



Employment and Disability Project

Morocco Tunisia Benin Senegal

The inclusive recruitment process

Factsheet

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Why this factsheet?

- To enable businesses to adopt more inclusive recruitment practices
- To enable employment services to better support businesses in their search for candidates

What is inclusive recruitment?

Inclusive recruitment is about recruiting a person to work in a business or organisation based on objective criteria, such as skills, and not based on prejudices, while also being open to diversity.

Taking into account disability situations in a recruitment process is complex, due to the diversity of disabilities.

However, for the business, ongoing efforts to improve the recruitment process by incorporating the issue of disability is a way of making the hiring process more globally efficient and inclusive.

The prerequisite for inclusive recruitment is to train the people responsible for recruitment and selection about:

> Understanding disability: see Factsheet 1.

> The legislative context, which varies from country to country: non-discrimination, quotas and the obligation to employ people with disabilities, coercive measures (tax) and incentives (social security contributions reduction): Factsheet 2.

> Awareness of cognitive biases to prevent any kind of discrimination: Factsheet 3

The five steps in this diagram illustrate a non-discriminatory and inclusive recruitment process:

01

An appropriate job offer

02

A diverse pool of applicants

03

An objective candidate assessment grid + selection panel

04

Disability-related questions not to be raised

05

Innovative and/or skills-based recruitment methods



• Step 1: Publish an appropriate job advert

Firstly, identify the goals of the position and key duties, in conjunction with the roles and responsibilities. The advert should be proportionate to the role and not contain discriminatory language. To be inclusive, it should include the following information

- The date of publication and the name of the employer
- A non-discriminatory job title (with the wording M/F, for example)
- Job description and constraints (degree of autonomy, standing work, carrying loads, etc.). Only the essential physical requirements should be mentioned, so as not to be discriminatory.

- The location of the job (as precise as possible, public transport access information).

- Working conditions and hours (business travel, full or part-time, possibility of flexible working hours and remote working, etc.)

- A description of the profile needed for the post (only the key skills required).

- The type of contract (permanent, fixed-term, professional training contract, apprenticeship etc.) and its length.

- A contact address for the submission of CVs or application forms, a contact address for information on workplace accommodation measures.

Below is a possible outline for an inclusive job ad:

An example of a written advertisement can be found in Appendix 1 of this document

{Job title}
{Location}

WE NEED YOUR TALENT!

Company: {Company Name} is
{Company Description}.

Job Description: Your main responsibilities will be {give a precise overview of the job responsibilities}. You will be expected to {list main job-related tasks} on a daily basis. In order to achieve this, you will need to work {alone, in a team, as a team leader, etc}. Your work will enable the company to {explain the importance of this job to the company}.

Skills and responsibilities: Important skills are {provide a clear outline of the responsibilities of the job}. This full-time position offers {list the benefits of working for your company}.

How to apply: Applications can be sent by {mail, email, fax, etc} by {deadline} to: {Company name} / {Postal address} {Telephone number} {E-mail address} {Website address} For the attention of: {person or position, if applicable}

For more information about our accessible workplace and our Workplace Diversity Policy, including accommodation measures, please write to {Email Address} or call {Phone Number}.

{Name of company} is committed to **the principle of equal access to employment**; applications from people with disabilities are welcome. We can offer adjustment measures during the recruitment process. We value the diversity of the people we hire and those we serve.

For {Company Name}, **diversity** means fostering a workplace where individual differences are recognized, appreciated, respected and valued, so that each person reaches their full potential and talents and strengths of each individual are put to good use



Key point

Make sure your advert is published in a variety of formats, for printed materials with an Arial type font and a font size of 12, so that it can be seen by as many applicants as possible!

Good tip

People from diverse backgrounds sometimes have a tendency to self-limit. Formalising your commitment to recruiting staff from diverse backgrounds in the job advertisement can encourage applications from people with disabilities.



Examples of inclusive statements:

"Our company's hiring policy aims to improve the diversity of our workforce."

"We are a disability-friendly company, do not hesitate to apply."

"Our company values the diversity of its employees".

"Our company values the diversity of the people it employs and serves."

Discriminatory criteria are prohibited

1. In a cabling factory, the job advert for delicate and manual operations are aimed at female jobseekers. The company believes that women are more careful and will be better at this job than a man.
2. A reception role requiring applicants to look good and be in good physical condition. Applicants must include a photo on their CVs. This is an indirect way of saying that the company wants a slim and pretty young woman to fill the role.

In these two cases, the job requirements are not linked to skills but to discriminatory criteria.

Men are able to work carefully and undertake a painstaking role. Someone who is plump and a wheelchair user can still welcome visitors with a smile and be able to direct them.

