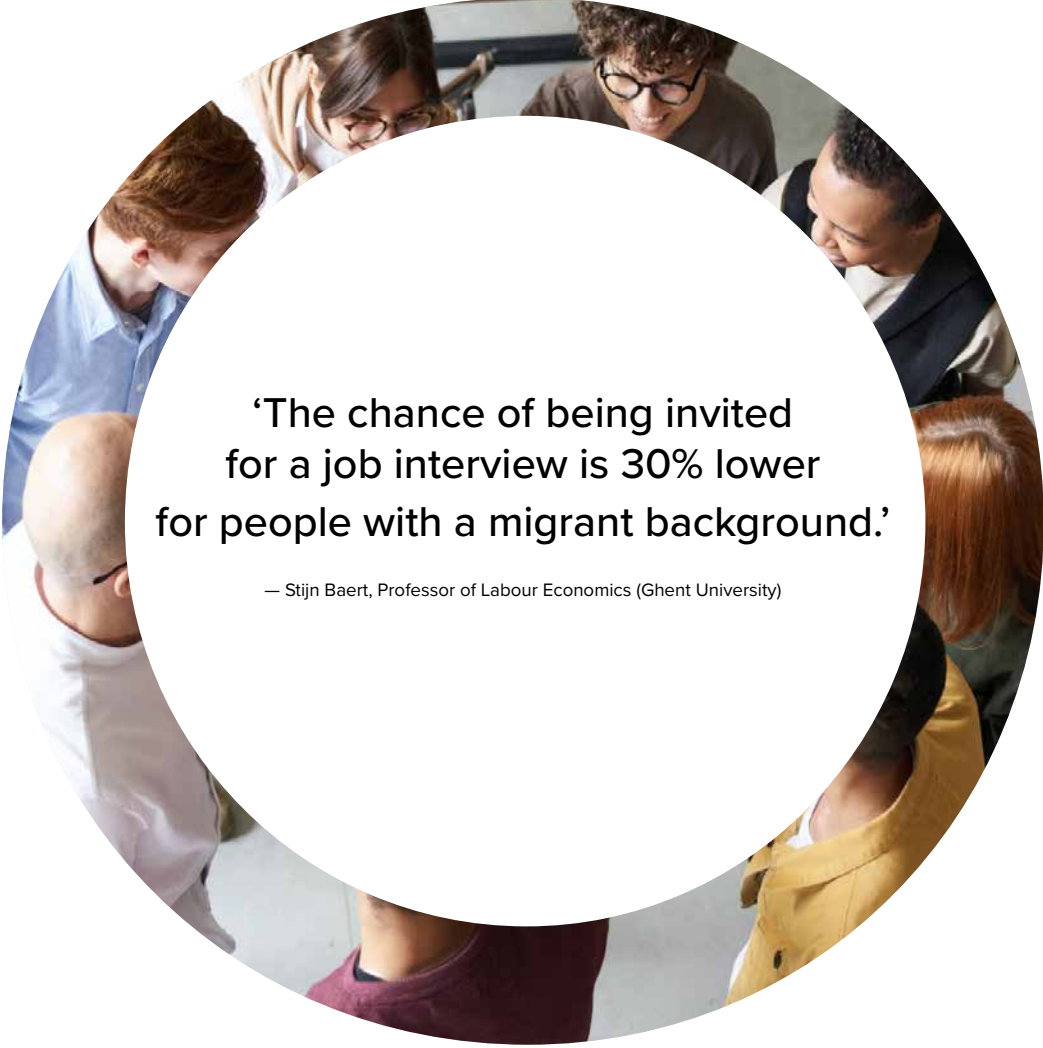# INCLUSIVE ORGANISATIONS

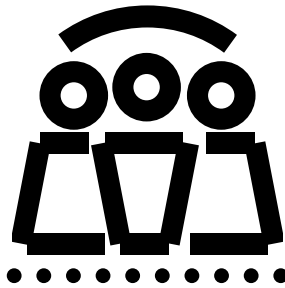INCLUSIVE RECRUITMENT AND SELECTION
THROUGH TEN BUILDING BLOCKS

**A D&I kit containing building blocks,
challenges and tools.**

KdG Expert

Karel de Grote Hogeschool

'The chance of being invited
for a job interview is 30% lower
for people with a migrant background.'

