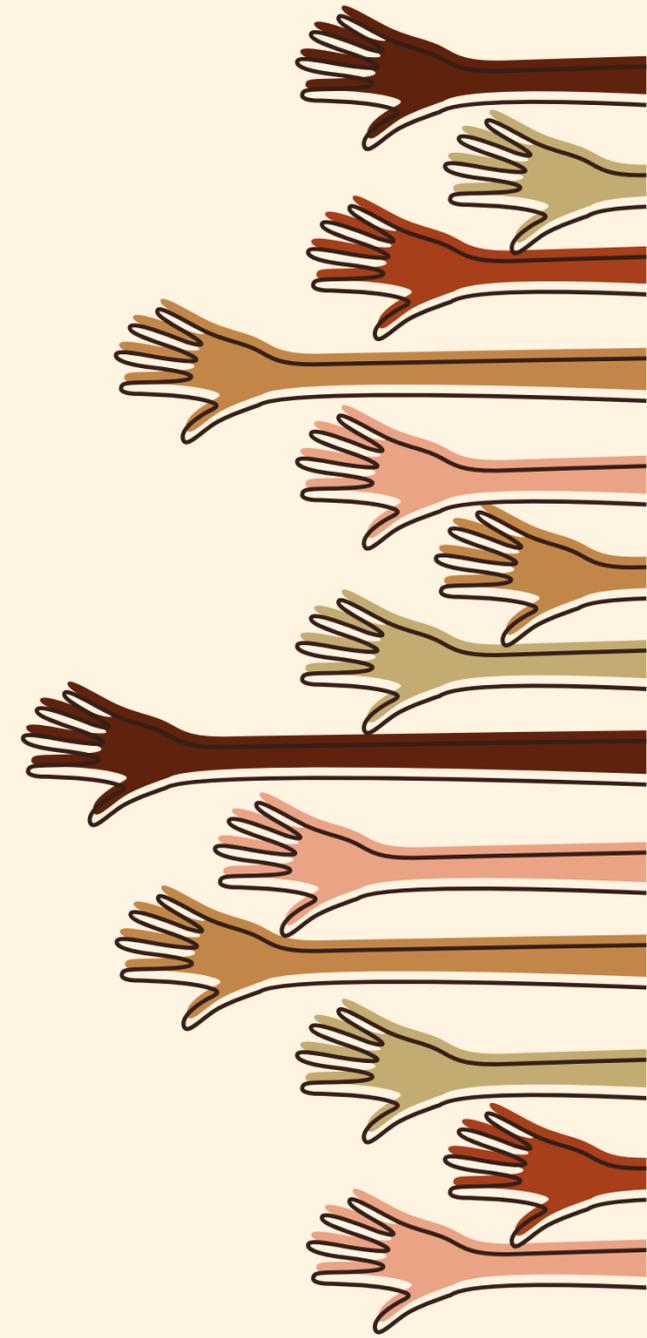




Legs4Africa 2021

How to recruit volunteers and staff in a fair and equal way





Why is this important in the sector?

In 2018, Charity Job conducted a survey where they asked people working—or looking for work—in the charity sector what they thought of diversity in charity, based on their experiences or observations. This is what they found:

26% of candidates felt they'd been discriminated against because of their ethnicity

27% of candidates felt they'd been discriminated against because of their gender

40% of candidates felt they'd been discriminated against because of their age

17% of candidates identified as having a disability and felt the sector wasn't doing enough

This gives the impression of a sector that's well-intentioned, but still rooted in its heritage of philanthropy, of 'haves' who help the 'have nots'. We're too white, particularly in leadership, and whilst we have a lot of women—and more mature women at that—they're not getting the same opportunities for career progression. And what's more was the realisation that issues like ageism are often neglected when it comes to diversity concerns.





Why is this important for Legs4Africa?

In 2020, we conducted two separate anonymous surveys to work out who makes up our team, and how that team feels about diversity and inclusion. These were our findings:

14%

of respondents have a disability or health condition which limits daily activities

93%

of respondents identify as White British

100%

of respondents identify as cis gendered (male or female)

80%

of respondents identify as heterosexual

54%

think L4A presents as an equal, diverse and inclusive charity

23%

feel like people of all races and ethnicities are represented at L4A

23%

think L4A does all it can to be an accessible organisation for people with disabilities

54%

think L4A is a supportive and open place for people of all sexual orientations





What are the benefits of investing in diversity?

- **Higher employee engagement and productivity.**

When an employee feels included, they are more engaged. That, in turn, translates to better productivity. According to a 2018 McKinsey study, companies that are gender diverse are 21% more likely to outperform homogenous organisations; those that are ethnically diverse are 33% higher to outperform.

- **A better brand reputation.**

Workplaces that are dedicated to building and promoting diversity are seen as good and socially responsible and prove that they are committed to seeing social change.

- **Reduced employee turnover.**

It's pretty simple—the more accepted and valued someone feels, the longer they're likely to stick around.

- **A variety of new perspectives.**

Bringing in employees from different backgrounds means you can challenge thought processes and consider new ways of doing things.

- **Greater creativity and innovation.**

When you put together a team of people that can see the same thing from a different perspective, you end up with a melting pot of fresh ideas.

