

Part 2



Module 3: Inclusive Talent Management for SMEs

Part 2: Creating Inclusive Job Descriptions & Advertising



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Discover the DARE Modules Learning Pathway:

Enjoy our learning blocks designed to help SMEs build diverse, equitable and inclusive workplaces. Unlock the power of how DEI to drive the sustainable success of your company. Our practical and interactive Modules deliver real life insights and case studies from a European perspective – Join us in creating workplaces and communities where everyone can thrive!

MODULE 1

Introduction: Diversities Reviving European Enterprises

Key Features: Overview and definitions of D&I in SMEs. 12 Dimensions of Diversity. Learning key competencies for business case delivery.

Part 1: Why D&I Matters for SMEs.
Part 2: Building D&I Competencies for SMEs.

MODULE 2

Inclusive Leadership Skills

Key Features: Develop inclusive leadership skills (e.g., Bias awareness and mitigation). Tap into the power of neurodiversity. Measure impact and build resilience.

Part 1: Prepare for Inclusive Change Through Leadership.
Part 2: Unlock Inclusive Leadership & Neurodiversity.
Part 3: Measure Leadership Impact & Build Resilience.

MODULE 3

Inclusive Talent Management for SMEs

Key Features: Inclusive advertising, recruitment and retention. Performance management and leadership succession planning.

Part 1: Attracting, Developing, and Retaining Diverse Talent.
Part 2: Creating Inclusive Job Descriptions & Adverts.
Part 3: Inclusive Selection, Interviewing, and Offer Strategies.
Part 4: Employee Talent Development and Retention.
Part 5: Performance Management and Feedback.
Part 6: Succession Planning and Leadership Development.

MODULE 6

Inclusive Community Engagement for SMEs

Key Features: Learn the six core principles of inclusive community engagement. Understand the four layers to community context and prepare an effective Engagement Framework and Action Plan.

Part 1: Foundations of Inclusive Community Engagement.
Part 2: Understand & Engage Your Community.
Part 3: Ensuring Inclusive Engagement through Shared Value.
Part 4: Prepare for an Effective Community Engagement Framework.
Part 5: Create a Community Engagement Framework & Action Plan.

MODULE 5

Inclusive Marketing For SMEs

Key Features: Embed inclusivity into branding. Understand the needs of diverse audiences. Craft strategic inclusive marketing campaigns.

Part 1: The Power of Inclusive Marketing for SME Brands.
Part 2: Understand Your Customers and Overcome Marketing Barriers.
Part 3: Crafting Inclusive Marketing Campaigns.

MODULE 4

Building an Inclusive Company Culture in SMEs

Key Features: Build an inclusive company culture. Design and deliver a strategic cultural change audit, review policies and practices and empower teams through reward and recognition.

Part 1: Understand and Build an Inclusive Company Culture.
Part 2: Design and Deliver a Strategic Cultural Change Audit.
Part 3: Support Management in Creating a Workplace of Belonging.
Part 4: From Policies to Practice: Cultivating a Culture of Inclusion.
Part 5: Empower Teams Through DEI Collaboration, ERGs, and Recognition.

YOU ARE HERE

Introduction DARE to Module 3

In today’s evolving business landscape, diversity and inclusion are more than just values—they are key drivers of innovation, productivity, and long-term success. This module equips European SMEs with the essential knowledge and tools to build a truly inclusive workplace.

From conducting inclusive audits and crafting equitable recruitment strategies to refining selection, interviewing, and onboarding practices, you will learn how to attract, support, and retain diverse talent.

Additionally, this module explores employee development, performance management, and leadership succession planning, ensuring that inclusivity becomes a sustainable and integral part of your organization’s growth.

Section 1

Becoming an Inclusive European SME Employer

Section 2

Creating Inclusive Job Descriptions & Adverts

Section 3

Inclusive Selection, Interviewing and Offer Strategies

Section 4

Employee Talent Development and Retention

Section 5

Performance Management and Feedback

Section 6

Succession Planning and Leadership Development



Inclusive Talent Management for SMEs

Part 1

Part 2

Part 3

Part 4

Part 5

Part 6

Part 2

Inclusive D&I Talent & Recruitment Strategies

- ☐ Learn how to write job descriptions that effectively broaden your diverse talent pool.
- ☐ Learn how to create and advertise inclusive job adverts, that attract diverse talent.

07

Step 3: Write Inclusive Job Descriptions

Designed to attract diverse candidates through inclusive role requirements communication.

08

Step 4: Create Inclusive Job Advertisements

Attract diverse external candidates, emphasising commitment to diversity and inclusivity.

Case Study: CJK Engineering, Ireland

Case Study: Be My Eyes, Denmark

Learning Objectives

By the end of this module, participants will be able to:

Learn how to **write inclusive job descriptions** that appeal to a wide range of candidates.

Understand how to **create and advertise job adverts** that attract diverse talent.

Develop **strategies for inclusive recruitment, onboarding, and retention** to foster an inclusive workplace culture.

Gain practical knowledge on how to ensure **job descriptions** reflect inclusivity and are free from bias.

Learn how to **establish supportive processes** that make new hires feel welcomed and valued, enhancing long-term retention.



07 Step 3

Write Inclusive Job Descriptions

Designed to attract diverse candidates through inclusive role requirements communication.

»» Step 3 Write Inclusive Job Descriptions



Creating an inclusive job description is essential for attracting diverse talent and promoting equity in the workplace. These descriptions clearly communicate role requirements, emphasise the company's commitment to diversity and inclusion, and create a welcoming environment for all applicants.

STEP 3



Inclusive Job Description

Step 1 Understand the Role & Use Clear Criteria

- ☐ **Job Analysis** Begin with a thorough analysis of the role. Understand the responsibilities, required skills, and how the role contributes to the company. Use a standardised job title that candidates will recognise.
- ☐ **Identify Core Competencies** Focus on the key skills and competencies essential for the role rather than unnecessary qualifications that can exclude diverse candidates.
- ☐ **Use an inclusive job** that is gender-neutral and non-discriminatory. Avoid gender-biased job titles. Refrain from ageist job titles. Opt for skill-based job titles instead.
- ☐ **Clear criteria** Outline the duties and responsibilities of the role. Clearly, identify 'desirable' and 'essential' criteria so applicants can easily identify what skills and information are needed and so they can tailor their application.
- ☐ **Remove non-essential criteria** as it might deter applicants. Emphasise skills rather than formal qualifications. e.g., some skills can be taught on the job or experience using specific software. Focus on essential qualifications needed for the job.

Keep the Requirements as Few as Possible

Research shows that women are less likely to apply to job posts if they don't meet 100% of the requirements listed; men apply when they meet just 60% of the listed requirements. The fewer requirements you have, the less likely qualified candidates will apply. So, leave out nice-to-haves and stick to the most important requirements. Interviewing will allow you to discover the extras!