— Stijn Baert, Professor of Labour Economics (Ghent University)

INCLUSIVE ORGANISATIONS

INCLUSIVE RECRUITMENT AND SELECTION
THROUGH TEN BUILDING BLOCKS

**A D&I kit containing building blocks,
challenges and tools.**

Content

Introduction

Inclusive recruitment and selection provides an answer to all your questions. A diverse workplace with an inclusive organisational culture attracts and retains more talent. You are not just casting the net into a larger talent pool. Commitment to diversity and inclusion leads to better (financial) performance and even more innovation within an organisation. Different personal backgrounds often bring a wider variety of perspectives. This, in turn, leads to creative solutions.

The Diversity and Inclusion Kit (D&I kit) was developed in cooperation with Event Confederation, Sociaal Fonds Podiumkunsten, Untitled Workers Club, De Aanstokerij, Society in Motion (Netherlands) and 3C Lab (Italy), with funding from the European Social Fund. In collaboration with these partners, user identity, user needs, learning objectives, learning content and the final form of the D&I kit were considered.

RESULT: ten building blocks, each with specific tools and challenges to attract and retain a more diverse employee pool. It isn't a one-size-fits-all approach. A successful recruitment strategy must focus on several recruitment aspects at the same time.

10 buildingblocks for inclusive recruting and selection

- Build support for inclusion
- Strengthen your employer branding
- Focus on inclusive job advertising
- Expand your recruitment channels
- Avoid (un)conscious bias
- Foster non-violent communication
- Select an effective selection process
- Have a positive and objective job interview
- Find the perfect match
- Invest in an inclusive onboarding policy

The ten building blocks share a circular and continuous dynamic. Each building block provides interesting insights into how to make your processes even more inclusive. They are for everyone who is involved in recruitment and selection - in small, medium-sized or large organisations. Taking your first steps towards an inclusive recruitment and selection policy? Or working on certain aspects in more detail? Following this approach will enable you to build a firmly embedded, inclusive recruitment and selection policy, and secure the future of your people and your organisation.

Although the D&I kit was initially developed for the broad events, cultural and creative sector, the building blocks, challenges and tools are certainly relevant to other sectors.

This downloadable version of the D&I kit contains the contents of the ten building blocks. The tools and challenges are not included but available in the online kit[1]. In addition to the D&I kit, Team[inclusive] was developed as part of this ESF project. The set of D&I work-shops is based on Lencioni's pyramid with result orientation, responsibility, strong commit-ment, constructive conflicts and mutual trust as the five most important building blocks for a successful and effective team. By focusing on the different layers, this increases effective cooperation and strengthens employee retention.

— Partners of the diversity- and inclusionkit (D&I kit)

Building Blocks
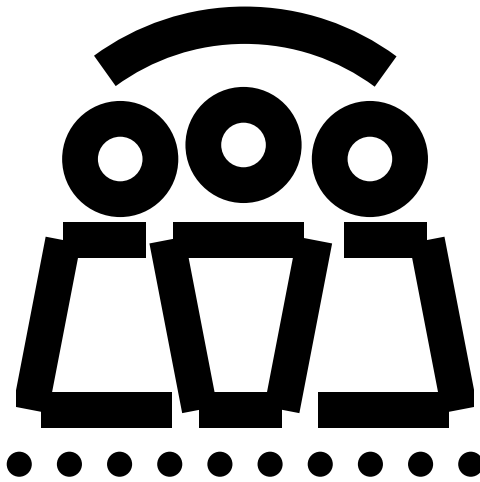
The ten building blocks support you in developing an inclusive recruitment and selection policy. The blocks share a circular and continuous dynamic. The numbering has only been added to make the structure clear and to increase readability.

