

# Breaking through Barriers: An amazing recruitment success story

## Embracing DEI led recruiting and making change happen via 'consciously inclusive talent acquisition'

- Words are cheap and in the DEI 'talent acquisition' space, there is a lot of lip service and tokenism. This session is a practical workshop on what Level= are doing in recruiting into the UK sport & recreation industry, and NOT just a theory based session.
- This seminar will not just take a look at all the bias that exists in 'traditional recruitment processes' which are built around the CV and letter of application and the culture anchor that prevails when hiring through known networks...but is a knowledge sharing session that will look at some practical steps that can be taken to make sure that fairness is front and centre of a process which removes c90% of bias, and manages the remaining 10%.
- Thought provoking and challenging, the seminar looks at areas such as; How to attract diverse talent, Making the application process inclusive and engaging, Using assessment to drive meritocracy, Driving quality through appropriate profiling and verification, Handling people through the process to drive super advocacy, What a DEI talent funnel looks like, and using data to drive diversity and making change happen. Level= will be giving plenty of hints, tips, tools and techniques to help you take the steps to becoming consciously inclusive in talent acquisition.



# Consciously Inclusive talent acquisition

Disrupting and changing sports business for the better,  
to ensure fairness for all



# Who am I?



- Financial Services sales and IT BPO Services for 10 years from 1988
- Recruitment, Staffing & Talent since 1998
- RPO Solutions Sales and Product Development since 2003
- Founder of Milestones & Recruitment Business Adviser since 2004
- Non-Exec Director, Leadership Coach & Mentor since 2015
- Sport Business Leadership Coach & Business Mentor since 2020
- Co-Founder of L= in 2021
- Co-Founder of NorthStar People in 2022
- Projects delivered to >70 clients



# What do I do?



STRATEGY &  
ADVISORY  
CONSULTANCY



ORGANISATIONAL  
PERFORMANCE &  
CAPABILITY



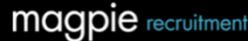
BUSINESS  
DEVELOPMENT  
& GROWTH



LEADERSHIP  
COACHING &  
MENTORING

- ✓ **Work with business owners to help them achieve financial success through their organisations performance, leading to a successful exit**
- ✓ **Work with organisations to help them improve and become high performing with sustainable profitability**
- ✓ **Work with business leaders and leadership teams to help them be the very best version of themselves with high impact**

# Where I operate?



# Consciously Inclusive Talent Acquisition?

**level=** provide a consciously inclusive talent acquisition solution, disrupting and changing sports business for the better, to ensure fairness for all.

- Chance meeting in a Covid 'future of recruitment' webinar Q3 2020
- Created concept in Q4 2020
- Based on a talent BPO model
- MVP Launched Q4 2021
- First client Q1 2022
- Evolution of Proposition Q1 2023 (TA Consultancy and L&D)
- Significant growth plans 2023

Some early adopters...



# Consciously Inclusive Talent Acquisition in practice

Moving away from the way its always been done...



... to a FAIRER INCLUSIVE and radically different way?

