



# Best Practice Guide to Inclusive Assessment



# What is the value of running an inclusive assessment process?

Finding the right person to work for your business is hard enough, but how frustrating is it when they decide to work for someone else instead! The Chartered Institute of Personnel & Development conducted research with organisations in the UK in 2021 and found that 45% reported competition for well qualified talent had increased within the last year.

With a shortage of well qualified talent in the market as a starting point, it stands to reason that making a vacancy more inclusive to people from wider backgrounds (yet still with the required capability) will improve a company's chances to make a successful hire. So ensuring your role profile, job ads, and sourcing channels are suitably inclusive to attract a diverse range of applicant, is really important.

However, in such a competitive environment, there is no guarantee you'll land your preferred candidate. IBM research showed a positive candidate experience makes a candidate 38% more likely to accept a job offer, and in a Deloitte survey 80% of respondents said inclusion was important when choosing an employer to work for.

The assessment process provides multiple touchpoints upon which candidates and prospective employers can meaningfully engage. As such it plays a pivotal role not only to decide if the candidate is right for your company, but also in determining if the candidate decides if your company is right for them! If they feel the experience has been an inclusive one, the chances for a successful hire are greatly improved.

This is our advice to running an assessment and selection process that is truly inclusive.

# 1. Remove blockers to attracting the right applicants

- Ensure the role requirement is well defined
- Present the opportunity in an inclusive way to attract interest from people from diverse backgrounds
- Make sure your adverts display sufficient information about your requirements to encourage those with relevant skills and experiences to apply and be confident about their chances to be invited to an interview
- Make the application process equally accessible to all prospective applicants (such as provision for those with impairments, those without access to technology etc)



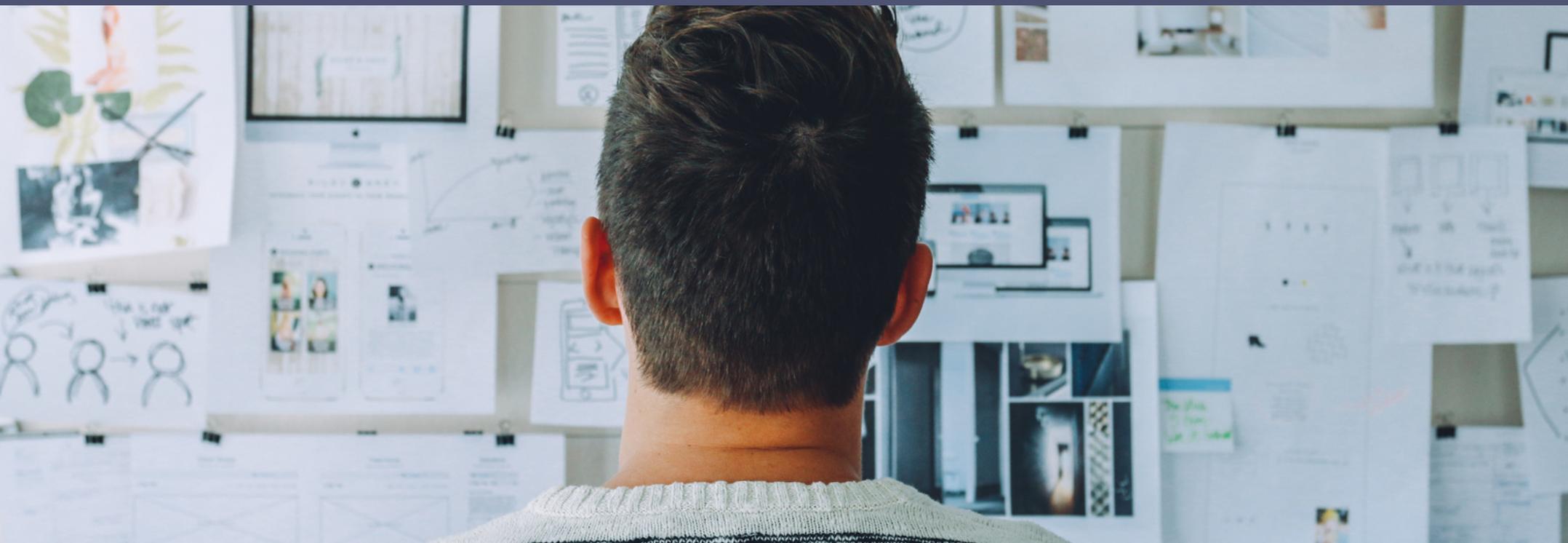
## 2. Define a robust and relevant assessment process

- Make sure the assessments are appropriate as a means to measure candidates' capability as defined within the role profile
- Only use assessment tools that will provide insight that is relevant to the requirements of the role, one size does not fit all roles!
- Ensure all applicants are made aware of what to expect in the assessment process
- Explore assessment methods/tools that may help create an engaging experience as well as providing meaningful insight



### 3. Help candidates to prepare as thoroughly as they can

- Clearly offer to make 'reasonable adjustments' to anyone with impairments to allow them to participate freely and effectively in the hiring process
- Provide information on any assessment events in advance so they can prepare themselves thoroughly in advance
- Send information on the selection process, the company, careers before the assessment
- Consider sending interview questions in advance if you feel comfortable doing so, reducing the impact of someone who's interview 'drilled' outperforming someone less confident in this area
- Provide clear information on what qualifications, experience and personal qualities you are looking for



## 4. Make the candidates feel at ease and welcome

- If a candidate feels comfortable they are more likely to provide the best account of their capability, so make them feel welcome and as relaxed as possible
- Provide training to your staff on effective interviewing
- Try to build rapport and represent your company authentically and ideally favourably!
- Ensure the facilities you use will produce a seamless experience
- Avoid an ambush – don't overload interview panels or spring surprise assessments



## 5. Make the experience consistent for all

- Use the job analysis and assessment criteria to formulate a robust scoring framework to measure each area technical or behavioural competency
- Ensure any assessors are properly trained or receive adequate guidance to apply the scoring in a fair, consistent and objective manner



## 6. De-bias selection where you can

- Use multiple people to screen CV's rather than relying on a single persons perspective
- Include a diverse range of participants in your interviewing/assessment panels
- Train hiring managers on inclusive hiring practises
- Apply an objective scoring process
- Refrain from making assumptions or sweeping generalisations



## 7. Make sure it's truly a 2-way street

- Give all candidates ample time to ask questions
- Make time and effort to provide candidates with an immersive experience
- Provide candidates with feedback throughout the assessment process



## 8. Ask for feedback

- Invite feedback from the candidates to understand what you are doing well and could do better to provide a positive experience





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