You should apply if

- You have a good knowledge of JavaScript or TypeScript, and React in particular.
- You want to build an interesting product that delights its users and genuinely serves their needs.
- You know, or are happy to learn Go and use it to contribute to codebases outside your immediate area of expertise.
- You enjoy working in a collaborative, open and creative environment

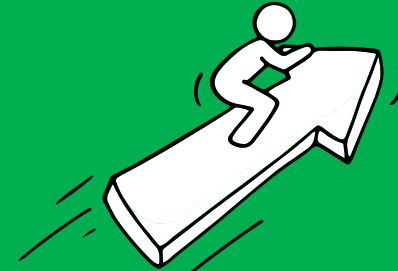
Right now we're only considering mid to senior level candidates, if you're interested in joining the Geckoboard team but earlier in your career, head to www.geckoboard.com/careers and get in touch. We'll be hiring at different levels throughout the year, so we'd love to hear from you and chat about future jobs!

Avoid Complex Language and Industry Jargon

Steer clear of using language that people won't understand if they don't already work in your industry, especially if industry knowledge isn't a requirement for the job. Use concise, clear and concrete language to describe the job so that it's easy to understand what the role entails.



The ideal candidate will collaborate across functions to deliver an effective content marketing strategy to meet KPIs in the most efficient manner within the SCRUM framework



As our first content marketer, you'll work with and grow our brand team to come up with a content marketing strategy ideally this will lead to creative inspiring content that gets people excited to use our product

STEP 3

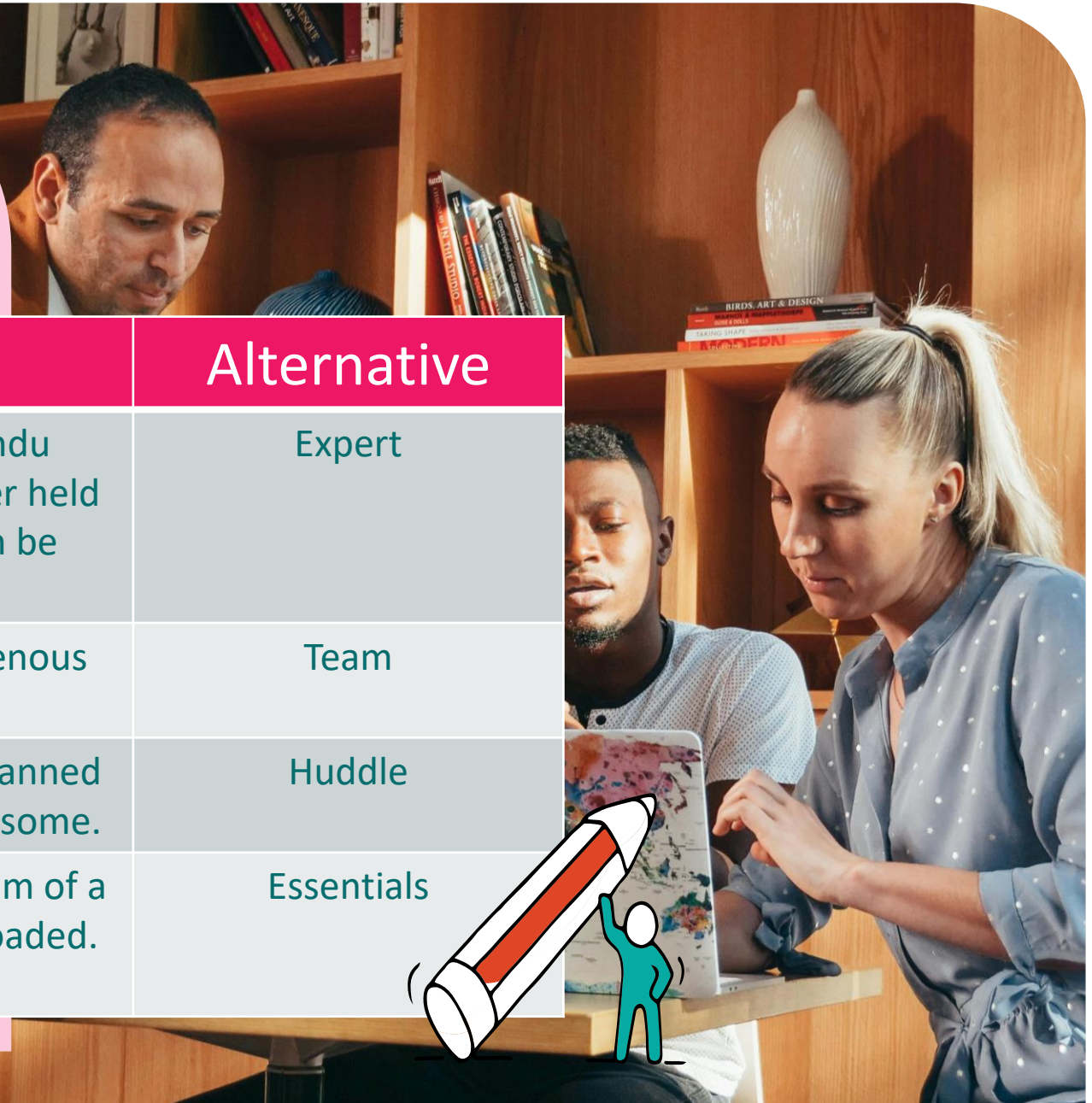
»» Step 2 Use Inclusive Language & Accessible Formats

- ❑ **Language** Use plain English and simple fonts like Arial or Verdana which are more accessible to people with Dyslexia. Avoid complex language and industry jargon. For example, replace "strong" with "excellent" and "rockstar" with "skilled professional."
- ❑ **Remove gender descriptors** or discriminatory language. This will deter applicants. Use free online tools such as [Gender Decoder](#) to detect gendered language in job descriptions. Remove any reference to physical characteristics, age, or ethnicity.
- ❑ Use gender-neutral terms like "salesperson" or "chairperson" and avoid gendered words like "salesman" or "chairman."
- ❑ **Eliminate jargon and buzzwords.** Use clear, straightforward language. Avoid corporate jargon or buzzwords that might be unfamiliar to people from different backgrounds.
- ❑ **Keep a positive tone.** Write in a positive, encouraging tone that welcomes applicants from all backgrounds. Make it sound like a warm welcome handshake.

