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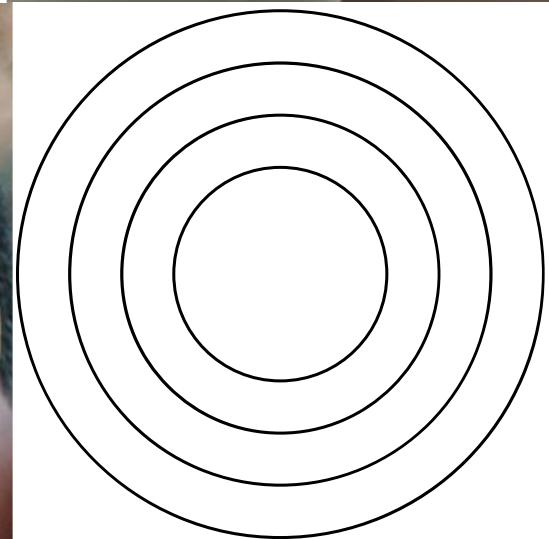
OPEN PLAYBOOK

RECRUITING BLACK EMPLOYEES

Tech Talent Charter Open Playbook - Recruiting Black Employees

The successful recruitment of black employees will call for some bold and exciting changes to concepts in recruitment as a whole. A more collaborative approach is needed, calling on the skills and expertise of different stakeholders and with a strong focus on the 'human' and the value that their addition to the organisation can bring, rather than merely the skills or qualifications they have to offer.

This change in approach excites us as we believe that it will deliver better outcomes not only for the organisation, but also the team and the prospective and successful candidates.

This playbook aims to take you through the pathway to success by focusing on the key phases within the process.

The **3-pointers** for each section demonstrate key actions to be taken at each phase, they are the top actions to get you started on your inclusive recruitment journey – further information lies in the linked *Smart Start Guides* if you want to go deeper.

SUCCESS PATHWAY FOR DIVERSE AND INCLUSIVE RECRUITMENT

Attract the Right Calibre of Candidate	Source High Quality Potential Candidate	Shortlist the Best Candidates	Select the Right candidate	Support the Candidate to succeed

Through the 2 Key Strategies:

Brand Attraction – to build know, like and trust for the organisation as an employer of choice

Candidate Attraction – to build on that brand recognition and focused specifically on getting the best calibre of potential candidate to apply for the roles that become available

From a broader spectrum of the right places, for the right, and well specified job job, focused on the right skills, attitudes, character traits and requirements

- For the Role
- For Culture add, not just fit
- For the organisation you want today to have today and to build towards tomorrow
- Based on Potential not just Experience

- Through an **empowering and more balanced** process
- Through an **attractive offer**
- Having considered the **holistic needs** of the person to do the job
- Creating a win-win for the candidate, team and the organisation

- **Initial support strategies** – Impact focused start to the role (first 100 days)
- **Mentors** assigned to support the initial strategies of the role and navigation of the company culture
- Development and some prescription of success habits
- Sanity checking the **appointment** vs. real-world performance of the candidate

ATTRACT *Brand Attraction*

About Brand Attraction

Attracting Black Candidates begins long before you need to recruit them, and requires you to be known, liked and trusted as an employer in order for them to wish to respond to your candidate attraction efforts.

So the attraction strategy splits into two with Brand attraction focused on broader values and brand perception, and then Candidate Attraction focused on recruitement and successful role fulfilment.

Why it matters

It gives the opportunity to nurture meaningful relationships with the community and takes the leg work out of candidate attraction.

It is also a longer term strategy that will change the nature of your search for high quality black candidates.

This will also enhance your efforts for broader diversity in recruitment.

At this Stage

This is about crafting the story that you want future candidates to hear about you, and you want existing candidates to already know.

This is an ongoing process and is not about a specific cycle, or recruitment for a single role. This is about the broader strategy of what you want to be said of you in the community long before you ever want to 'take a candidate from it'.

Getting Started

This is about your values and goes beyond statements for direct and transactional exchange. This is about your commitment to ensure that your vision of the world is fulfilled and that what you say is authentic.

Considering the values you wish to put into the world and what you want to see is the starting point. What are your values? What do they mean to you? How do you live by them?

