to drive change in their organisation.</p>



Learning outcomes

Delegates will;

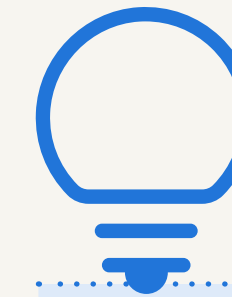
- Recognise their biases and understand how to challenge them for more successful interview outcomes.
- Understand that biases are powerful counterpoints that need to be listened to and addressed in an interview process. Understanding this will lead to hiring people who will add cultural value and insight to the team.
- Be able to evaluate candidates in the interview process through awareness of their own biases, recognising the influence that privilege has to become an empathetic manager.

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inclusive interviewing 1 hour masterclass.

Target audience	Talent Managers, HR BPs, Hiring Managers
Time breakdown	2 hour client consultation, 1 hour delivery, 1 hour client follow up
Level	Moving Forward
Description	<p>Understand how your interviewing process, from start to offer, affects your organisational diversity goals.</p> <p>Starting with a two hour deep dive into your organisational diversity goals, current recruitment process and where you think the shortfall is, this bespoke masterclass will be an opportunity to add an impactful layer of inclusivity to your recruitment process.</p> <p>The masterclass will provide a detailed overview of your current interview process and outline to (talent and line managers) how each part of that process can be made as equitable as possible. It will also outline common points in an interview process that tend to disproportionately push talent with diverse characteristics away from a firm.</p> <p>This is a masterclass that will enable every person who interviews in your organisation to add a diverse lens to their part of the process, ensuring the process as a whole is inclusive.</p>
Follow up	<p>This would be an opportunity to run through all aspects of the recruitment life cycle. This will help you work with our recruiters (with regards to the job description and job advert) as well as upskill yourselves on all aspects of Interviewing, feedback, making an offer and onboarding.</p> <p>We will work together to agree a follow up session based on the purpose of the masterclass. This could range from candidate NPS tracking through to more formal "licence to hire" style training.</p>



Learning outcomes

Delegates will;

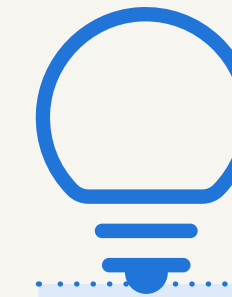
- Learn techniques to ensure the interview process is inclusive.
- Be able to recognise the important role they will play ensuring everyone has the same chance at success in the process.
- Learn how an empathetic mindset will change their approach to interviewing, resulting in positive outcomes and experiences for all participants

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understanding diversity in recruitment workshop.

Target audience	HR BPs, Specialist MI teams
Time breakdown	3 hours client consultation, 1 hour finding delivery, 3 hours follow up
Level	Moving Forward
Description	<p>A bespoke course that will be tailored to your organisation needs.</p> <p>It could be that you are seeking best advice of how to start collecting recruitment MI and overlaying Diversity MI, or that you have been collecting data for years, but don't know what to analyse or how to analyse the data.</p> <p>Once these fundamentals have been attained, we can offer further consultation on how to understand outcomes linked to diverse attrition to truly power your employee lifecycle to attract and retain the best, and most diverse talent available.</p>
Follow up	<p>This is an ideal workshop for organisations that want to be able to utilise MI to inform business decisions. The content and outcomes of the workshop will differ in starting and end point for each organisation.</p> <p>Utilising the SME experience and insight across many FTSE 100 and Fortune 500 organisations and having seen and implemented best practice feeding up to board level, this is an invaluable workshop for firms wanting to progress their Inclusion story to ensure their EVP lives up to the ir BVP.</p>



Learning outcomes

Delegates will;

- Recognise the important differentiation between top down and bottom up viewpoints on management information.
- Understand, then apply, best practice on what data to collect and how to collect it
- Learn best practice on how to practically and powerfully implement outcomes across the business using the data.

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inclusive recruitment organisation design workshop.