Inclusive Job Descriptions

Remove Jargon

Jargon	Meaning	Alternative
Guru	It comes from the Buddhist and Hindu religions and refers to a spiritual leader held in high esteem. Using it casually can be interpreted as disrespectful.	Expert
Tribe	Historically used to marginalize indigenous communities	Team
Pow Wow	An indigenous ceremony historically banned in colonial law. It can be triggering for some.	Huddle
Nitty Gritty	Refers to the debris found at the bottom of a slave ship once human cargo was unloaded. Can also be triggering.	Essentials



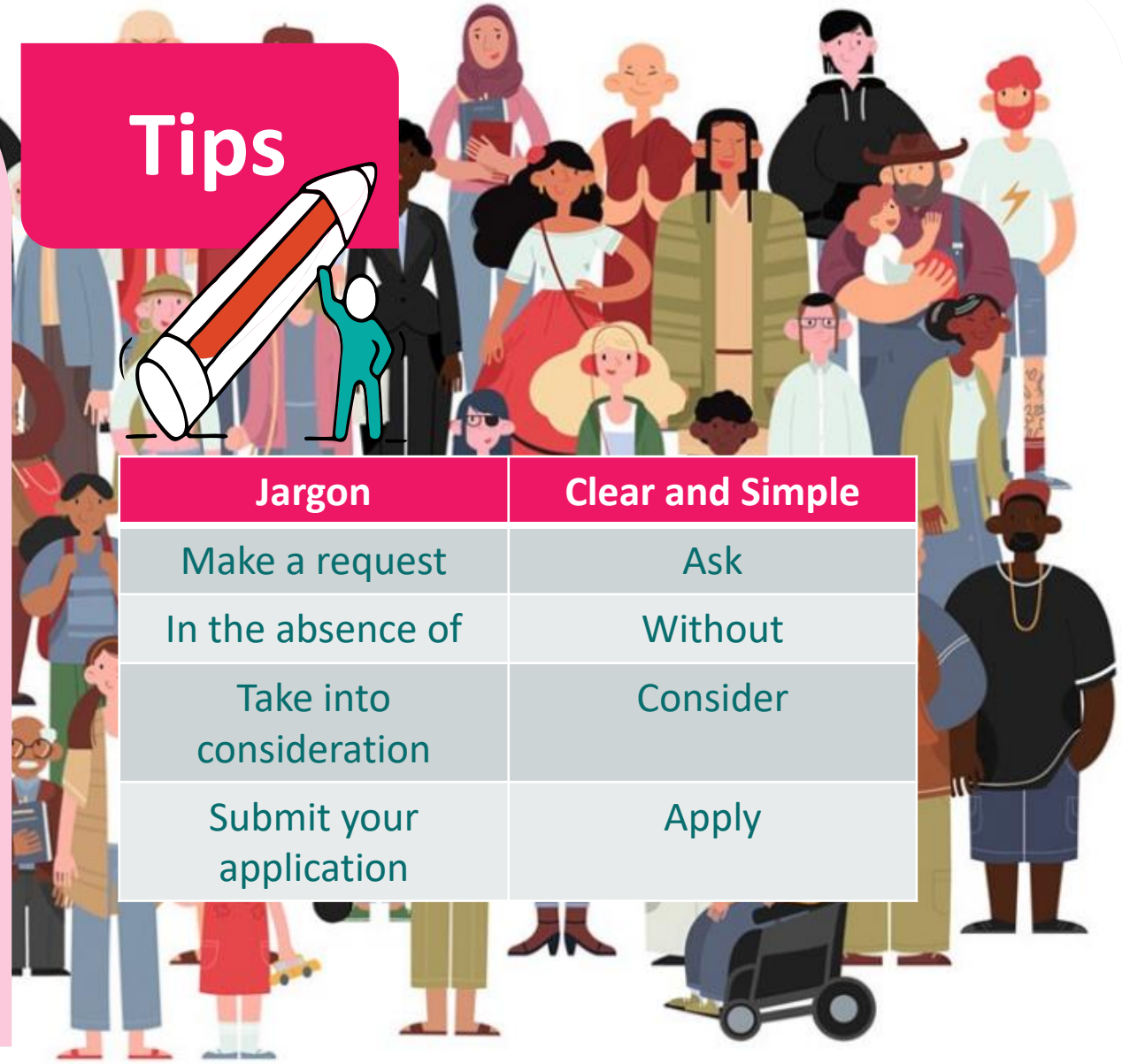
Inclusive Job Descriptions Consider Gender Terms

Gender terms	Non-gendered alternatives
Lead	Head, steer, manage, grow
Drive	Inspire, steer, guide
Strong	Sound, demonstrated, excellent
Analytical	Thorough, systematic
Proven	Established, trusted, successful
Decisive	Assured, purposeful
Ambitious	Goal-oriented, enthusiastic
Chairman/chairwoman	Chairperson
He/she	They/them

Tips



Jargon	Clear and Simple
Make a request	Ask
In the absence of	Without
Take into consideration	Consider
Submit your application	Apply

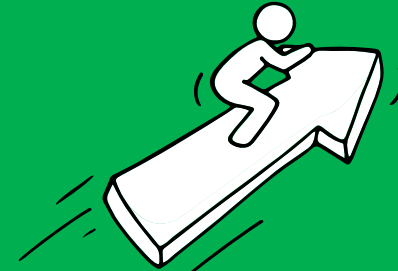


Use Gender Neutral Language

Don't use the term 'he/she' when referring to the person in the role you're hiring. Instead, talk to your candidates by using 'you' as much as you can. It's much more friendly and personal, and it's more inclusive towards people who don't use 'he' or 'she' pronouns.



The ideal candidate will collaborate across functions to deliver an effective content marketing strategy to meet KPIs in the most efficient manner within the SCRUM framework.



As our first content marketer, you'll work with and grow our brand team to come up with a content marketing strategy ideally this will lead to creative inspiring content that gets people excited to use our product



STEP 3 >>> Step 3 Highlight Commitment to Diversity and Inclusion

- ❑ **Highlight D&I commitment.** Clearly state your company's commitment to diversity and inclusion in the job description. For example, a basic statement is, *"We are an equal opportunity employer and welcome applications from all qualified candidates."* try to up your game a bit from this.
- ❑ **Highlight D&I flexibility and benefits:** Mention flexible working options, remote working, parental leave, and benefits that support work-life balance, which can appeal to a broader range of candidates.
- ❑ **Highlight on the job inclusivity:** Indicate how the job (and the company) are inclusive and have a positive impact (on the community, on the environment, or in the industry) as research shows that women are more likely to apply for jobs with companies that contribute positively to society.