[See Smart Start Guide for information, inspiration & support]

Ace your Brand Attraction

Consider Visual Imagery across all Internal and External assets

Websites and brochures are great, but what about pitch books, proposals, sponsorship and community engagement. This will also have a huge impact on perception, and will demonstrate congruence and commitment to a genuinely diverse and successful workforce.
Links: **UKBlackTech Stock Imagery**

Create Ambassador Roles
*(What black employees say of you is a crucial part of your brand)*

Word of mouth remains the strongest of all marketing channels. Social networks like BYP and LinkedIn allows you to have people available to answer questions and to give an honest account of the inside track; this is potentially the most powerful attraction method.

Engage Prospects Early to Begin the Recognition and Attraction Process

Engaging with young people long before recruitment to begin to show and share your values and enable them to know, like and trust your organisation's values. Educate them about the opportunities you might have and your long-term commitment to their career
- Links: **YFYA, Career Ear**
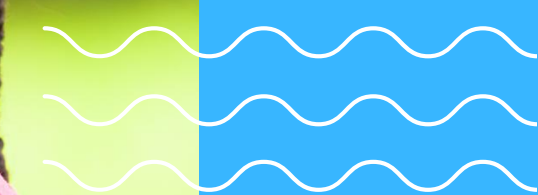
Take Action to Ace your Brand Attraction
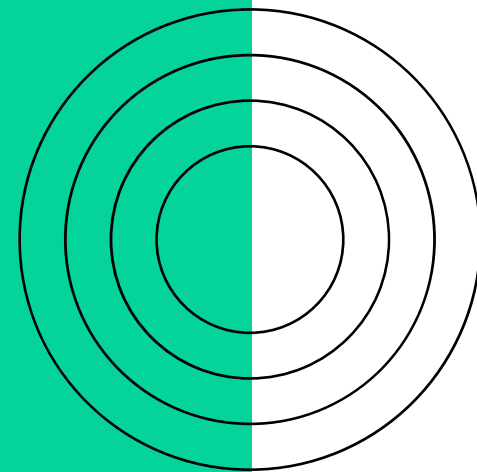
Consider the questions opposite. These will help you to think about broadening your corporate appeal and taking a longer term approach to recruitment, alongside starting to createa longer term and more comprehensive approach to attracting Black Talent

What are our Brand Values? How do we express them in terms of our people strategy?

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What Community Engagement Activities can we support strategically to improve our brand recognition amongst current and future Black Candidates?

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IHow can we engage in mentoring of young people and graduates?...

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If you need additional help check out the Quick Start guide to support Brand Attraction

ATTRACT *Candidate Attraction*

About Candidate Attraction

This is the specific attraction strategy used to draw a potential candidate towards your organisation and role. If this is built upon the foundations of strong Brand Attraction strategies, some of the challenges and hurdles around diverse recruitment and black candidates will already have been mitigated.

Candidate attraction takes 6 key steps to bring together the collateral for the job, and each is discussed in turn in more detail.

Why it matters

It matters because you will miss out on candidates who self-select out of applying if the attraction strategy is wrong, and that might include the perfect hire. The strategy to recruit more black candidates requires them to actually apply for the jobs on offer, and as such it needs to compel them to take action.

At this stage, language and imagery are s crucial, as is the standardisation of the lexicon and definitions in use, as well as focusing on what makes success in the role, not success in an 'interview'.

At this Stage

You are clear about the fact that you wish to recruit, but it is important that you keep as open a mind as possible.

The process we have outlined is intended to encourage you to start with the purpose and to end with the documents and materials required to request standardised information for you to make informed and fair decisions about the candidates.

Getting Started

Consider the key areas you need to focus on at each stage.

Consider the language used, and be sure to take a long term view of the placement and howit might develop.

Bring all the information together on the canvas to consider changes that may need to be made, and to set a direction for new documentation.

[See Smart Start Guide for information, inspiration & support]

Accelerate the Success of your Candidate Attraction
A Success Pathway

Select each stop on the milestone for it's own quick guide

Take Action to Accelerate Candidate Attraction
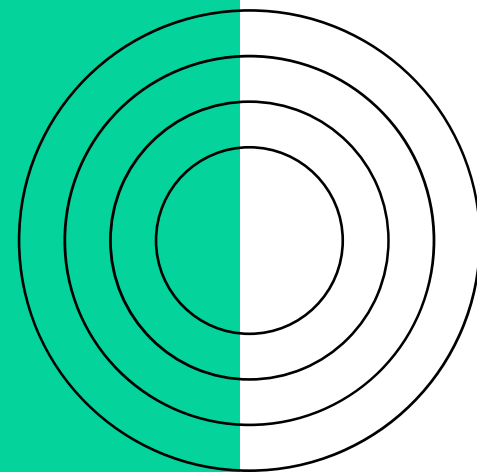
Consider the Change Canvas to bring togehter the elements in the roadmap. Use this to idenitfywhat needs changing or updating in your marketing materials.