Target audience	Talent Managers, HR BPs
Time breakdown	3 hours consultation, 2 hours delivery, 3 hours follow up
Level	In our DNA
Description	<p>Organisations who are leading the way on I&W often talk about having Inclusion within their employee lifecycle, throughout recruitment, promotion and retention.</p> <p>This workshop is a chance to get into the detail of what this means for your organisation, and understand what a powerful part recruitment, done well, plays in this lifecycle.</p> <p>Together, recruit, promote and retain are individual “parts” of an employee lifecycle. Taken as a whole, what it actually means is the culmination of your BVP (your attraction strategy) meeting your EVP (your retention and promotion strategy). What the leading firms have understood is that all of these things are intrinsically linked.</p> <p>We show that we can support you in the attraction and hiring of the best and most diverse talent and support you in retaining that talent too.</p>
Follow up	<p>This is a totally bespoke offering that will give you an opportunity to assess, audit and rebuild your end to end recruitment process in the most inclusive way to align to your organisational culture and values.</p> <p>The follow ups will be designed to show how recruitment is an intrinsic part of the employee lifecycle, but as far as inclusive culture goes, is not a single lever that a firm needs to pull on to achieve a fully inclusive culture.</p>



Learning outcomes

Delegates will;

- Understand the importance and intrinsic link between talent attraction and brand value proposition and employee value proposition.
- Apply insight from diversity MI throughout your recruitment process to identify where there is subsequent disjoint in your employee lifecycle.
- Learn how to identify, then address gaps, using levers to retain diverse talent.

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inclusive workforce planning workshop.

Target audience	Talent Managers,HR OD, HR BPs
Time breakdown	5 hours client consultation, 2 hour delivery, 5 hours follow up
Level	In our DNA
Description	<p>A tailored workforce planning session ideal as an addendum to using recruitment MI to adjust your recruitment process.</p> <p>This workshop will show how you can assess the market of available talent against your future workforce planning to align to your diversity goals.</p> <p>Using available data and modelling, we can show you how the current and future potential workforce will be able to help you achieve any stated aims around diversity. We will also be able to show, through your own MI, the actions you need to take to attract, recruit and retain this talent to ensure you achieve the stated aims.</p> <p>This workshop will show how you can become a leading edge firm to ensure that you leave every stone upturned in seeking out the best and most diverse talent and meet the statement that you “truly represent your customers”</p>
Follow up	<p>As this is an advanced workshop, a great deal of pre-work needs to be in place; strong and significant recruitment MI, inclusive recruitment practices in place, inclusive org design and an understanding of how to retain diverse staff.</p> <p>Once we know you have all of these and are comfortable acting within the parameters of these, we can implement the workshops to ensure that your organisation goals are met.</p>



Learning outcomes

Delegates will;

- Understand how to challenge and embrace statistics to implement realistic and achievable diverse talent attraction strategies.
- Recognise the importance of planning to truly reflect the diversity of the communities and customers you serve throughout your workforce.

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inclusive recruitment full audit.

Target audience	D&I Leadership, Talent Leadership, HR Leadership
Time breakdown	Defined by need
Level	In our DNA
Description	<p>Diversity, Inclusion and wellbeing is a complicated journey.</p> <p>This full audit is a totally bespoke consultative offering that takes aspects of all the masterclasses and workshops offered and lets you choose how best certain aspects fit what you need, specifically to address your needs for where you are in your journey.</p> <p>This offering will suit an organisation that wants to build inclusion into its recruitment practices from the ground up as well as suit an organisation that has not quite hit its goals and wants to understand what and how they could improve.</p> <p>Timing for consultancy and delivery will be defined by initial discovery phases and will be clearly outlined</p>



outcomes

- Assess your talent attraction and recruitment processes
- Using data as your source of truth and direction
- Understand what you need to affect to achieve your D&I goals
- Implement an agreed number of interventions to do so

case study: Automotive

the challenge.

The NAM was asked to come up with innovative ideas to ensure that the organisation was attracting and hiring the best available talent, but also increasing female representation in a plant where there was a particularly low %. We were asked as our 8% gender pipeline to offer is above their current % gender mix.

the solution.

The NAM co-ordinated the RIS data specialist, the ED&I specialist as well as producing a market view on appropriate websites and partnerships for himself to explore.

As SMEs, we had a call with the clients to provide our market view. Discussion was centred on;

- Understanding the MI

- Understanding the appropriateness of the interview process (focussing on balancing skills, diversity with time to hire
- Inclusive recruitment strategies (blind CVs, competency based interviews, video hiring, sourcing strategies) and how other similar, large multinational organisations had incorporated such practices.

the outcome.

- RUK, through the NAM are undertaking good, structured best practice. Continue to do this. The MI needs investigation to understand if or where there is a problem in their pipeline (attraction through to hire) and agree subsequent interventions.
- NAM to engage the channels identified to attract further diverse candidates.
- They have a robust set of diversity practices but need to be clear about these. With agreement to increase awareness of their efforts and success on the (to be created) microsite

case study: FMCG

the challenge.