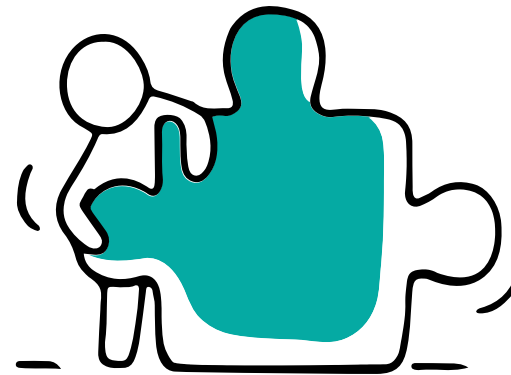
STEP 3

»» Step 3 Highlight Commitment to Diversity and Inclusion

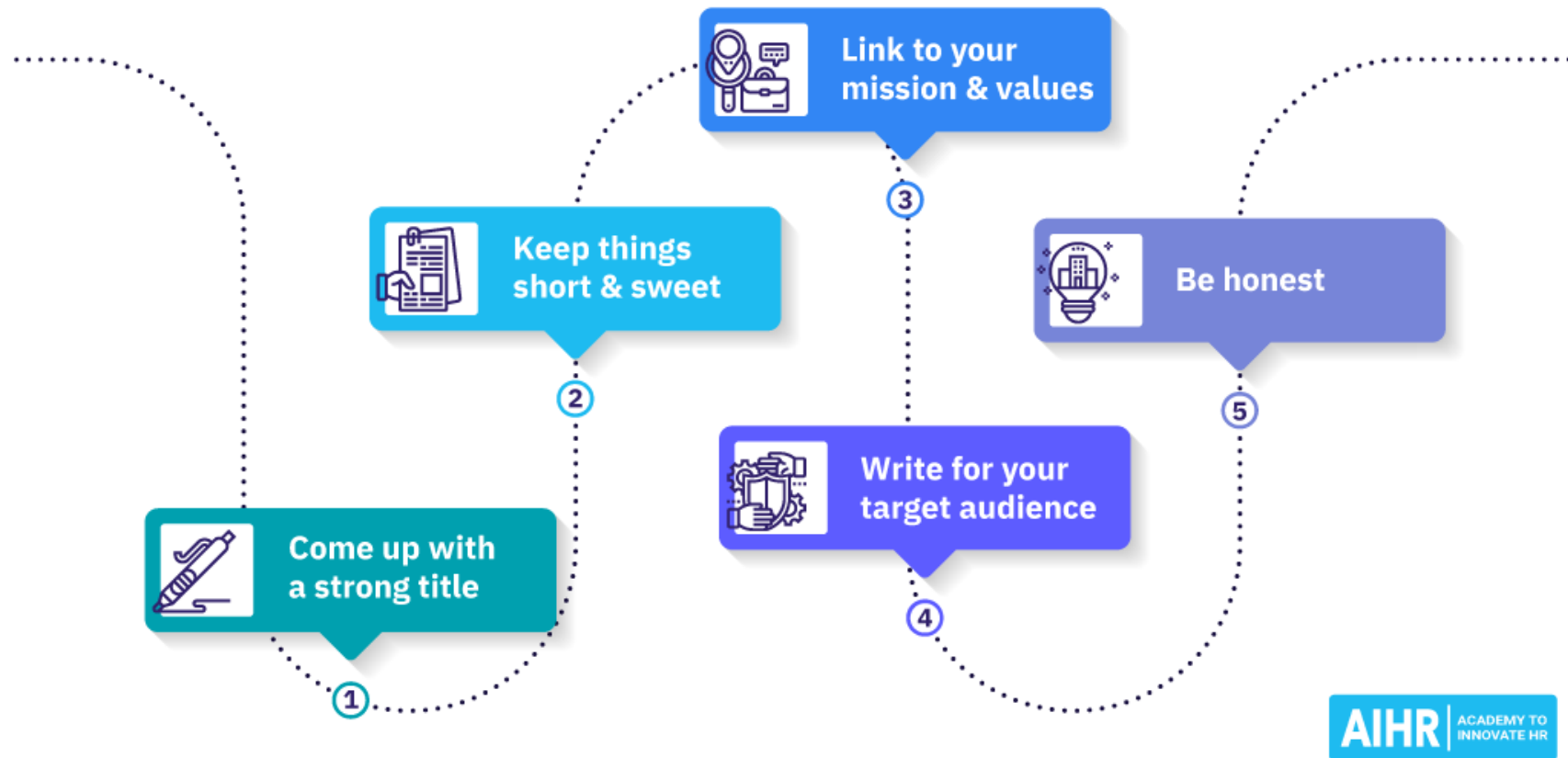
Research shows that using gendered language in job ads can result in fewer applications from women.

- ❑ **Diversity Statement.** Include a diversity statement encouraging applicants from diverse backgrounds to apply.

For example, *“Our approach to diversity is simple: it’s about embracing everyone. From cultivating a culture where all employees can bring their best selves to work to deploying diversity initiatives that support all, we’re doing what it takes to build a more equitable workplace and world.”*



How to Write a Diversity and Inclusion Statement



[Click to Access the Full Step step-by-step guide from AIHR](#)

Inclusive DE&I Statement

Be sure to write something authentic and reflective of your company that includes concrete examples of projects and initiatives of how you work towards DE&I.

Don't just add a generic statement like “We welcome everyone with equal enthusiasm – regardless of race, colour, age, gender, sexual orientation, nationality or disability.”

For example; explain how your office is accessible for wheelchairs and other disabilities, explain your D&I programs and any other ways you provide for and accommodate employees...[Click to see this example.](#)



Diversity, Equity and Inclusion

We care about the planet and the people that live on it. Being a small but mighty company with a big heart also means being dedicated to making Homerun a diverse and inclusive workplace. Our core values encourage us to **keep an open mind** and to **stay weird**. Therefore, we actively encourage everybody to bring their full selves to work.

We want to welcome you to join our team, regardless of your background, gender identity, sexual orientation, religious beliefs, age, or other experiences. We're

encouraging other companies to do the same, which is why we've written and published [an entire guide about diversity and inclusion](#) in the workplace.

DE&I (Diversity, Equity, and Inclusion) is a pillar of every project and initiative we work on. Whether it's creating a piece of content or a new feature, it's engrained in our process to consider the impact we have on marginalized groups and to make sure it's a positive one.

Want to know more? Feel free to ask us about it during the interview process.

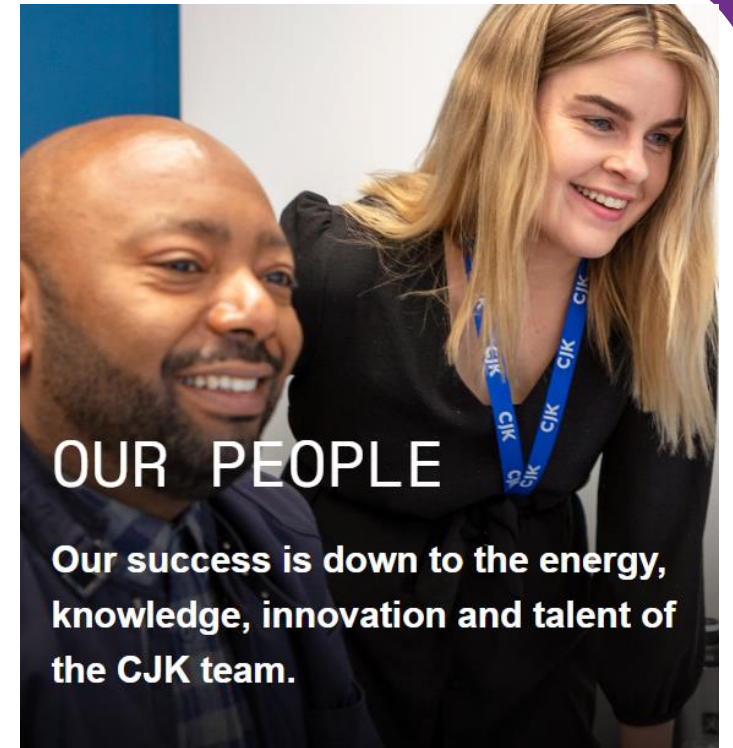
Irish Company: CJK Engineering

CJK Engineering emphasises a strong commitment to diversity and inclusion, underpinned by a culture that values respect, openness, and teamwork.