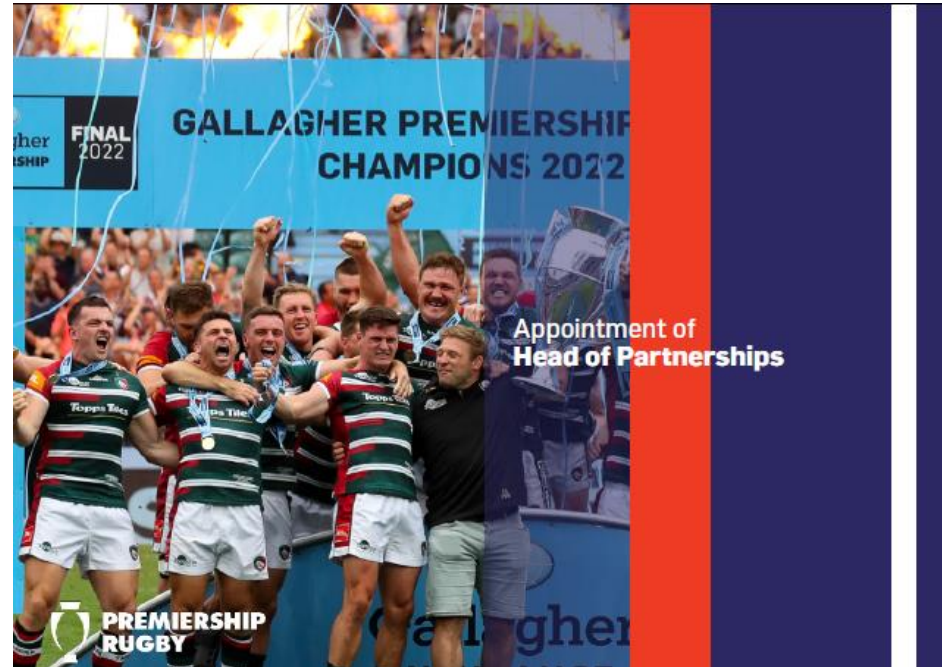
# Attract

- Discovery
- Creation  
(Process – role/person spec – Ad copy – Candidate Pack – PQQs – WSQs + Scoring)
- Appropriate Language
- Right tone of voice
- Targeted outreach



Attract

# Attract



Attract

## Facts and tips: Inclusive JDs

Research shows that women are **50%** less likely to consider roles that have coded gender bias and a recent study showed over **60%** of people with disabilities have felt excluded due to the use of certain words/phrases (ableism)

- = keep your ad gender neutral
- = avoid using pronouns he/she
- = bias in job titles
- = bias in everyday words
- = avoid jargon or harmful language
- = avoid words that relate to physical or mental ability
- = limit phrases like junior/senior, highly experienced

= consider using tools such as:

<https://www.get-optimal.com/>

<https://adbuilder.io/>

<https://www.talvista.com/>



Attract

## Facts and tips: Content & Layout

It has been proven that men will apply if they feel they are >60% match with experience, compared to women who have higher standard threshold of 90%

= keep it simple, consider using a tool such as <https://hemingwayapp.com/>

= Be aware of neurodiversity and adopt a simple and easy to read layout

= only include deal breaking must-haves

= Think about necessity of years of experience



Attract

## Facts and tips: Compensation & Culture

Research shows that more than **50%** of current employees want their workplace to do more to increase diversity

= always include salary and commitment to pay equality

= list inclusive benefits;

shared parental, maternity leave, Hybrid working, flexible working, childcare provisions, paternity and adoption leave, surrogacy & IVF support, mental health days, etc

= highlight D&I activity, programmes, initiatives & commitments



Attract

## Facts and tips: Broad & Targeted Outreach

Seek out niche job boards, social media groups and forums to network opportunities to diverse communities:

= Specialist boards such as:

<https://www.vercida.com/uk>

<https://www.diversifying.io/>

<https://hive.evenbreak.co.uk/>

<https://work180.com/en-gb>

= Form ally ships – Women In Sport, Sporting Equals, Fair Game, Activity Alliance

= Engage with niche groups on linkedIn & other social media platforms

= Strategic alliances with relevant orgs such as stonewall, scope, pride sports



Attract

# Apply

- Accessible, consider BSL and tools like <https://reciteme.com/>
- UX/UI Tech led, but with non tech alternatives,
- ATS, Careers Page, multi stakeholder access
- Be DEI Data Driven and have process automation
- Have a simple clear process, with transparent timelines
- Give regular communication & use automation where appropriate



Apply

# Assess

Does your talent acquisition process ensure fairness and create a level playing field for all?

