Inclusive recruitment: Sharing learnings from WWF Scotland

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Agenda

- Introductions
- Why we did it
- What we did
- What we've learned
- Q&A

Why

Did WWF Scotland want to introduce an inclusive recruitment approach?

"'Environment professionals' are one of the least racially diverse professions in the UK, with just 4.81% identifying as Black, Asian or from other minority ethnic groups, compared to 12.64% across all UK professions. "

SOS, 2022

What

Did WWF Scotland do differently during recent staff recruitment?

Changes made at every stage

1
Before advertising roles

2
Before interview

3
At interview

4
After interview

Changes made at every stage

1

Before advertising roles

Write more inclusive job descriptions & job ads

Widen our search to include diverse groups

Inclusive application & shortlisting process

2

Before interview

Diversity training

Prepare for an inclusive interview

Allow for reasonable adjustments at interview

3

At interview

Diverse interview panel

Set the right tone

Ask the right questions

4

After interview

Provide constructive and helpful feedback

Seek feedback to improve your recruitment approach

#1 Before advertising roles

- Recruiting managers reminded of organisation's HR and diversity & inclusion policies.

- Tried to make sure roles were clear, jargon-free, and person spec reflected the skills and competencies really needed to do the job.

- Made clear that we valued skills and experiences that may have been gained outside of paid employment.

- Defaulted to not asking for educational or professional qualifications, unless absolutely critical for a role.

- Reviewed all job roles and adverts for inclusive language, with help from CEMVO.

- Made our values, our diversity and inclusion policy, and workplace flexibility more obvious to the public and potential candidates.

#1 Before advertising roles

- Reviewed where we placed our adverts, and moved our paid ad spend to jobs platforms with more diverse audiences.

- Ran an online 'Working at WWF' event aimed at those from ethnic minority backgrounds, in partnership with CEMVO.

- We already used anonymous applications, but our ability to change anything within the application form was not within our gift.

- Created a 'hiring matrix' – to provide clarity how we would score applications.

- A minimum of two people scored each application (which in every case also included at least one person who identified as LGBTQ+, neuro-diverse, or as a person of colour)

#2 Before interview

- Held inclusive recruitment training for interview panel members, delivered by CEMVO

- Agreed methods and scoring system to help identify abilities without discriminating against differences (e.g. interview questions, practical tasks, tests etc)

- As a default, provided candidates with the interview questions in advance.

- Candidates were informed in advance that we were piloting a more inclusive approach to recruitment, including that their interview panel would itself be diverse (even if not visibly so).

- Checked whether the interviewee needs any reasonable adjustments

11

#3 At interview

- Ensured greater diversity on all interview panels (which in every case panel included at least one person who identified as LGBTQ+, neuro-diverse, or as a person of colour)

- Our scoring method included awarding marks to answers that related to our organisational values.

- When asking questions, we focussed on the candidate's motivation as well as the specific requirements of the job.

- For online interviews, we copied the questions into the chat.

#4 After interview

- Provided constructive and helpful feedback for candidates, identifying areas they can improve on for their next interview

- Sought feedback from candidates on our recruitment process and what we could do to improve it further.

What

Has WWF Scotland learned so far?

#1 Before advertising roles

- We could have done an even better job of ensuring roles were clear, jargon-free, and person spec reflected the skills and competencies really needed to do the job.

- Run more online 'Working at WWF' events aimed at other groups currently underrepresented in our organisation.

- Ensure inclusive recruitment training for every interview panel member and those reviewing applications, and that it is done prior to sifting.

- Re-order and improve our online application form e.g. not asking for qualifications first; more clearly directing candidates to show how they meet each one of the person specs.

- Update the diversity monitoring form to better align with categories used in latest government census.

- Give greater attention to the 'hiring matrix' – potentially giving different weightings to some aspects of the person spec or experience
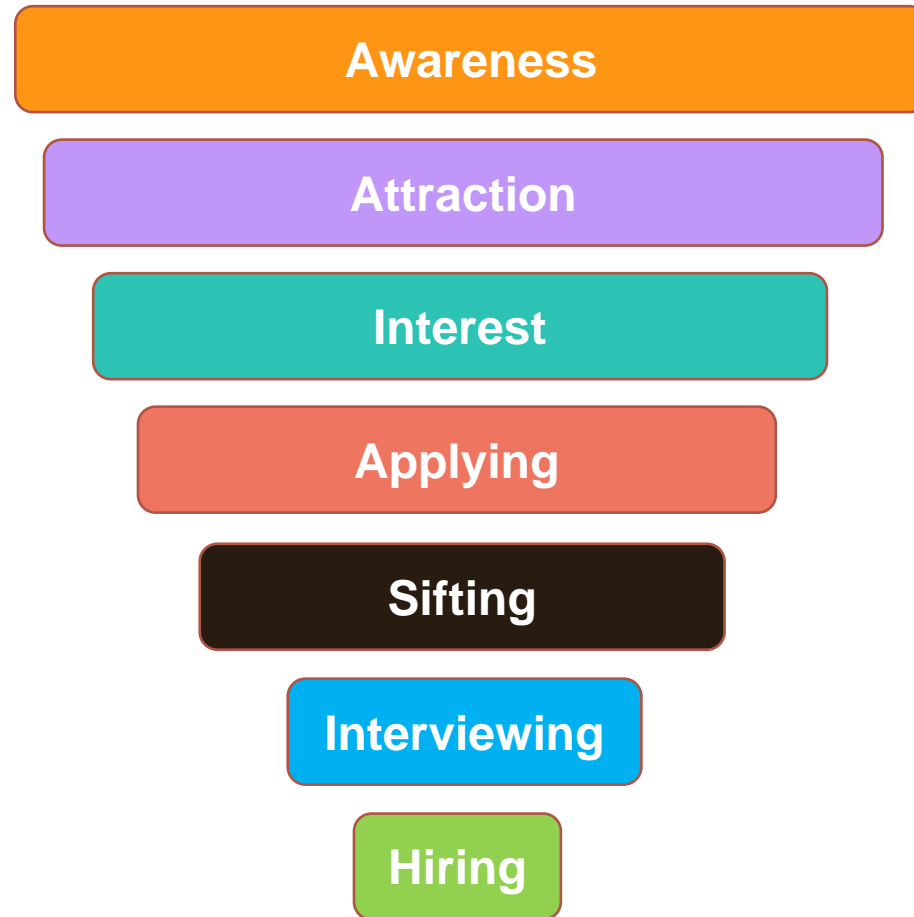
#2 Before interview