Their approach is people-first, ensuring that all employees are given the chance to reach their full potential.

The company's strategy is focused *"We are a people-first business that never loses sight of the importance of prioritising our employees and client relationships in everything that we do."*

on creating an environment where every team member feels valued and supported to progress and excel in their respective roles and beyond the world of work, reaping the benefits of cooperation and commitment across the company.



Inclusive Job Descriptions

Speak & Act Inclusive

- ❑ **Speak to underrepresented groups** in your job adverts. This is your first opportunity to make them feel valued. Welcome them to get in touch!
- ❑ **Inclusion statements** in job ads are a great way to illustrate your company's values and inform potential candidates. Highlight your commitment with an authentic statement.
- ❑ **Be authentic.** Keep your advert your own, authentic to your brand personality, to resonate with your audience.
- ❑ **Accommodate diversity.** Think about how you can offer reasonable accommodations in your hiring process - invite applicants to inform you if they have any specific requirements.

Tips



Source [Stott and May](#)



08 Step 4

Create Inclusive Job Advertisements & Campaigns

Designed to attract diverse external candidates, emphasising commitment to diversity and inclusivity.

»» Step 4 Inclusive Job Advertising and Attraction



The purpose of inclusive advertising is to attract a diverse pool of candidates from all backgrounds and promote equal opportunities. It ensures that external candidates understand your workplace is inclusive and helps broaden the talent pool.

STEP 4

Accurately
communicate
company
values

Avoid gender
coded
language

Offer benefits
that appeal
to diverse
audience

Focus on
diverse
channel
dispersion

Inclusive Advertising

Having a diverse pool of applicants increases the likelihood of finding the best person for the job.

First, Write the Job Advert Description to Suit an Online Advert – Keep it Short and Specific! The Next Section Shows a Basic and a Complex Example.

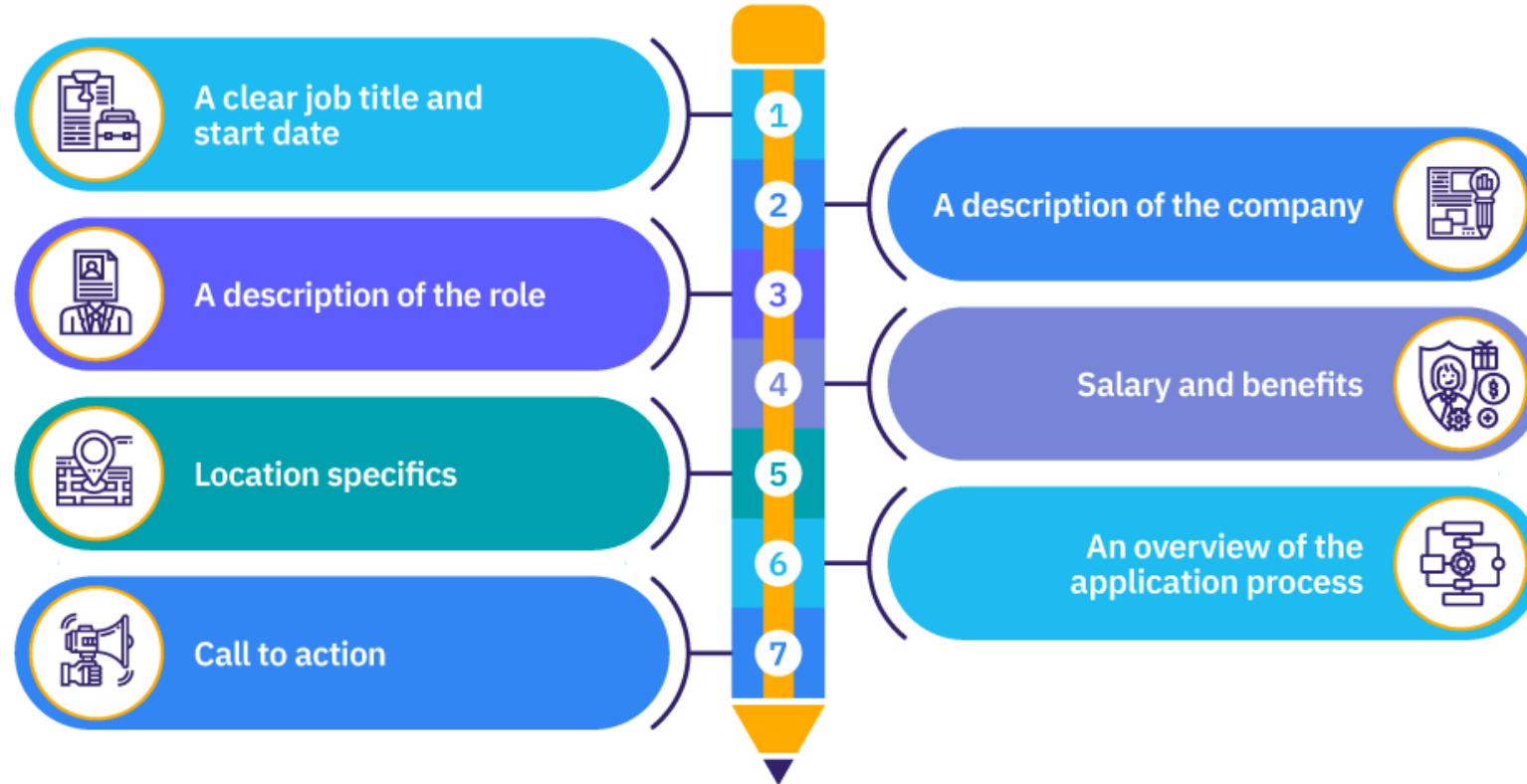
‘You’ll love this role if you thrive in a healthy inclusive team and if you bring a sense of mission and are open to offering perspective’.

Image Source [TalentLyft](#)



DIVERSITIES ARE REVIVING ENTERPRISE

Must Have's for a Basic Job Advertisement



The next section shows two examples of how to make a basic job description or advert inclusive.