Candidate Recruitment Change Canvas

Language Changes

Document Changes

Image Changes

Updates Required to Our Diversity Statements

SOURCE

About Sourcing

To source correctly, its really important to know WHO you are looking for and WHERE they can be found.

Sourcing in your organisation may have historically focused on the same places and even ideas, but it's important to consider the role of various channels, and to think hard about requirements such as whether a degree is actually needed.

Sourcing has to focus on the ROLE, team and organisation not the qualification of the candidate.

Why it matters

Jobs pages, newspapers, social networks and your website will all have defined demographics that they reach; if you always look at the same sources you won't reach the widest possible talent pool and are missing out on great candidates.

Sourcing and testing for potential requires a different set of skills to be developed and used.

At this Stage

Having prepared great materials to attract the very best and most diverse talent, it's now incumbent upon you to ensure that you are putting those materials before potential candidates.

You must be ready to go to uncommon places and seek out unusual stories in order to source more widely and holistically.

Getting Started

Seek out job sites directed to BAME candidates such as BYP, Career Ear, Vercida.

Remove requirements to come from specific schools or hold specific qualifications.

Talk to your recruiters or internal talent acquisition specialists about your requirements for diverse shortlists.

[See Smart Start Guide for information, inspiration & support]

Source for Success

Proactively Advertise and Seek out Alternative Sources

Where do you normally advertise roles? What is the reach of those channels in terms of diversity? For example, candidates from non-traditional backgrounds may not know your organisation exists, so don't rely on the Careers Page on your website; seek out advertising channels that specialize in placing diverse candidates.
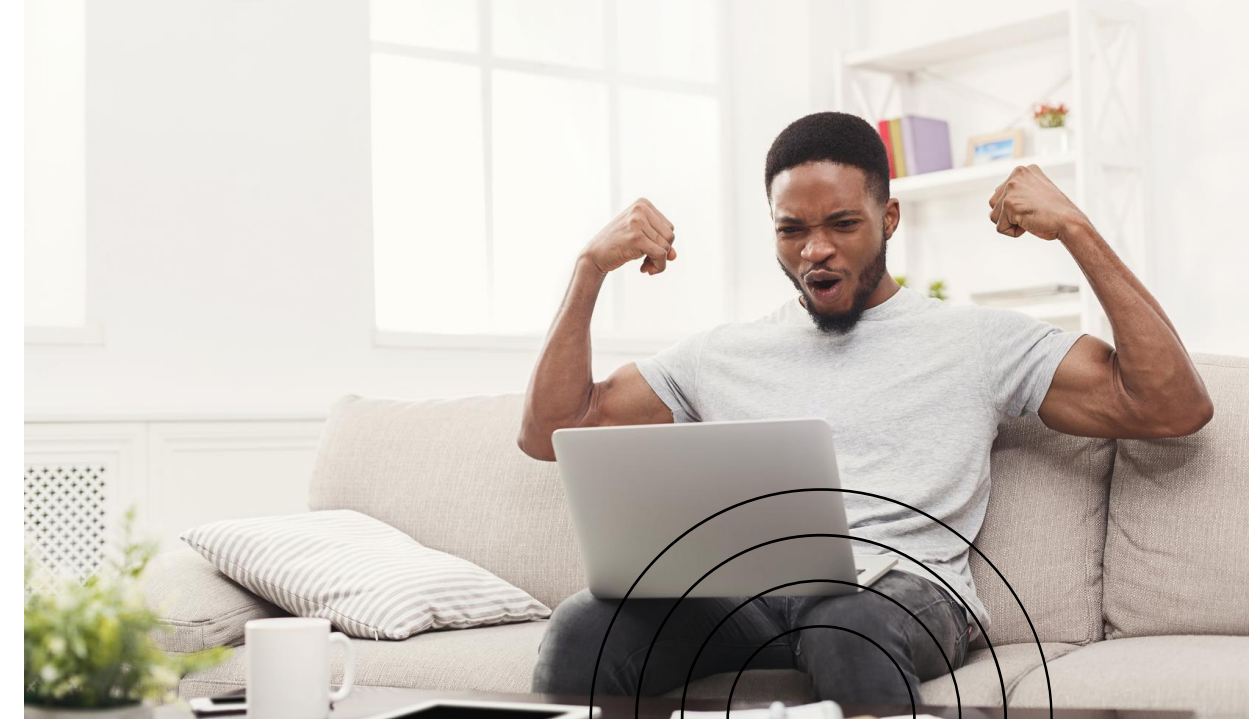
Work to Reverse Engineer the Required Skills for Success