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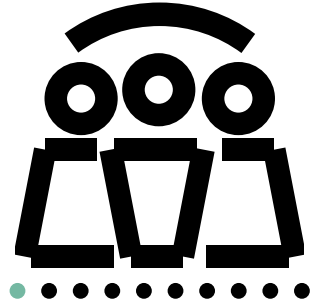
Build support for inclusion

You need support to make sustainable and structural changes. A major pitfall in striving for an inclusive organisation is to start without support. D&I is not a trend, but a (developing) mindset. Integrate D&I into the mission, vision and goals of your organisation. Read below how to create support from the head of the organisation and from the employees.

1.1 DIVERSITY AND INCLUSION ARE NOT THE SAME

You want your organisation to appeal to a diverse audience. Yet you notice that a lot of people find it harder to find their way, even though your message is loud and clear: 'Everyone is welcome!' By failing to communicate inclusively, you miss a lot of potentially involved people. Or you perhaps start with a fresh, diverse group of volunteers every year. But you organise the division of tasks in such a way that these volunteers don't feel recognised or appreciated. As a result ... they drop out the following year.

Although diversity and inclusion are often mentioned in the same breath, they are two different things:
- **Diversity** refers to recognising all aspects in which people may differ. Employees may differ in gender, age, ethnic background, culture or life philosophy, as well as in competencies, skills and experience.
- **Inclusion** is about how to deal with this diversity. An inclusive work environment means that everyone - regardless of gender, age, ethnic background, culture, philosophy of life, educational background, etc. - feels respected, valued and participates in the organisation on an equal footing. So, it is not only the differences between people that require attention, but also what connects them.

Diversity is not a condition for inclusion. When you are inclusive as an organisation, you automatically attract a diverse pool of applicants.

Inclusion is, of course, diametrically opposed to exclusion and discrimination - to treating someone unequally or unfairly on the basis of their personal characteristics. Belgian anti-discrimination legislation contains 19 'protected criteria'[2]. Discrimination based on any of these criteria is prohibited and punishable. An organisation that does not tolerate discrimination is thus already taking the first important step in a policy of active support for diversity and inclusion.

1.2 SUPPORT FROM MANAGEMENT AND MANAGERS

Leadership, management and managers play a crucial role in D&I. They set the tone and define the goals. In short, they involve the entire organisation in reflection, vision, plans of action and the change process. Sometimes there is already intrinsic motivation for diversity and inclusion at the top. Other organisations may discover additional arguments in favour of D&I by following the two routes below.

Develop a business case for diversity and inclusion
The business case for diversity is about linking diversity and diversity policy to the organisation's core objectives. Various business cases are possible, depending on the goals involved:
- connection to different groups in society
- diversity as a valuable source of new insights
- adapting to changes in the labour and customer markets
- the positive effects of diversity and inclusion on the organisation profits

The business case is often overlooked, although forming a priority for the management of organisations.

In the book 'Koers naar talent in overvloed'[3], Bart Moens builds a business case for inclusive work on these benefits, 'You can recruit on a broader basis and give your organisation more breathing space. Your company image also benefits from inclusive working - it shows your (potential) employees that you are a good employer. The more diverse your team, the better you can tailor your product to a diverse set of customers - or even redesign your service'.

Collect and share inspiring stories
Exposing managers and administrators to positive experiences in similar organisations is a good idea. It helps them get a better idea of the challenges ahead and to look for solutions to some issues.

Remember that inclusion is a process that is never complete, and is also very much adapted to the organisational context. The stories below are not intended as ready-made templates to be copied and pasted, but as starting points for further discussion within your own organisation.

Seppe Nobels started a new project in the port of Antwerp with Chris Bryssinckx, Arne Cremers and the City of Antwerp. His restaurant, Instroom[4], serves fusion cuisine 2.0 and is staffed with newcomers speaking a variety of languages. Seppes' new sous-chefs have two things in common - they are all good cooks, and they have all fled their homelands in search of a better future.