- Remove the CV completely
- Use FULL anonymity & info redaction
- Pre Qualification Questions (2-4)
- Work Sample Questions / Role Based Scenarios (3-6)
- Broad & Diverse panel for scoring
- Fully unbiased ranking



Assess

# Assess

Ideally using tech to reduce bias further with four methods used to systemically remove bias from reviewing process:

- **anonymising** – removing all personally identifiable information from an application.
- **chunking** – cutting each application into chunks and then comparing them across candidates, rather than reviewing an entire application in one go.
- **randomising** – jumbling up the order in which chunks are evaluated so that order effects are averaged out
- **wisdom of the crowd** – getting more than one person to review each chunk helps to average out subjectivity for a more accurate assessment of merit



Assess

## Profile & Verify

Using additional relevant tools and techniques to build a fully anonymised shortlist profile:

- Testing & Assessment <https://www.testgorilla.com/> or <https://www.recruitment-tests.co.uk>
- Qualification Verification <https://appii.io/>
- Profiling (Person & Culture)
- Referencing
- Social Media checks <https://socialmediacheck.com/>



Verify

&



Profile

# Interview

|      |   |   |   |   |   |
|------|---|---|---|---|---|
| 4.20 | 4 | 4 | 5 | 4 | 4 |
|      | 4 | 4 | 5 | 4 | 4 |
| 4.20 | 5 | 4 | 4 | 4 | 4 |
|      | 5 | 4 | 4 | 4 | 4 |
| 3.80 | 4 | 4 | 4 | 3 | 4 |
|      | 4 | 4 | 4 | 3 | 4 |
| 3.70 | 4 | 4 | 4 | 3 | 4 |
|      | 4 | 3 | 4 | 3 | 4 |
| 3.60 | 4 | 4 | 3 | 4 | 3 |
|      | 4 | 4 | 3 | 4 | 3 |
| 3.50 | 4 | 3 | 3 | 4 | 3 |
|      | 4 | 4 | 3 | 4 | 3 |
| 3.50 | 4 | 4 | 3 | 3 | 3 |
|      | 4 | 4 | 4 | 3 | 3 |
| 3.40 | 4 | 3 | 3 | 4 | 3 |
|      | 3 | 4 | 3 | 4 | 3 |
| 3.40 | 3 | 4 | 5 | 3 | 3 |
|      | 3 | 3 | 5 | 3 | 2 |
| 3.40 | 4 | 4 | 4 | 2 | 3 |
|      | 4 | 4 | 4 | 2 | 3 |
| 3.30 | 3 | 4 | 3 | 4 | 4 |
|      | 3 | 3 | 2 | 3 | 4 |
| 3.20 | 4 | 3 | 3 | 3 | 3 |
|      | 4 | 3 | 3 | 3 | 3 |

- Structured Questioning
- Diverse and Broad Panel
- Scoring & Ranking
- Look at using something to bring good UX/UI and consistency <https://www.talvista.com/>