Also be careful about health-related discriminatory language

Some activities may require the recruitment of people who are physically able to carry out certain tasks involved in the role. This exemption is only possible if the job involves physical activities (monitoring of hazardous places requiring intervention, pruning, work on electricity pylons, need to remain standing for a long time, frequent and repetitive carrying of heavy loads, etc).

The advert should be worded as follows:

"Please be aware that the position involves a lot of standing (X hours a day)."

"The job involves carrying loads of over 15kg for at least four hours a day."

Wording to be avoided:- Good health – No ill health – Person in good physical shape – Able to withstand stress – No disabilities – Able-bodied person



• Step 2: Identify a diverse pool of candidates

The main concern of recruiters is the lack of applications from people with disabilities. In order to receive diverse applications, job adverts need to be published in a diverse range of channels.

Some tips:

- Publish your adverts on institutional and private job sites and in specialized networks.
- Publish your ads on social media and in local newspapers.
- Send ads to inclusion associations and cultural and sports associations near your company.

The more widely you communicate, the more diverse applications you will receive!

• Step 3: Develop an objective assessment grid

Equal treatment involves all applicants being assessed using the same grid. Interview times should also be similar, the same supporting documents should be requested for all (degree, qualifications, criminal record if required by the post in accordance with the law).

Interview form and substance are important:

- Form: set a maximum time limit for each interview and stick to it
- Substance: questions focusing on skills, interpersonal skills. Questions that are the same for all, and some form of marking so that applicants can be compared. The wording of the questions can be adapted according to the applicant's comprehension and communication difficulties.

See a model grid in Annex 2

• Step 4: Conducting the interview and questions to avoid

Remember that any question that touches on the following criteria: family situation, age, religion, health status, sexual orientation, origin or ethnicity is illegal.

A HR professional is neither a health professional nor a disability expert. For this reason, the HR professional cannot ask an applicant about his/her disability or health condition.

The focus should remain on the person's professional and personal skills for the job.

Raising questions about disability risks fostering bias:

"I don't know about disability, it seems too complicated (prejudice) so I will turn down this application (discrimination)".



Avoid a pessimistic stance such as "I'm sorry", "it must be difficult", "may God keep you safe", "you poor thing".

Remain professional and respectful of the person's dignity. If a person tells you about their disability, ask them how it affects their daily life at work and their tasks at work (difficulties when moving around, seeing, concentrating, finding their way, sitting or standing, etc.). You can also ask

how the applicant works around their difficulties, what life hacks they have used to be independent. For all applicants, you can ask about their specific difficulties, highlighting your company's policy of offering adaptations for people who may have difficulties. This strategy helps to build the applicant's trust so that they can talk about any particular difficulties.

In any case, to avoid bias, it is best to involve several people in the recruitment process.

"I was contacted by this company saying that they had received my CV and that I was invited for an interview. I had a first telephone interview and then a second one with the management and the workplace nurse. She asked me about my medical situation and asked me to see the workplace doctor."

However, during the job interview, there were questions and answers about my qualifications, skills and motivation, without mentioning my disability. As they didn't bring up the issue, I didn't think it was worth mentioning.

Testimony of a worker with a disability in Morocco

• Step 5: Adopt innovative or skills-based recruitment methods

An interview can be stressful, some people are more comfortable or better prepared than others. Other recruitment methods are possible to **best assess the skills of an individual.**

You will save time and your actions will be more focused on applicants' talent and skills, and will reach a more diverse audience. It is a good way to give a new sense of purpose to your role. Here are some innovative recruitment methods:

Type of recruitment	Objectives	Description
Assessment Tests	<ul style="list-style-type: none"> • Open up to a variety of profiles • Detect and determine the potential of the applicant in different formats • Use an assessment grid to make an objective choice 	<p>This involves holding a session of one or two days during which applicants will take individual and group tests. The aim is to place the applicant in real-life situations, to deal with issues that s/he might encounter in post. This alternation between individual and group testing enables recruiters to assess technical and interpersonal skills.</p> <p>This method is more suited to management roles, customer-facing positions, project managers and support roles.</p> <p>Some organisations specialize in this area of recruitment, and it is sometimes less costly to call upon outside experts than develop your own tests.</p> <p>Think about the accessibility of this type of test with regard to motor and sensory disabilities (accessibility: handouts, group working, interaction (if role play is involved) and premises).</p>
Participatory recruitment	<ul style="list-style-type: none"> • Involve employees • Practice-oriented recruitment 	<p>Recruitment is often carried out by the HR team and the direct line manager. It could be worthwhile including an experienced employee in the operational part of the recruitment process. The employee will have a very practical view of the everyday work and will be able to provide an additional opinion.</p>
Networking	<ul style="list-style-type: none"> • Focus on people • Encourage the applicant to show their potential • Meet many applicants in a short time 	<p>You can organize open days to which you invite the public to discover your company and career opportunities. This enables potential applicants to meet you in a more relaxed setting. You might discover a rare gem!</p> <p>You can also take part in events organised by universities and partners, particularly specialised associations, which also put on this type of interactive event.</p> <p>Always think accessibility. If the applicants have to travel, offer support for people with motor and visual impairments. The same goes for people with hearing impairments. In this case, you could suggest a live text message conversation. Provide a sign language interpreter.</p>