We had noticed that mental health and personal issues were detracting from our workers ability to focus and deliver on their work. Examples have ranged from a parent who had been experiencing challenges with balancing work and family life and feeling valued in both to someone who had been self harming due to feelings of isolation.

There is also a reticence to engage with us to support through interventions such as Hapi. This is due to a belief that the data will be used as an MI tool on absenteeism.

the solution.

Along with the use of the Hapi App it was advised that the parent keep a "positivity book" to support one to one calls. A simple activity that reinforces the positive impact that she was having both personally and at work.

Support and direction has been given through the hapi app. Whilst this was a start to an intervention and further, personal support package, it was fundamental that they were heard and supported when they felt like no-one did.

the outcome.

- It has been realised that these interventions (past Hapi) are individualistic. The consultant has put in place a series of talks in partnership with the organisation. These will take place monthly, the topics will be lead by need, as well as align to RUK Inclusion Calendar.
- Further consideration needs to be given to how we share information. Newsletters and the use of a centralised database (similar to Workplace) are being considered.

case study: Education

the challenge.

More and more, the Account Managers and BID writers were being asked, were they members of, and supporters of forums that could show Randstad's commitment to value add in the CPE sector.

There were gaps in knowledge in the consultants who were client facing. Many of our clients were also members of this forum, and were asking our consultants if we were, and why not, if not.

the solution.

Becoming a member of this resource was found as a solution to this.

the outcome.

- Consultants have been able to sign up to access self learning (CPD Supported)
- The NAM has been able to run Social Value events on subjects such as Male Suicide and Domestic Abuse.
- The membership of this had also allowed us to address specific asks in Bids where being members has allowed us to example best practice.
- NAM has tied savings and revenue generation of £1M to the site

case study: Education

the challenge.

We took a role from a school we had worked with previously, for a teaching 1 year fixed term contract. We found the perfect candidate, who had previously worked at the school successfully and was available and keen to return.

The school was reticent to re-hire them as they had changed their gender identity and pronouns since originally working there. It was felt that this would be confusing for the pupils. There were also concerns around how the school would obtain their DBS check as the individual was identifying as non-binary.

the solution.

We agreed with the school that the individual was suitably skilled and knowledgeable to do the role and agreed that we would support the candidate and school in any and all ways possible to facilitate the placement and educate all parties for the duration of the contract. We turned it into a learning opportunity for the client.

We engaged with candidate to support them in their engagement with the government department to discuss the sensitive nature of the DBS application.

the outcome.

- Following the successful placement the outcome for the school was not as expected. Firstly, the pupils did not raise any concerns.
- Secondly and mainly, the biggest learning was opening their own eyes to their own blind spots and were very happy that we were able to point out the opportunity to hire someone that they knew could do the job.
- They embraced the learning opportunity, as did Randstad in being able to advise other non-binary or transgender candidates in applying for their DBS checks.

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get in touch.

Our dedicated ED&I team.



Laura Todd

Senior Vice President of Equality, Diversity & Inclusion, EMEA & LATAM

Laura has extensive expertise and experience developing strategies and embedding interventions across organisational diversity, inclusion and wellbeing agendas. Previous roles include Global Inclusion & Wellbeing Programme Director for Capita where she was responsible for developing and implementing their Inclusion and Wellbeing strategy across nine countries. Laura is also an advisory board member for Salary Finance and an ambassador for Let's Improve Workplace Wellbeing.



Mark Jones

Senior Manager Equity, Diversity and Inclusion, EMEA.

Mark is a specialist who has a focus and expertise in conceptualising training on topics including Inclusive recruitment, inclusive interviewing and inclusive leadership. He has a professional and personal passion for evidence-based interventions related to Inclusive management information.

In previous Inclusion & Diversity roles, he has been responsible for setting up and growing international ERGs as well as being a strategic, central SME resource for all things Inclusion for large multinationals.

In the first part of his career, Mark was a recruiter who gained experience across a range of markets from managing large temporary desks to headhunting in the professional services environment.

He is a cis-gender, heterosexual male whose pronouns are he/him. He is and lives as a family with twin sons in Cardiff, South Wales.

Being the first in his family to attend university, having both parents be from a blue-collar background in an industrial town in Wales has given him a deep passion for social equity and opportunity for all.

For further discussions on how Randstad can help your organisation achieve its ED&I goals, contact a member of the team today:

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