What is the established route into your organisation, and who might this exclude? Consider what skills those established employees have and how else you might source them.

Demand Diverse Candidate Pools from Third Party Recruiters

Recruiters are hired and paid by you; you have the right to demand that they provide diverse shortlists.

Consider building a requirement for this into your selection of third party hiring partners. If you have internal talent acquisition, again discuss with them how they can help you reach a more diverse talent pool.
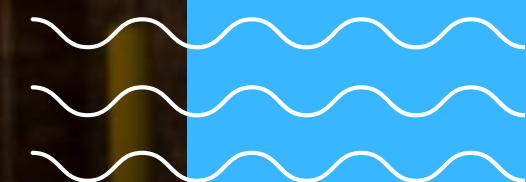
Take Action to Source for Success

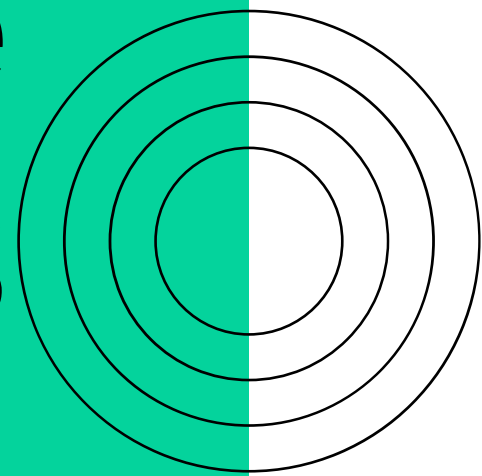Define your sourcing strategy at the outset, with diversity in mind. Be intentional about rethinking the routes you usually use.

What channels can we use to reach a more diverse talent pool? What about non-graduates? Skills-focused recruiting? Which alternative routes are there?

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What expectations do we have regarding educational background, and what alternative schools and universities offer the same or similar qualifications?

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Where could we look outside of our sector?

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What key points does our recruitment partner/talent acquisition team need to understand to meet our requirements for diverse shortlists?

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SHORTLISITING

About Shortlisting

Selecting Black candidates has traditionally been quite tough as research shows how biases play into the decisions, with a 'foreign sounding name' making you 50% less likely to be called for interview.

The aim of this milestone is to remove the points where bias could occur and focus only on the requirements for shortlisting.

At this Stage

Having attracted good quality candidates and sourced them from diverse sources, you will now need to sift through the packs to determine who should return to be considered for the role.

It is the first sign from the organisation outlining who they are willing to invest more time in.

Why it matters

Having a choice of the right person for your organisation is key. Bringing in the people who have the right skills means candidates who join your team will bring new and exciting ideas to the table.

Doing it well is a fine line as you want to keep the pool large enough to have a good number to select from, but small enough so you give the right amount of consideration for each candidate.

Getting Started

Good clear shortlisting criteria.
Shortlist blind.
Be open to how many you choose to take through the selection process.
It's important to see a mixture of strengths, soft and hard skills, and career durations, to enable you to truly find the best candidate.

[See Smart Start Guide for information, inspiration & support]

Savvy Shortlisting

Good Quality and Stakeholder-Agreed Shortlisting Criteria

Having good shortlisting criteria will allow anyone in the organisation to shortlist, don't make this one person's decision, bring the team on board and listen to their ideas.

Shortlisting Blind

You don't need to know where your candidate has been educated, or where they have worked, or their name or age at this stage. You want to know what they have done and what they can bring.