Type of recruitment	Objectives	Description
Duodays	For a half or full day, enable applicants to learn about an occupation, and enable employees to dispel their stereotypical ideas about disability.	SITEL (customer contact centre) in Morocco has held duodays. This half-day event enabled young people with disabilities to discover the jobs on offer at SITEL and chat informally with the HR teams. The SITEL teams gained an improved understanding of the barriers encountered, particularly by visually impaired people, and above all ended the day convinced about the young people's skills. Profiles were identified and this enabled recruitment interviews to subsequently be conducted.
Job dating	<ul style="list-style-type: none"> • Hold a large number of meetings in a short period of time • Focus on interaction, and the human aspect • Change your recruiters' ideas 	<p>Job dating is an express recruitment interview, lasting seven to 10 minutes, during which a job hunter has the opportunity to chat to a recruiter with the aim of securing a further meeting.</p> <p>The recruiter will meet a large number of candidates over the course of a full or half day.</p> <p>Job dating can be organised internally, but you can also take part in events arranged by associations or universities. The format can be positive, as it changes the dynamic of the recruitment process.</p> <p>Job dating can be held in a co-working space, with those involved sitting on sofas or at a bar. You will see that the conversation is a lot more relaxed, and you will gain a much clearer idea of the jobhunter's personality. Remember to take into consideration physical and communications accessibility for your event.</p>
Virtual forum	<ul style="list-style-type: none"> • Offer virtual job interviews. • An applicant can apply from another town or country. • Broaden your recruitment area. • Offer new communications channels: video, chat etc. 	<p>The virtual forum allows you to organise interviews via an online platform.</p> <p>The plus point is that you can hold lots of interviews, just like for Job Dating. Virtual interviews also allow you to interview applicants who are not from your town or who may have mobility issues.</p> <p>This concept is used in France for applicants with disabilities. These platforms are listed online as "virtual and disability forums". In Africa, they are often student forums.</p>
Reverse forum	<ul style="list-style-type: none"> • Changing ideas • Focus on life skills • Reveal the applicant's soft skills 	<p>At a reverse forum, it is the applicant who will be asking you questions about your business. This change of focus helps balance out the recruiter-applicant relationship. After all, you are offering a job, but the applicant is offering you their skills. It is also a good method of detecting applicants with good communication skills.</p>



Type of recruitment	Objectives	Description
Real-life situation	<ul style="list-style-type: none"> • Open up to other profiles • Objectivize selection methods • Cost and efficiency gains 	<p>Based on the necessary skills, real-life situations involve exercises that reproduce, through analogy, the workplace.</p> <p>These exercises therefore put the candidate in a position to demonstrate their skills in a practical way. The recruiter does not focus on the person's CV or past experience, but on the person's actual knowledge. For instance, someone can be enthusiastic about machine repair, without holding a qualification.</p>
Hackathon	<ul style="list-style-type: none"> • Detect talent • Enhance your image • Find solutions or innovative services for your company. 	<p>Hackathons come from the world of IT but now take place in other areas of business.</p> <p>The concept involves bringing together people from different professions and occupations to design usages, solutions, or innovative products.</p> <p>Hackathons are team competitions with a creative format. They are intense challenges which unleash the group's creativity and highlight real gems in terms of ideas and talent. Hackathons can be utilised in a recruitment context. You can work internally on an innovation and detect talent. Presentation of the Recruitment Hackathon by Tungxten.</p>
Coding game	<ul style="list-style-type: none"> • Challenge the candidates • Find innovations • Detect the most talented coders 	<p>The coding game is really reserved for digital companies. These are difficult-to-fill jobs for which it is becoming hard to find applicants. Coding games challenge developers in a fun way. The challenge enables unexpected talents to be unearthed.</p>
Employee referral	<ul style="list-style-type: none"> • Gain in efficiency and speed • Engage your employees • Enhance the image of the company 	<p>Turn your employees into headhunters and use their contacts to meet your company's recruitment needs.</p> <p>The employee recommends the applicant, drawing on their own knowledge.</p> <p>Employees are effective ambassadors and demanding and impressive recruiters.</p>
Original initiatives	<ul style="list-style-type: none"> • Assess the candidate in another context • Push the candidate to show their potential • Have a view of their soft skills 	<p>Run a recruitment day in a different format that fits with your corporate image.</p> <p>Companies are innovating, such as IKEA, which used instructions for their job openings, and Decathlon which asked potential managers to wear trainers and undertake sporting challenges in a team environment.</p> <p>In Morocco, we had Osmosis Day. Companies from various sectors of the economy were invited, as were jobseekers with disabilities. This informal day involved sharing ideas and culinary and sporting challenges, and enabled the recruiters to meet applicants in a different setting.</p>