Sample 1 Inclusive Job Description Advertisement

Part 1 Basic Sample This job advert instantly outlines the company's DE&I policy; it's one of the first things applicants will read.

Our company is focused on helping our employees enable innovation by building breakthroughs together. We focus daily on building the foundation for tomorrow by creating an inclusive workplace that embraces differences, values, and flexibility, aligned with our purpose-driven and future-focused work.

We offer highly collaborative, caring team environments where a strong focus is put on learning and development recognition of individual contributions. There are a variety of benefit options for you to choose from. Apply Now.



Part 2 Basic Sample: The ad uses language that clearly outlines "What you'll do" and "What you'll need" and uses the section heading 'Bonus Points' to frame other aspects of the role. Compared to using a phrase like 'must-haves,' this term is less likely to deter applicants who may not tick every box in the section.

What You Will Need:

- 8 Years experience
- Experience testing web UI
- Experience documenting technical requirements
- Knowledge of classes and testing methodologies
- Attention to detail and company
- Comfort working on multiple projects simultaneously
- Comfort working with diverse stakeholders
- Courage to champion the user perspective and the quality of the project
- Pragmatism to prioritise issues and prevent perfection from being the enemy of great



Part 3 Basic Sample Make sure there is a range of inclusive company benefits that stand out e.g., around learning and development, parental leave and flexible working.

Bonus Points

- Experience automating test execution
- Experience editing/proofreading
- Knowledge of and experience in cybersecurity or productivity apps people globally

Benefits of Working with x

- Promote first culture
- Market leader in compensation and equity awards
- Competitive vacation and flexible working arrangements
- Comprehensive and inclusive health benefits
- Physical and mental awareness programs
- Paid parental leave including adoption
- A variety of professional development and mentorship opportunities
- Offices with stock kitchens when you need to fuel innovation and collaboration



Part 4 Basic Sample At the end of the advert it reiterates the company's D&I policy; the description starts and finishes with D&I and uses inclusive, direct language throughout to engage and encourage a diverse range of applicants.

We are proud to be an equal opportunity and diverse workplace. We are a proven action employer committed to valuing Equal Employment Opportunities e.g., providing accessible accommodations to applicants with physical and or mental disabilities, supporting diverse employees via our ESG group and making cultural provisions.

If you are interested in applying for employment with us and need accommodation or special assistance to complete your application, please send an e-mail or call us with your request to our dedicated Inclusive Recruitment Officer.



Sample 2 Inclusive Job Description Advertisement

(More Complex)

This sample ad uses gender-neutral language and clarity around expectations. Compared to the other job advert, this description is a little longer and more complex. Still, it's full of helpful information to help potential applicants make an informed decision about their fit for the role and company, and the format and layout make it easy to read.

Try to **embed links (samples highlighted) throughout the job description, e.g., benefits and programs** directing applicants to learn more about specific areas. On the website version of the advert, provide a detailed section and a recruitment chatbot that talks candidates through the hiring process for that particular role.

- ✓ Develop features and improvements to the **X product** in a secure, well-tested, and performant way.
- ✓ Analyse and interpret highly complex data to arrive at actionable recommendations.
- ✓ Collaborate with **project management** and other stakeholders within engineering to maintain a high bar for quality in a fast-paced, iterative environment



Sample 2 Inclusive Job Description Advertisement

(More Complex)

- ✓ **Craft code** that meets our internal standards for style, maintainability, and best practices for a high-scale web environment. Maintain and advocate for these standards through code review.
- ✓ Advocate for improvements to product quality security and performance that have a particular impact across **your team**.
- ✓ Solve technical problems of high scope and complexity collaboratively with your team and lead.
- ✓ Exert influence on the overall objectives and the long-range goals of your team.
- ✓ Experience with performance and optimisation problems, particularly at large scale, and a demonstrated ability to both diagnose and prevent these problems.



Sample 2 Inclusive Job Description Advertisement

(More Complex)

- Help to define and improve our entire understanding for style, maintainability and best practices for our high-scale web environment. Maintain an advocate for these standards through code review.
- Represent X and its values in public communication and broader initiatives, ESG-specific projects and community contributions.
- Provide Membership Mentorship for junior and intermediate engineers on your team to help them grow in their technical responsibilities and remove blockers to their autonomy
- Collaborate with the teams on larger projects such as x and x.
- Improve the engineering projects at X via the Maintainer Training Program at your own comfortable pace while striving to become a Project Maintainer.
- See our D&I Policy and Awards.
- Check out our benefits available to everyone including new starts.
- If you need any help or assistance of any nature please contact us and let us know, we are more than happy to help our future employee!



Inclusive Job Descriptions Checklist!

- ☐ **Engage** with all relevant stakeholders when creating the description – line managers, recruitment, HR consultants, D&I experts and include staff doing the same role
- ☐ **List** the salary and benefits of the role
- ☐ **Outline** the potential for progression and promotion
- ☐ **Explain** where the role is positioned within the business
- ☐ **Include soft skills** and qualities needed to excel
- ☐ **Develop a range of templates** for roles at different levels and departments and make them available to hiring managers

Tips



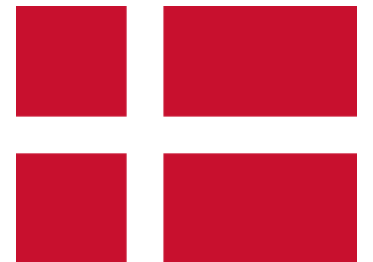
Source Robert Walters

Danish Company: Be My Eyes



How has Implementing D&I Benefited Your Company and Employees?

The implementation of D&I strategies in recruitment and hiring has been highly beneficial for Be My Eyes. The company has successfully built a diverse team that includes visually impaired individuals who contribute valuable insights and innovations. This diversity has led to the development of more accessible and user-friendly products, which not only benefit the employees but also the broader community of visually impaired users. Additionally, the inclusive work environment has resulted in higher employee satisfaction and retention, positioning Be My Eyes as a leading employer in the tech industry.



STEP 4 »» Inclusive Job Adverts Are Inclusive by Design

- ❑ **Legal obligation.** Advertising a role is critical in ensuring your applicant pool is diverse and that the role is filled successfully. Employers are legally obligated to ensure that advertisements do not contain discriminatory content. There are several strategies employers can use to ensure job advertisements are inclusive by design
- ❑ **Gender-neutral language.** Ensure the job advertisement uses gender-neutral language and avoids making assumptions about marital status or age. You can ensure your job ads are gender-neutral by referring to a table in previous slides or using free online tools such as Gender Decoder²⁹ to detect gendered language in your job advertisements.
- ❑ **Flexible working arrangements.** Offer to negotiate flexible arrangements with the successful candidate. This could include flexible work hours for school pickup and drop off, working-from-home arrangements, or reduced hours such as a 9-day fortnight or rostered day off. This can promote work-life balance and encourage applications from individuals with young children or caring responsibilities (usually women) and those living with injuries, chronic health conditions or disability.