Openness and Flexibility

Being open on how many people you would select allows you more choice and gives you the opportunity to find the best fit and the right skills. You're not always bound by time through the process; this is an important decision for you and the candidate so don't rush it.
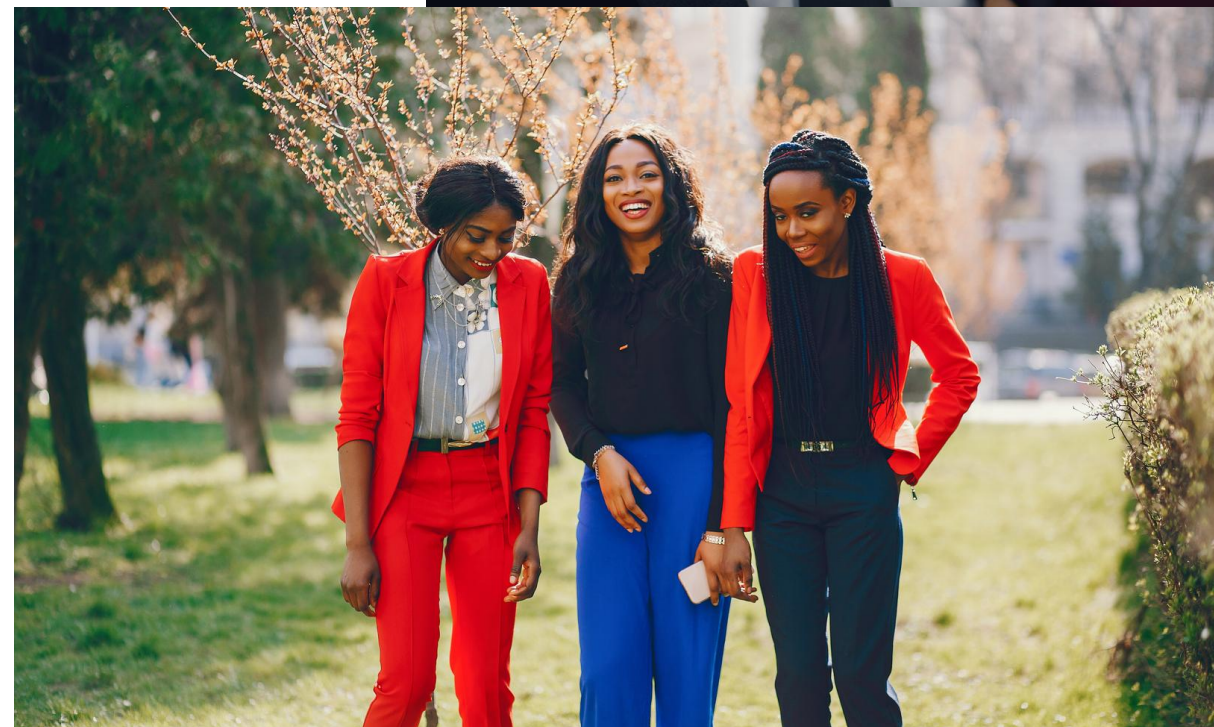
Take Action for Savvy Shortlising

Defining our shortlisting criteria. This should be done as part of the advert so that you are clearly asking for the right candidate to apply.

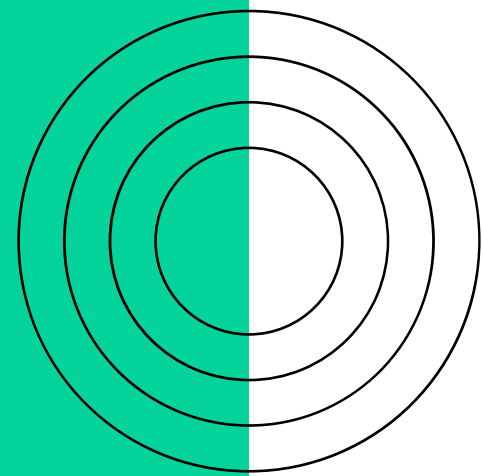What do we want from our candidate and why are we looking for a candidate of this description?

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What hard skills should they be able to demonstrate as part of their CV? What skills are required for the role and why is it important for them to have those skills?

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Could we teach any of these skills once the candidate joins us?

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What soft skills should come through on their CV and why are we looking for those skills?

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What relevant qualifications or experience should our candidate have and why?

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SELECT

About Selection

Selecting Black Candidates is a challenge as, even though interviews are the most commonly used selection method, they do not necessarily lead to successful recruitment outcomes.

