



GUIDANCE TO INCLUSIVE RECRUITMENT

Welcome to British racing's Inclusive Recruitment Guidance and Toolkit, which has been developed to support our industry-wide approach to achieving British racing's Diversity and Inclusion Industry Commitment

1. LEADERSHIP AND ACCOUNTABILITY

Industry leaders taking accountability for the creation of a more diverse and inclusive sport.



2. GOOD GOVERNANCE

Ensuring a better understanding of the racing landscape to influence policy, practice and procedures.



3. EDUCATION AND AWARENESS RAISING

Giving everyone across racing access to learning about diversity and inclusion and why they're important to the sport.



4. CELEBRATING AND SUPPORTING RACING'S DIVERSITY

Showcasing the diversity that exists across the racing industry to create an inclusive sport where difference is embraced, and everyone is valued.



5. ENGAGING NEW AUDIENCES

Promoting racing as a sport for all and encouraging diverse communities to take part.



If you would like further details about the Industry Commitment, contact: diversity@britishhorseracing.com

INTRODUCTION

Why are diversity and inclusion important for racing?

This Guidance and Toolkit, created in collaboration with leading Human Resources, Diversity and Inclusion consultants from Inside Inclusion, Plan4Sport and ODISEE, will provide you with helpful information so that your organisation's approach to recruitment and selection considers diversity and inclusion at all stages of the process.

Using this Guidance and Toolkit

This Guidance and Toolkit is designed to assist you in improving your recruitment and selection processes; to reduce the time spent on creating documents; and to ensure you are providing an inclusive and fair process which meets both professional standards and legal requirements.

This guide is in two parts:

1. This downloadable guidance document provides best practice checklists for every stage of the recruitment process.
2. A toolkit, which is signposted throughout this document, containing:
 - further explanation to aid your understanding around the best practice
 - editable documents and sample policies that you can download, amend or complete to suit the individual needs of your business.

Throughout this guidance you will find words and sentences in **orange** and **blue** - this means the words are a clickable link which will take you to a website, another part of the toolkit, or create the start of an email.

Before you start...

Before starting any recruitment, it is useful to think about:

- what your organisation looks like today. Who is currently working in your organisation and what attracted them to work there? Do you know why people have left?
- whether everyone has the training they need (for example the legal obligations and understanding discrimination, and unconscious bias) to ensure a fair and consistent recruitment and selection process.
- the documents you'll need to produce.

It is useful and much quicker if you create all your recruitment and selection documents in one go. Many of them interlink and you can reuse information in a number of places – both to save time and to ensure consistency. For example, both the job description and the person specification can help provide detail for the job advert.

The job description and person specification can also help you create your candidate selection grid, interview questions and the interview grid.

There are a number of templates and guidance documents in the toolkit to help you with this.

Equality Monitoring

Central to this – and as part of your organisation's wider governance work - is the collection and analysis of diversity data, both from people working and applying to work in the industry. Diversity data – or “equality monitoring data” - can help you understand your organisation's diversity and put in place actions to address underrepresentation.

Please contact the BHA D&I team at diversity@britishhorseracing.com for guidance and templates on Equality Monitoring.

Helpful links

[The Equality Act](#)

[Discrimination and Positive Action](#)

[Unconscious bias](#)

Communications



1

Think carefully about the words used and try and adopt gender neutral language where possible. The words used within the recruitment information you supply has a significant impact on a candidate's decision-making. Try these free gender decoders to check your adverts - [totaljobs](#) or [michaelpage](#).



2

Avoid industry jargon/technical language.



3

Ensure all communications are inclusive and as accessible as possible to all, for example, different reading levels, or where English is not someone's first language.



4

Consider unintended discrimination, for example, **groundsm**an, stable **lad**, **recent** graduate.

Create the job description and person specification



1

The job description should detail the purpose of the role, the main duties and the measures for success.

Find your job description template here: [Job Description](#)



2

Include an equal opportunities statement which highlights the Diversity in Racing statement within the job description.



3

The person specification should only include the skills and experience required for the specific role, in addition to the relevant education and qualification levels.

Find your person specification template here: [Person Specification](#)



4

Consider the knowledge and skills that can transfer over from another sector or industry, for example, IT or decision-making skills. This will help broaden the range of candidates available in the talent pool.



5

In your candidate pack you should include other key information, for example, details of any hybrid or flexible working arrangements, weekend working or shift requirements, the local environment, public transport, etc.



6

Make a point of stating that applications are welcome from people from a range of backgrounds and experiences.

Create the job advert



1

Advertise beyond just your organisation – on social media, with partners (who may also assist in promotion), on [careersinracing](#), [Jobcentre Plus](#), inclusive job boards (see [FAQs](#) for ideas) in the local community and at local colleges.

Find your example job adverts and template here: [Job Adverts](#)



2

Use images and videos which highlight your commitment to creating a diverse workforce.



3

Ask for the same information from all candidates wherever it's posted. This includes requesting an application form or CV and requesting candidates complete an Equality Monitoring Form.

Find your application form template here: [Application Form](#).

For equality monitoring guidance and a template, contact diversity@britishhorseracing.com



4

Keep your advert live across a wide variety of channels for at least two weeks.



5

Remove as soon as you've moved on to the interview stage.

Reviewing applications



1

Be objective. This can include someone else in the organisation removing personal details that reveal someone's name, place of education, hobbies – aspects that aren't essential to the role, but could unconsciously bias you in their favour. Using application forms can speed up the removing of "indicators" as they are in a standard format.



2

Have a team of three people, from varied backgrounds, review applications and work out a shortlist.



3

Use a candidate selection grid to review and match key elements from the job description and person specification against the candidate's experience and skills.