Factors Influencing Jobseekers When Viewing Job Adverts

Influential Factor	Strong Influence	Some Influence
Description Of Job	86%	13%
Salary and Benefits	69%	29%
Description Of Company	44%	48%
Prior Knowledge Of Employer and Its Brand	41%	43%
That Employer Is Named In Advert	41%	42%
Quality Of Grammar/Language	33%	47%
Publication/Website Where Advert Appears	12%	45%
Presentation Of Advert (Spacing, Logos etc.,)	6%	38%

What Would Be Your Preferred Method Of Finding And Applying For Jobs?

- ☐ **45%** Register with a recruitment consultant
- ☐ **26%** Use a job board (e.g., Monster, Total Jobs etc.)
- ☐ **12%** Job adverts on professional social networking websites (e.g. LinkedIn)
- ☐ **11%** Through existing professional networks
- ☐ **8%** Directly through the employer's website
- ☐ **1%** Job adverts on personal social networking websites (e.g. Facebook, Twitter etc.)

Accessible Format

Not everyone consumes information the same way. Make the information easy to understand precisely what the role is, instantly digestible, and if possible, include text, videos and visuals. They will apply faster, which will generate more applications.

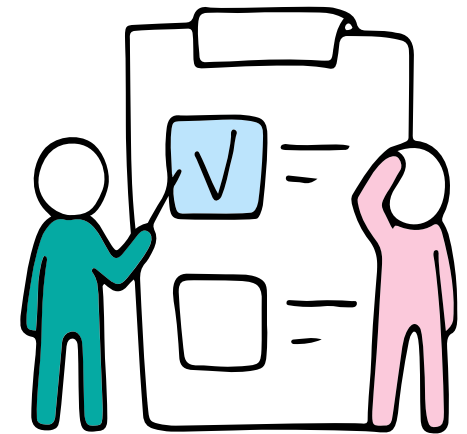
Available online and offline. Have it available online and offline for alternative formats. Make sure the written format is a legible font at a point size of 12 or more, with no bold or italics. Better again, offer it in large print versions.

Break up the text using headers and bullet points and create as much white space as possible to make key details easier to read.

Avoid contrast or colour, especially red and green, as this can make reading difficult for people with visual impairments.

Include accessible software that enables text-to-speech or magnifier tools, making it easy to download for those who like to read from printouts or have poor internet connections.

64% of respondents said an employer's commitment to D&I is an important factor in their decision to accept an offer of employment ([Inclusion Hub](#))

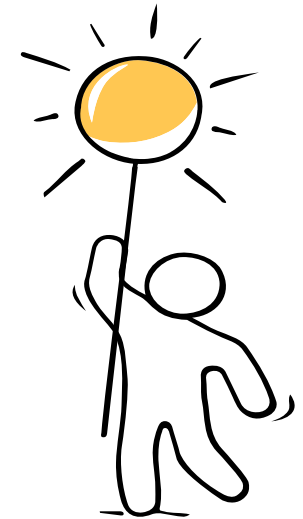


Use Multiple Channels and Post on Different Platforms

SMEs have the flexibility and more tools to attract top talent. It's important to be creative with advertising to reach out to a wide pool of candidates who fit their role requirements.

- ❑ **Diverse Recruitment Consultancy** For SMEs looking to access a wide pool of talent, engaging a recruitment consultancy can be an effective solution. They can draw on existing networks and talent pools quickly to help smaller firms connect with top-calibre professionals.
- ❑ **Online** More than 80% of job seekers use their mobiles and social media when looking for listings. This means job descriptions need to be suitable or easily adjusted for sharing on a range of platforms.
- ❑ **Audio and Videos** Enable different ways for people to get in touch and apply to make a role more accessible. Some people like to write emails. Others like a more informal approach where they feel more relaxed, e.g., via video message or WhatsApp and voice notes. Consider video and audio as more accessible formats for people with disabilities.

42% of jobseekers would rather use a recruitment consultant or online platform like LinkedIn than approach a company directly ([Inclusion Hub](#))





Robert Walters
Recruitment

Social Media Professionals were asked which social media sites they were most likely to use to search for jobs; professional networks such as LinkedIn were far more popular than non-professional sites such as Facebook.

But don't skip Facebook and Twitter. They are still essential and effective platforms for businesses to reach out to their customers and followers and invite them to share and refer. Posts on Facebook, diversity groups, and networks are highly effective and impactful.

All of these platforms are highly effective as employers can directly engage publically or directly with candidates online, responding to their comments or questions about a role in a public forum.

36% of
companies haven't
taken action on
LGBTQIA+ diversity(EY
2024)

»»» Advertise Broadly to Reach a Wider Range

To reach a broader range of jobseekers from different backgrounds, businesses need to list their jobs in a variety of places:

- ❑ **Company Website:** 8% of professionals said that they prefer to look for jobs as advertised directly on a company's website. To increase this number, advertise on inclusive recruitment platforms.
- ❑ **Diverse advertising channels** such as LGBTQ, STEM networks, skilled refugees/migrants mentoring programs, Disabilities, diversity talent social media groups and networks, LinkedIn, job fairs, conferences, target diverse communities and companies, local community centres and libraries or DEI-focused recruitment agencies.
- ❑ **Word of Mouth Referral** Encourage current staff to share vacancies with underrepresented groups in their networks. Focus on inclusivity referral, e.g., share x job postings with five women they know.
- ❑ **Outreach or internship or work experience.** Employers should work with schools, universities, internship providers and charities to target marginalised groups.



**Marcus
Blackburn,
Associate
Director**

The Company Website is Paramount

Your online presence will likely be the first impression you make on most job seekers. A website which includes a dedicated vacancies section demonstrates that you are a business looking to grow. Even if you are not currently hiring, encouraging prospective candidates to submit their CVs will allow you to build up a library of contact information which you can use to reach out to potential candidates when you are looking to fill a vacancy

84% of

candidates use your company website for research prior to applying and interview
(Robert Walters)

Personalise D&I Adverts

- ❑ **Personalise adverts** and highlight how each role is linked uniquely to your DE&I initiatives. Show, don't just tell: Go beyond just mentioning equal opportunities. Give real-life examples of how your company lives these values. Link them to events, programs, policies, and the staff page so they can see your diverse activities and talent pool and feel they belong already.
- ❑ **Inclusive benefits.** If your company provides inclusive benefits - showcase them in your advert. Consider how your benefits reflect your DE&I policy, employees' lifestyles, and behaviours and whether they are relevant to a diverse range of individuals.
- ❑ **Embed links** for extra information or to share helpful resources that applicants can easily navigate without feeling overwhelmed while reading the job ad. A 'Quick clicks' section to D&I Strategies, Awards, Policies, Programs, etc.