It's important that the selection method focuses on gathering evidence of the candidate's suitability for the realities of the role (this is where the consideration of the role, and the ask in the candidate attraction roadmap is so useful and powerful). It remains important to select for potential, not just for experience or qualifications - so it's essential that qualified, diverse and well considered selection panels are used during this process

Why it matters

Having a clear selection policy is fundamental (you should document the guiding principles of the selecction process). This will ensure that a transparent, fair and unbiased selection process is followed that results in appointing the most suitable candidate, based on the work ethic and business goals that an organisation seeks to serve.

People choose people who are like them, so diversity on the selection panel is a critical strategy to actually hire diversely.

At this Stage

Now is time to turn the prospect into an employee and begin the journey of discovery and improvement together. As such it is important to ensure that the panel is diverse, and that those trained and experienced at eliciting the right information for success in the role are also present and working together.

Getting Started

Seek out policy sites directed to BAME candidates such as StaffNet and Bame Boss, and general successful selection policies from UK Government Equalities Office and Australian BETA
• Holistic Selection Process or Hackathon
• Interview Questions and Number of Interviewers
• Have a broad base of skills (hard and soft)

[See Smart Start Guide for information, inspiration & support]

Select for Superstar Potential

Recruitment Selection Policies

Having clear and fair selection policies will allow the recruiter to easily and fairly select the suitable candidate.
Have consistent policies for each level of recruitment and consider a broad base of hard and soft skills.
Consider adding Work Samples, Hackathons, Assessment Days & Trials to the selection process.

Rethink Interviews

Consider the appropriate questions to ask around the realities of the role.
Remove hypothetical questions (they lead to hypothetical answers).
Focus on skills, potential and also contra-indicators for personality and attitude.
Many more informal scenarios should be used and catered for when considering interviews.
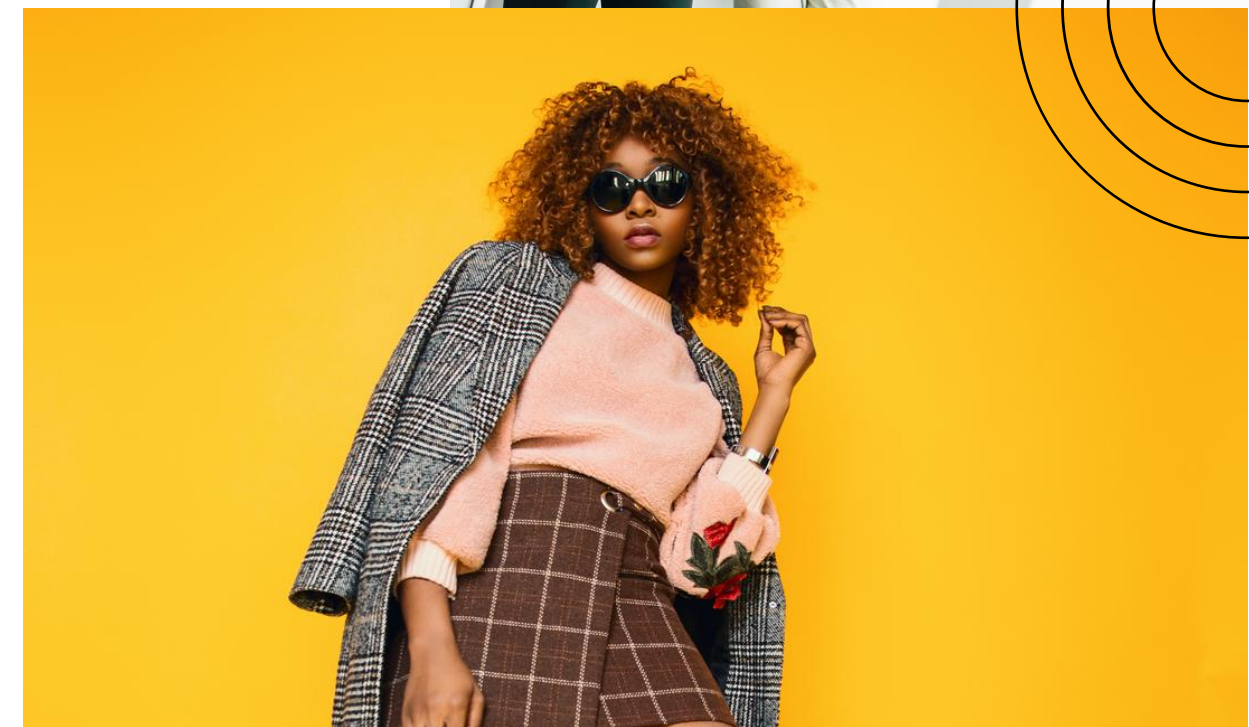
Diversify Selection Panels

Also think of having at least two people as interviewers, one who is an expert on the role and one from outside to allow a different outlook and a broader view. This will ensure that there is a diverse overview of the role and the candidate.
Ensure good quality training and support for selection panels to ensure they are equip to gather the data needed to select the right candidates.