- Ensure inclusive recruitment training undertaken by 100% of those on interview panel members.

- Develop a rolling programme of training that increases the understanding of every stage of our inclusive recruitment approach for all people managers i.e. not just for those about to do some recruitment

- Give greater attention interview methods and scoring system – potentially giving different weightings to some questions.

"*My two biggest take aways are that we probably narrowed the potential and real applicant 'funnel' too quickly, and the need for ongoing, pro-active DE&I actions between periods of recruitment is really important.*"
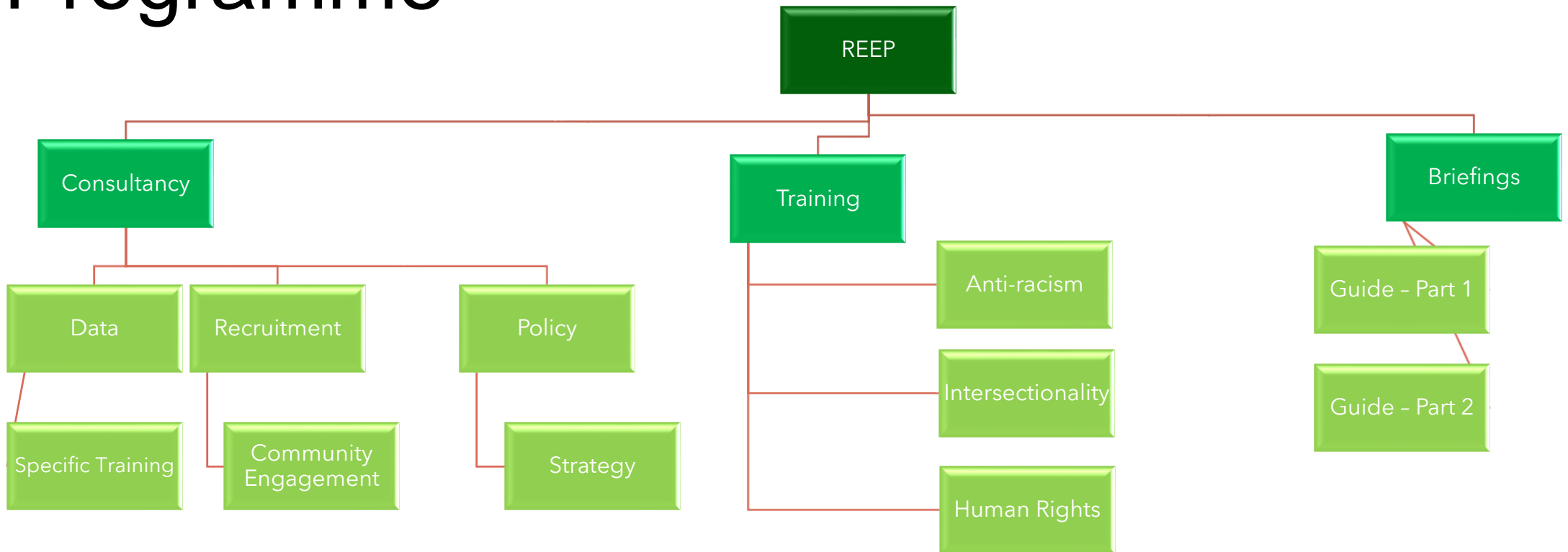
Lang

Recruitment funnel stages - currently

Awareness

Attraction

Interest

Applying

Sifting

Interviewing

Hiring

Recruitment funnel stages – more inclusive

Awareness

Attraction

Interest

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Recruitment funnel stages – more inclusive

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Race Equality Environmental Programme

"Mainstreaming simply means integrating equality into the day-to-day working of an authority. This means taking equality into account in the way the authority exercises its functions. In other words, equality should be a component of everything an authority does." (EHRC)

Q&A

Thank you

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