Tips



Source [Stott and May](#)

1

Provide a salary range but have it clearly non-negotiable to avoid discrimination but still have room to accommodate experience & skills

Elements of a Well-Designed Advert (Part 1)

HR Adviser (Part-time, Job-share or Full-time), Retail Company

Salary €43,700 – €47,000 per annum, non-negotiable

We also offer 25 days of annual leave, 6% pension contributions, and 6 months of paid maternity/paternity, shared parental leave.

Location: O'Connell Street, Dublin, Ireland. We typically work 2 days a week in the office but offer flexibility to work entirely remotely.

Hours This role is available part-time, as a job-share or full-time. We offer other flexible work options, such as compressed hours.

2

Advertise specifics – particularly people policies exceeding legal minimums

3

Offer specific flexible working options – including part-time work, by default

4

Elements of a Well-Designed Advert (Part 2)

Provide a realistic preview of the actual role

Job description

Managing the administration of the monthly payroll and benefits, ensuring all records are accurate and up to date, and all documents provided to the outsourced payroll and benefits providers before the payroll cut-off date.

5

Make role requirements clear, specific and behaviour-based

Oversee, record, collate and monitor accurate HR information, complying with relevant legislation.

Person specification

- You can keep confidential information to yourself.
- You have experience managing a team of at least three people.
- You have been responsible for assertively managing relationships with external suppliers.

6

Advertise specifics – particularly people policies exceeding legal minimums



Elements of a Well-Designed Advert (Part 3)

7

Offer reasonable adjustments, both during recruitment and on the job

We are happy to consider any reasonable adjustments that candidates may need during the recruitment process, and you will be asked whether you require any during your application.

If there are additional options you'd like to request, please contact [Name]. We also offer reasonable adjustments and accommodations on the job.

Interviews are scheduled to take place from 16–18 September 2022 virtually, with slots throughout the working day and early/late slots available.

If you would prefer an in-person interview for any reason, please let us know by contacting [Name].

8

Offer a range of dates and interview times, and flexibility for candidates



Chad Lawson,
*Associate
Director*

‘Advertise a role with an exact salary specified may put off many potential candidates; either those who are looking for higher pay or those who assume that a role is too senior for them if the salary is significantly higher than what they currently earn. Instead advertise a role with a salary range, leaving time to negotiate

Determining Salary

If you are recruiting for a role that has yet to previously exist within your company, then it may be challenging to determine what a competitive salary should be. Comparing salaries for similar roles with other companies is key. While many companies will not publicly reveal what their staff are paid, some consultants and tools can gauge fair pay scales for roles across various professions and provide insights.

35% of women
feel a sense of
belonging at work,
compared with 40% of
men, salary is a high
indicator of this statistic
(EY 2024)



Inclusive Information

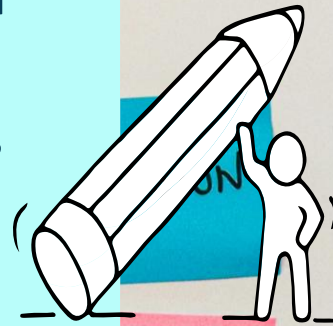
- ❑ **Personalise adverts** and highlight how each role is linked uniquely to your DE&I initiatives. Show, don't just tell: Go beyond just mentioning equal opportunities. Give real-life examples of how your company lives these values. Link them to events, programs, policies and the staff page so they can see your diverse activities and talent pool and feel like they belong already.
- ❑ **Highlight D&I benefits.** If your company provides inclusive benefits - showcase them in your advert. Consider how your benefits reflect your DE&I policy, employees' lifestyles, and behaviours and if they are relevant to a diverse range of individuals.
- ❑ **Embed links for extra information** or to share helpful resources that applicants can easily navigate without feeling overwhelmed while reading the job ad.

Tips



Assess Your Attraction and Recruitment

- ☐ **How is your brand perceived in the market?**-Do you find it easy to attract talent? Are the images on your website and in your job advertisements diverse?
- ☐ **Do you use diverse mediums and channels to recruit?**
- ☐ **Do your job descriptions or postings reflect unintended biases** (such as having an advanced degree or specific language proficiency that might not truly be necessary)?
- ☐ **Do your website and job postings include D&I statements, goals, or priorities?**



VALUES



DIVER-

GENDER
PAY
GAP

INITIATIVE

UX
DESIGN



EQUALITY
=
=
=

TEAM
WORK

SHARE
Knowledge

RES-

Source Exude HR through the Lends of D&I

TRANS

learning

Creative

Inclusive Recruitment Adjustments & Accommodations

- ☐ **extra time during tasks** or video applications
- ☐ **assistance** if the test or assessment is on a computer, such as closed captions
- ☐ option to **interview without the camera** on
- ☐ have an **accessible car parking** space reserved
- ☐ offer a **few time slots** so the interviewee can choose a time that might suit them better or ask them to **[please suggest]**
- ☐ ask if a **Sign Language interpreter** is needed
- ☐ Anything else – please describe:

.....

Tips



Step Up Again: Get D&I Innovative

- ❑ Include a story blog or video of **'A typical week'** section in your job adverts to provide candidates with a clear picture of what to expect from the role and your company.
- ❑ Add **interesting D&I facts** to show candidates you recognise and value the unique qualities of staff and applicants, making you an inclusive and equitable employer. (e.g., 48% of our employees are women)
- ❑ Use **icons and videos** to convey crucial information about a role. (e.g., use a video to capture attention and showcase enticing company opportunities. It also offers captions)
- ❑ Sprinkle in a (brief) **employee testimonial**.
- ❑ Consider having a **chatbot** on your job adverts to answer essential candidate questions 24/7



Step Up Again: Get D&I Innovative

- ❑ Instead of simply stating the salary range, why not publicise your salary policy?
- ❑ Consider adding a few **tips and tricks** to assist interested candidates in applying for the role.
- ❑ Ask your team to **share recent project achievements** to include in the job ad.
- ❑ Include an employee or **team manager's name** and contact information so that candidates can reach out with any further questions.
- ❑ **Be honest.** If, for example, your company has an inclusive culture priority, mention this so that candidates know what to expect immediately.
- ❑ Consider including practical information or **FAQs** in your job ad.
- ❑ Provide candidates with **what to expect** e.g. during the hiring process, e.g., timelines



Learning Outcomes

- ☐ **Know** how to write **inclusive job descriptions** that attract a diverse pool of candidates by communicating role requirements effectively.
- ☐ **Learned** how to **design and advertise inclusive job** adverts that reflect the company's commitment to diversity and inclusivity.
- ☐ **Know** how to develop strategies that broaden recruitment efforts through inclusive language, requirements, and targeted communication.
- ☐ **Know** how to enhance diversity within the workplace by attracting, engaging, and retaining candidates from diverse backgrounds.



Well Done!

Now Move onto Module 3 Part 3
Inclusive Selection, Interviewing
and Offer Strategies

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