Take Action to Select for Potential Superstars
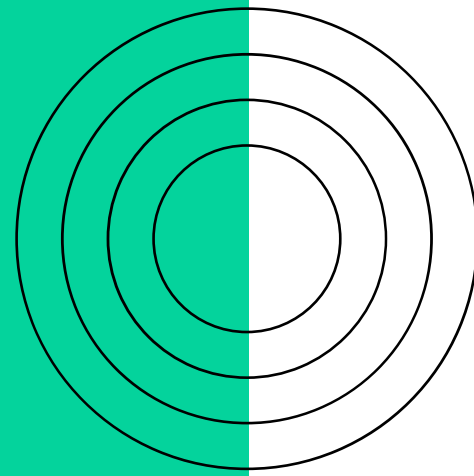
Define your selection policy with transparency and diversity in mind. Be intentional and open to improving or modifying the policies you usually use.

What do we need from the selected candidate, and what interview questions do we need based on the need of the role and organisation's vision/goals?

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What do we expect from the candidate and what can the candidate expect from the organisation (as in; payment, promotion, incentive, mentoring and etc.) ?

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What training and skills programs are offered to graduates? What is offered to experienced candidates?

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What skills can we ask the candidate demonstrate and how can we measure them?

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What range of selection methods can we use to help the candidates shine in this specific role?

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SUPPORT *for long term success*

About Support

This section challenges you to think about a recruitment cycle that lasts beyond selection. To close the ethnicity pay gap and create equitable organisations we need to plan talent development programmes that being as soon as the individual joins your company.
For maximum candidate success we ask you to think about creating a pipeline of initial support strategies.

At this Stage

At the moment , the measure of successful recruitment is often seen as having someone in a role rather than how successful they could be within the role; the focus needs to be on recruitment for long term talent retention and development.

Why it matters

For a truly diverse and inclusive business you need to be creating an organisation that promotes, develops and accelerates all your people.

An appointment should not be considered successful just because it's filled - the success of the process should be linked to the success of the hired candidate.

If you are not intentionally including, you are unintentionally excluding.

Getting Started

Implement a Buddy & Mentor system to support the individuals success within the business.

Create black talent development programmes.

Foster an inclusive culture that evolves with each employee.

Create an inclusion Employee Support Group (ESG)

[See Smart Start Guide for information, inspiration & support]

Support for Sustainability

Define and Measure Success of the First 100 Days in Habits, Tasks and Experiences

The success HABITS required for personal and professional success in the role should be outlined, supported and kept accountable during this period. The candidate and the line manager should be very clear on these metrics so that they resonate.

Co-create a Long-term Career Development Plan for Black Employees

Support in the role should look both at success today, and in the future by building knowledge, capacity and skills.

Support, Support, Support

Create advocacy networks, mentoring programmes and peer learning circles for ongoing personal employee support.

Create ongoing inclusion training programmes to stimulate awareness, curiosity and allyship within the organisation.
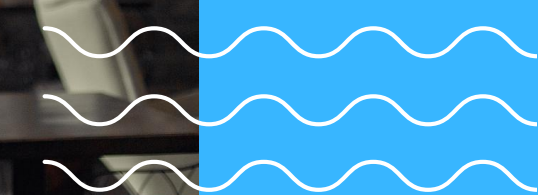
Take Action to support for Sustainability

Define your success criteria and create a comprehensive personal development plan to ensure the greatest impact and success of the candidate from the very start of thier employment.

What does success in this role look like, and how can we help the employee to attain it?

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Can we create a training programme that would give this individual an advantage from the outset?

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How can we create an organisation that evolves with every hire?

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Can we set this individual up with a mentor or enrol them on a mentoring programme?

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How can we go above and beyond to create a culture of inclusion and foster physchological safety for our black employees?

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Thank you so much to the incredible team who worked to put this roadmap together

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