- **Faster problem-solving.**

Everyone is shaped by different environments and experiences; we all have varying methods of approaching problems. The more diverse your team, the bigger your idea pool becomes, meaning you can find solutions much faster.





So, how will we embed Diversity and Inclusion into our recruitment process?

AREAS WE WILL FOCUS ON:

1. Writing job descriptions
2. Writing job specifications
3. Advertising jobs
4. Thinking about people with disabilities when recruiting
5. The interview process
6. The induction experience
7. Other things to consider





1. Writing job descriptions

A big part of widening reach is evaluating how we present our roles. We need to think about the language we use, and the requirements we set. Are there phrases in the job spec that are biased towards a particular gender, age or ethnicity? Are all 'necessary' skills and experience listed really required or are we setting the bar much too high? Here are a few things we can do to improve our job descriptions:

THINK OF IT AS AN 'IMPACT DESCRIPTION' RATHER THAN A JOB DESCRIPTION

- Write about the outcomes you'd like the new hire to achieve in the first few months/years
- Write about what skills the candidate should have vs what skills you would expect them to develop in the role

SELL LEGS4AFRICA BY FOCUSING ON FOUR MAIN THINGS

- What do we do?
- Salary
- Benefits and company culture
- Time commitments/flexibility





2. Writing job specifications

The language we use in job specifications is reflective of the type of person you're looking for. Recent studies have shown words associated with gender stereotypes can affect who's applying. Analysis based off hundreds of job ads shows that the phrase 'manage a team' encourages more men to apply than women. Whereas the phrase 'develop a team' encourages more women. The same is true when it comes to age and ethnicity. We tend to base a job advert off the last person who held the position so adverts are often describing those people rather than encouraging candidates from across the board to apply. Here are some examples of biased language we can avoid:

BIASED WORDS

- Adventurous
- Assertive
- Competitive
- Confident
- Active
- Fearless
- Self-starter
- Compassionate
- Honest
- Supportive
- Enthusiastic
- Loyal
- Reliable
- Energetic
- Forward-thinking
- Progressive

WORDS TO USE INSTEAD

- Goal-oriented
- Motivated
- Exceptional
- Respectful
- Professional
- Responsible

★ We should also always avoid corporate/development jargon and acronyms





3. Advertising roles

SITES TO ADVERTISE OUR ROLES ON

- Charity Job
- SWIDN
- MyDiversity.com
- LinkedIn
- Advance Careers
- Escape the City
- Evenbreak





4. People with disabilities

According to the disability charity Scope, disabled people are twice as likely to be unemployed. Here are things we can do to make sure we are attracting people with disabilities when recruiting:

HOW TO ENSURE OUR ROLES ARE AS ACCESSIBLE AS POSSIBLE:

- Make sure our language is accessible, we avoid jargon and we are clear about essential requirements.
- Use at least font size 12.
- Think about using specialist disability recruitment portals like Evenbreak when we advertise roles.
- Don't make any assumptions about who does and doesn't have a disability.
- Allow people to apply in different ways - for example, video applications as well as written
- Ensure the interview takes place in an accessible location.
- Consider using disabled people to test our end-to-end recruitment process and provide feedback
- Advertise vacancies through a range of communication channels
- Sign up to 'Disability Confident' scheme





5. The interview process

We should always clearly structure and plan out our interview process. The process should be consistent for all applicants we decide to interview. That way, the playing field is level and every applicant has an equal chance for the position. In order to ensure fair practices in our interview processes, we should do the following:

ALL INTERVIEWS

- Make sure our interview panel is as diverse as possible
- Check with candidates ahead of time about necessary adjustments
- Use a set of standard questions
- Focus on the value a candidate can bring rather than box ticking

REMOTE INTERVIEWS

- Don't assume every candidate is digitally savvy or has reliable technology
- Try to accommodate for all potential disruptions and don't let technical difficulties influence your decisions
- Make the necessary adjustments for disabled jobseekers— interpreters, enlarged text etc



6. The induction process

The first day at a new job is stressful and uncomfortable for everyone. Add in the fact that you're in a minority and suddenly there's a new layer of unease. So here are some things we can do to ensure that our onboarding/induction processes are not just inclusive but welcoming to each and every type of employee:

HOW TO HELP NEW STARTERS SETTLE IN

- Let new employees know that inclusion is important to Legs4Africa by sharing our equality policies and plans, and starting a conversation about diversity and inclusion and our goals for the next two years
- Make sure the individuals has a 'big picture view' of the charities - what do we all do? What does day to day look like? What strategies and goals are people working towards at the moment?
- Organise team activities for the first week so they get to know colleagues and feel welcomed
- Make sure the line manager feels equipped to lead and guide on Diversity and Inclusion initiatives

7. Other things to consider

- Make job applications anonymous
- Run a training session on unconscious bias
- Commit to ending unpaid internships
- Abandon long application forms or cover letters
- Only include a criminal records tick box if the role requires a DBS check
- ALWAYS promote that we are an equal opportunities employer who welcomes applications from people with disabilities
- Ask people what their pronouns are on job applications
- Ensure that all gender identities are an option, and NEVER use 'other' to describe non cis male/female
- Make sure images and video used alongside adverts shows a diverse range of people