Sidi Larbi Cherkaoui was the artistic leader of dance at Opera Ballet Vlaanderen for many years. In 2022, the internationally renowned choreographer will start working in Geneva. In this TED talk[5] he talks about the added value and profitability that come from working on diversity.

1.3 SUPPORT FROM EMPLOYEES
Achieving an inclusive workplace is not a top-down process, but is achieved in collaboration with your organisation's employees. So, focus on developing intrinsic motivation to make the workplace as inclusive as possible. Once the vast majority of your employees understand the need for diversity and inclusion, a dynamic is created to tackle things differently. Some valuable tips:

Create awareness of diversity and inclusion in the workplace
It is important to raise awareness of the topic of D&I and emphasise its importance. There is still a significant lack of understanding of the advantages of an inclusive organisation on the one hand, and the disadvantages experienced by people with a migrant background in the workplace on the other.

Bring the outside world into your organisation. Invite, for example, a speaker who will create a sense of urgency with hard numbers and gripping testimonies.

Stijn Baert, Professor of Labour Economics (Ghent University): 'The chance of being invited for a job interview is 30% lower for people with a migrant background.'

Engage in dialogue with your employees
Does the importance of diversity and inclusion filter through the workplace sufficiently? To what extent are employees engaged with these concepts? What do they think of the organisation's current approach? What obstacles do they face?

As a starting point, conduct an employee satisfaction survey. Use the results to initiate a dialogue around D&I and discuss where you want to go with the organisation.

Turn awareness into action
Satisfaction surveys and conversations with employees help you to identify the pain points. Some tips for taking action:
- There is a variety of workshops and training courses that promote an inclusive working environment and offer tailor-made paths - for example on the topic of unconscious bias.
- Start working groups - or appoint ambassadors - to monitor inclusion and take initiatives to keep a sense of urgency alive in the organisation. Provide facilities and time within the task descriptions.
- Appoint accessible confidants to keep an eye on discrimination and racism.
- Organise knowledge-sharing with other organisations to allow employees to learn from each other about creating inclusion.

It is important that employees are given the opportunity to influence the organisation's inclusion policy. This can be done by using collaborative hiring, an effective way to involve employees in inclusive recruitment and selection. So, future employees are involved in screening, recruitment interviews and decision-making.

WHAT ARE THE BENEFITS OF COLLABORATIVE HIRING?
- The candidates get a more comprehensive picture of the organisation and the team. They can better determine whether the position suits them. This promotes the staff retention in the longer term.
- Organisations get a better picture of the candidates and whether they fit into the organisation. Several people, with different opinions and priorities get involved in this process. This enables all-round insights concerning the candidate.

Collaborative hiring only works if the team understands the organisation's objectives in terms of diversity and inclusion.

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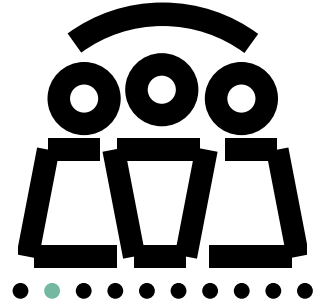
Strengthen your employer branding

All organisations and companies have an employer brand, whether they've consciously developed one or not. Employees are still involved with their jobs outside working hours. They talk about their work, including their employer. Not only with colleagues, but also with outsiders. In this way, the organisation's image is spread through a large network, and an image of your organisation is created.

2.1 WHAT IS EMPLOYER BRANDING?

Employer branding is a way of communicating your organisational culture to current and potential employees. A strong and attractive employer brand contributes to the exponential growth of an organisation. Diversity policy functions to strengthen the employer brand. A majority of organisations say that their diversity policy has actually made them a more attractive employer to candidates.

There is diversity in every organisation - consider the diversity presented by gender, age, economic background and level of education. Is your organisation aware of the differences, and do you promote a safe climate in which all employees feel respected and valued? This inclusive attitude ensures that you pay attention to diversity, for example ethnic diversity, and thus creating a workplace in which everyone can be themselves.