Appendix 1

Example of an inclusive job advert

Telemarketer M/F

Company XX
Permanent
position
Location XX

Let's talk about you

- You have some experience in CRM and getting in touch with customers by telephone.
- You have good interpersonal skills.
- A degree in marketing or business would be appreciated.

In addition to professional skills, we are looking for talented individuals who want to fulfil their potential and open up opportunities with us, because we believe that sharing ideas and collective intelligence are a source of value and performance for all. It is above all your interpersonal skills, your ability to learn and your curiosity that will make the difference!

Come and enjoy a variety of experiences

Your tasks

Do you want to experience a new career adventure and take part in an ambitious project?

Join us and together let's turbocharge our talents to make XXX the preferred partner of all our customers for high value-added solutions.

You will be working in the Marketing Department in a context of change, contributing to the development strategy for our Business Unit, which is aimed at the Chartered Accountant market.

You will be based at our head office in XXX and as a Telemarketer you will be responsible for identifying potential customers and putting them in touch with our field sales team.

Challenges involved in the role

- Handle and manage all incoming commercial requests
- Receive incoming calls to evaluate customer/prospect requests
- Allocate evaluated leads to sales representatives, who are responsible for following up these leads
- Canvass by phone to generate leads
- Ensure the quality of the leads and appropriate processing
- Update the database

The ecosystem

We are an international group with more than 3,000 employees in over eight countries who support professionals in the Accounting, Payroll and Human Resources, ERP, Tax and Retail professions.

Our company designs useful and innovative management solutions for its clients, in order to become their preferred partner by understanding their business and issues, so as to enable clients to turn their challenges into opportunities.

The values of our group: engage together, be inspired by our customers, and always be inquisitive.

Every story in our company is different, so why not write your own story with us?

Appendix 2

Example of an HR interview grid

The questions in this grid can be used in a recruitment interview. The questions should be adapted to the context, the position, the company and the candidate.

Type of questions	Answers	1	2	3	4	5
Introduction: Personal, company and job presentation, presentation of the interview process						
Motivation for wanting the job						
Why do you want to work in our company (or in our business -or in our industry)?						
Why did you respond to our ad?						
What do you think you can bring to the job?						
Career path						
Can you talk about your career experience (jobs, internships)?						
Any positions you have held that are relevant to the position offered?						
What were your responsibilities?						
What did you like most? And least? And why?						
Could you tell me about your current job (or job search)?						
What are you looking for in a job?						
Why did you choose to study X? What did you get out of it?						
Ability to work independently						
What does 'having a real capacity for work' mean to you?						
Do you think that a heavy workload can have a detrimental effect on the quality of your work, and why?						
Could you describe to me a situation or a difficult problem that you had to deal with?						



Type of questions	Answers	1	2	3	4	5
Organisational skills						
How do you react when several requests arrive at the same time?						
When faced with a string of disturbances (telephone, reception, colleagues...)?						
Ability to work in a team						
Can you tell me about any colleagues you didn't get on with?						
Have you ever disagreed with your line manager?						
What do you like to find in the people you work with?						
What can't you stand?						
What are your goals/wishes in the short, medium or long term?						
Personality in general						
If we were to ask the people who know you well (your former employer) about you, what would they say?						
Remuneration & availability						
How far do you have to travel to work? How do you travel?						
What are your salary expectations?						
When could you start work?						
Personal constraints						
Our company is an agile organisation and flexible working hours are an option. Do you have any specific commitments? E.g. childcare, regular appointments?						
Our company has implemented a disability policy. Do you have any special needs (flexible working, reduced hours, equipment, remote working)?						
Conclusion						
Do you wish to add anything?						
Do you have any further questions?						



OK, AÏCHA -
LET THE
DISABLED
CANDIDATE
IN...

CHEREAU

This factsheet is part of a kit of eight factsheets designed for companies and services supporting people with disabilities into employment.