Interview

# Hire/reject

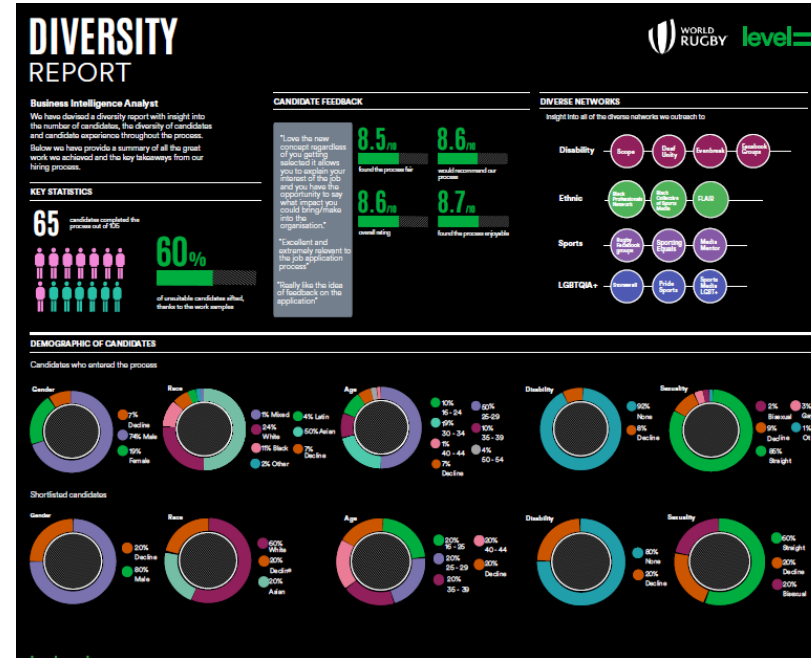


- Staged rejections through process
- Automated data driven feedback reports
- End to end candidate comms management



# Aftercare

- 1:1 individual candidate feedback with individual reports
- Client project debrief meeting
- Full process DEI reporting



# Aftercare

## DIVERSITY REPORT

### Supporter Relations Executive

Congratulations on hiring **Hisham Omar**.

We have devised a diversity report with insight into the number of candidates, the diversity of candidates and candidates experience throughout the process.

Below we have provided a summary of all the great work we achieved throughout the process and the key takeaways.

### KEY STATISTICS

**176** candidates in the process completed work samples out of 265



**64%**

of candidates who entered the top end of the process funnel, sifted thanks to the work sample questions

### CANDIDATE FEEDBACK

"Great process, enjoyable questions and it really does feel that everyone gets a fair shot at the job."

**8.8** /10

Candidate rating after rejection

**8.7** /10

found the process enjoyable

"I really like how unbiased this approach is. It certainly makes the playing ground equal for all."

**8.9** /10

would recommend our process

**8.9** /10

found the process fair

### Feedback after rejection:

"Thanks for the opportunity. I'd work on my skills and try again to work with English premier league."

"I felt comfortable with the questions because they fit to be part of what is proposed in the vacancy. It is a more connected process in terms of first contact."

"I think this is a brilliant way to complete an application and I really enjoyed the process."



Premier League

**level**

### DIVERSE NETWORKS

Insight into some of the diverse networks we reach out to:

#### Disability



#### Ethnic



#### Sports



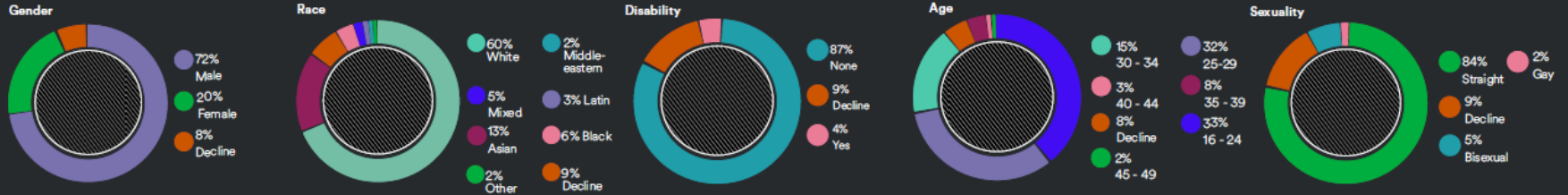
#### LGBTQIA+



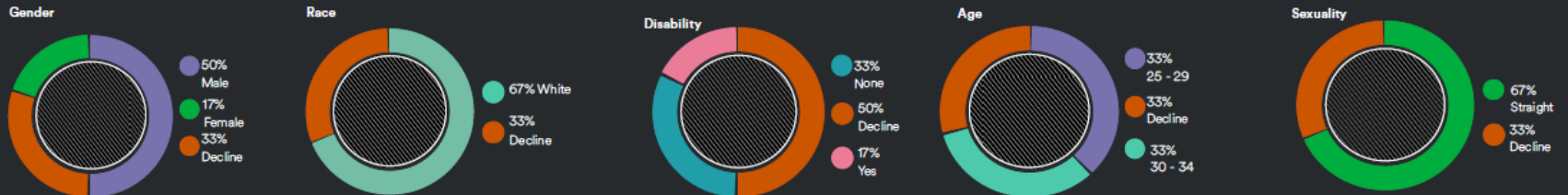
# Aftercare

## DEMOGRAPHIC OF CANDIDATES

Candidates who entered the process



Shortlisted candidates



# Making change happen...

only **5%** of board members declared or considered themselves to have a disability compared to around **22%** in the UK wider population