Find your candidate selection grid here: [Candidate Selection Grid](#)



4

Maintain regular contact, including confirming receipt of applications, details of next steps (including timescales) and asks if the candidate requires any additional support or adjustments in the application or communication processes.

Find your disability confident for line managers resource here: [Disability Confident for Line Managers](#)



5

Do not review their social media accounts, even if they are included on an application.

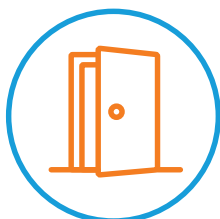
The selection process



1

Create a diverse panel, with people from different backgrounds and with different experiences. Ensure your panel members have interviewing skills and experience, and understand the importance of conducting a fair and transparent process which does not discriminate, whatever the selection method.

Find the 'types of selection methods' resource here: [Types of Selection Methods](#)



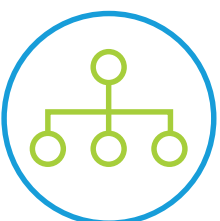
2

Select a venue that is accessible and suitable for all candidates' needs.



3

Check candidates have all been given the same information, which includes details about the 'when, where, who' of the interview, what they need to bring with them, and the selection method you are using (e.g. will there be any tests?).



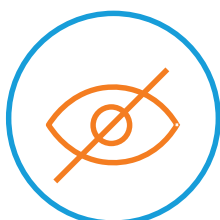
4

Ensure you conduct all the interviews consistently and follow the same structure.



5

Do your best to put all candidates at ease and be open about how the selection process will be conducted.



6

Avoid digging into their private life and, if personal information does come up, ensure it doesn't impact your decision making.

Assessing candidates



1

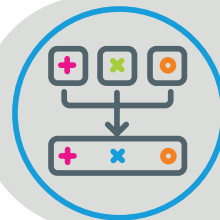
The selection process should be as objective as possible. Use an interview grid to ensure each candidate is assessed against the same criteria. Prepare your questions in advance and ensure you make notes to enable you to discuss with your panel colleagues and feedback to the candidate.

Find your interview questions guidance and grid template here: [Interview Questions and Grid](#)



2

Ensure that candidates are treated consistently, including how they are welcomed and setting the scene for the interview to put them at ease and manage their expectations.



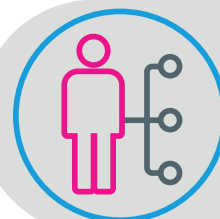
3

Compare different candidates' answers to the same questions, but focus on or add weight to questions more critical to the job role.



4

Take into account any reasonable adjustments required by candidates, for example an applicant with a learning disability may have answered questions in a different way.



5

Consider whether a good candidate might actually be a stronger fit for a different role in your organisation.



6

Be clear what are the must-haves for the role, and what are nice-to-haves. The main responsibilities in the job description and the details in the person specification will help you with this.



7

Bring others into the process to get a variety of perspectives.

As part of the onboarding process



1

Once you have selected your preferred candidate, provide them with the necessary employment documentation as soon as possible and initiate any checks that are required; this is the first step of the onboarding process. Ensure you provide feedback to the unsuccessful candidates.



2

Create two way communication between you and your new employee before their start date. This is an opportunity to share some more information about the organisation and some basic training activities (if appropriate).



3

Prior to the new employee's start date, give them clear information on what they can expect on the first day, week and month. Link them up with other colleagues who can support them joining the organisation.



4

Ask new staff for feedback on the process. What, in their opinion, worked well and what didn't? Highlight staff that are trained and informed 'champions' of diversity and inclusion. Regularly check-in with all staff to discuss their experiences, and potentially spot gaps in your organisation's policies or actions, ensuring they have the chance to feedback and update them where action has been taken.



5

Ensure your leadership team is involved in communicating out your diversity and inclusion plans and ambitions, and that their decision-making is transparent.

New staff inductions



1

Create a clear plan which can be communicated to new staff on the induction process. For example, where the induction will take place, what it will involve, who will be their guide.



2

Use existing staff who have been informed of any additional needs of the new person and have training and experience in an induction process.



3

Consider any specific access requirements, including to the venue or with the process. For example if a new member of staff is visually impaired, do all the induction resources include audio?

Find your inclusive practices and inclusive policies here: [Inclusive Practice Policy](#)



4

Create a welcome and inclusive environment.



5

Clearly discuss and state your values and zero-tolerance to all forms of discrimination.



6

Promote positive behaviours and actions.



7

Provide training and development beyond just the basics of diversity and inclusion, but ensure these are discussed as part of a two-way process.

Toolkit: Guidance, Templates and Sample Policies

This section lists the contents of the Toolkit, the majority of which are linked throughout this document.

Some are editable documents that you can download and complete to suit the individual needs of your business.

Each link below will take you to the relevant file which will download and open in a separate browser.

- [Application Form Template](#)
- [Candidate Selection Grid Template](#)
- [Disability Confident: A practical guide for line managers](#)
- [Discrimination and Positive Action](#)
- [Diversity and Inclusion Policy Example](#)
- [Equal Opportunities Statement Example](#)
- [FAQs: Inclusive Recruitment and Selection](#)
- [Inclusive Practices, Policies and Training Guidance](#)
- [Interviews: Questions Guidance and Grid Template](#)
- [Job Advert Template and Examples](#)
- [Job Description Template](#)
- [Person Specification Template](#)
- [Recruitment and Selection Policy Example](#)
- [The Equality Act 2010](#)
- [Types of Selection Methods](#)
- [Unconscious Bias](#)

For more advice or to update the BHA D&I team on your progress, please contact:
diversity@britishhorseracing.com