Source: Diversity in Sport Governance Report by UK Sport, 2018/19

across the portfolio of jobs in sport, people from ethnically diverse backgrounds account for **7%** of the workforce, which is half their incidence in the working population

Source: Sport Industry Research Centre for UK Sport, 2021

women make up **22%** of the highest governance bodies in sport, and only **7%** in the highest governance president and chair positions

Source: Research by UK Sport analysing women's representation in the leadership of 60 of the biggest sports bodies worldwide , 2021

# Making change happen...

a report in 2017 identified **a fall in the percentage** of women in Senior Leadership roles and much lower numbers of women in Performance Director roles.

Source: Women In Sport – Beyond 30% Female Leadership in Sport

people from non-white ethnic backgrounds have to apply for between **50%** and **300%** more roles just to get an interview

Source: Multiple surveys between 1996 and 2020

between January and March 2019, **8%** of disabled people were unemployed compared to **3%** of non-disabled people.

Source: House of Commons, People with disabilities in employment, May 2019

# Consciously Inclusive Talent Acquisition?

## 5 Impacts of anonymising and de-biasing recruitment process

- 1. Increased fairness and diversity:** Anonymizing and de-biasing recruitment processes can reduce the likelihood of bias and discrimination entering into the recruitment process, leading to more fair and diverse hiring decisions.
- 2. Improved recruitment outcomes:** Anonymizing and de-biasing recruitment processes can lead to better recruitment outcomes, with more qualified and suitable candidates being identified.

# Consciously Inclusive Talent Acquisition?

- 3. Improved candidate experience:** Anonymizing and de-biasing recruitment processes can lead to a more positive candidate experience, as applicants know they are being judged solely on their skills, qualifications and suitability for the role.
- 4. Reduced costs:** By eliminating bias and discrimination, recruitment processes can be simplified and streamlined, reducing the cost of recruitment while still ensuring that the best candidates are selected.
- 5. Improved employer brand:** Companies that take steps to eliminate bias and discrimination from their recruitment processes can create a more positive employer brand, as job seekers will be more likely to apply to organizations that are perceived as fair, diverse and unbiased.

the level= debiased approach  
and process works:

**70%**

increase in  
applications from  
ethnically diverse  
backgrounds

**60%**

of candidates who  
got a job through  
our platform would  
never have been  
considered on CV  
alone

**93%**

retention rate after  
one year

**90%**

positive average  
candidate  
experience

I really enjoyed the process which was very simple, clean but most importantly to me, it had a caring human touch.

Vincent Pericard  
NED



I felt through the questions, I could really showcase myself rather than a piece of paper. It's been a really positive process for me to go through.

Brendan Tonks  
CEO



# Making change happen...



there are more CEOs called **Peter**  
than female CEOs in the UK

Source: D&I consultancy Pipeline on UK corporate leadership among 350 companies on the FTSE index

# Consciously Inclusive Culture for Recruitment and Retention

A modular workshop designed to develop practical skills and knowledge to help organisations foster diversity, inclusion, and mitigate bias in their recruitment processes



Create a foundation for an inclusive culture that supports diverse recruitment and retention



Develop strategies to attract diverse talent and expand traditional recruiting methods



Implement best practices for inclusive recruitment and mitigate bias in the recruitment process



Foster an inclusive environment that supports career development and growth for all employees

level=

# Consciously Inclusive talent acquisition

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to ensure fairness for all



Book a FREE no obligation virtual meeting with me to explore how you can do this to:

<https://zcal.co/milesllloyd/inclusiverecruitment>