2.2 WHY FOCUS ON EMPLOYER BRANDING?

The following numeric data show how important it is to pay attention to employer branding. Candidates indicate that they consciously look for information on an organisation or company before they actually apply.

In 2020, Glassdoor conducted a Diversity Hiring Survey[6]:
- 76 % of jobseekers indicate that staff diversity is an important criterion when looking at vacancies.
- 1 in 3 jobseekers do not apply to organisations when they notice a lack of diversity in the workforce.
- More than half of all employees think that their organisation should take more action to increase diversity in the workforce.

2.3 HOW DO YOU CREATE AN INCLUSIVE EMPLOYER BRAND?

For Randstad, Youssef Kobo, initiator of A Seat At The Table[7], has listed five ways to create an inclusive employer brand:
- Cast your net wider: list your recruitment platforms and expand if necessary.
- Colour outside the lines: question your recruitment processes and selection tools. Attitude and entrepreneurship are at least as important as formal qualifications.
- Involve the organisation's managers and leadership: when your organizational chart reflects diversity on a high level, more diversity will be attracted.
- Take action: translate your policy plans into small steps. Focus on the first new employees from an ethnic minority background.
- Be honest and authentic: practice what you preach, and make sure the internal environment matches its external communication.

2.4 EXTERNAL COMMUNICATION

Do people identify with the current communication? Or do the campaigns miss a large part of the target group because they focus on the ideas and customs of the majority? Stop communicating from your personal standpoint and take into account information on the diversity of the target group.

The book Diversiteitscommunicatie. Verbindende communicatie & marketing[8] contains tips on how to communicate in a connecting and credible way, as well as references to databases, other books, websites, articles, numerical data, reports and interesting organisations - and 102 footnotes to continue your search. A self-evaluation of 103 questions will give you more insight into the extent to which you and your colleagues take the superdiversity in today's society into account.

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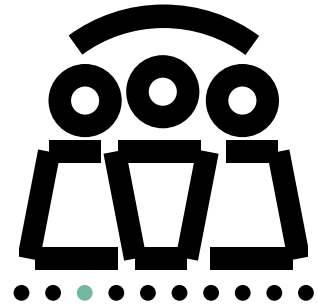
Focus on inclusive job advertising

It is important to think about the language in your organisation's external communication - for instance in your job ads. Adjustments in the use of language will not completely solve problems of inclusion. This awareness of language does, however, provide a context for communication and interaction. Language plays a crucial role in inclusive recruitment and selection strategies.

3.1 IMPORTANT STEPS FOR INCLUSIVE VACANCY TEXTS

'He is able to use the supervisory role to introduce new perspectives, with an eye for practicality and societal benefit.'

Many questions arise about this sentence in a job ad. Are they looking for a man? What exactly do they expect from this person?

Inclusive recruitment makes sure the vacancy text appeals to everyone, and excludes no one. Some tips:
* mention the organisational culture and the self-development and advancement opportunities
* clarify criteria in the vacancy text
* avoid stereotyping
* include relevant job requirements
* identify the added value of diversity
* include photos in the vacancy text

3.2 EIGHT TIPS FOR A MORE INCLUSIVE VACANCY TEXT

The following eight tips will help you create a more inclusive vacancy text:

The diversity clause
A diversity clause expresses clearly that everyone is welcome. An example: 'We select candidates based on their talents and competences regardless of age, religion, gender, origin, sexual orientation or disability.'

Use this statement in recruitment ads if inclusion is really supported by your organisation. This positioning is definitely strengthened when it is reflected in your organization's goals, mission and vision. Put the clause at the head of your vacancy text.

Reduce the number of job requirements
What are the top qualities of a good employee? Take a close look at the job requirements when writing a vacancy text. First list all requirements, then delete the duplicates or synonyms. Select four to five essential requirements for the job.

Take into account your own prejudices
How do you write a vacancy text? Is it often on the basis of a visual of someone who looks like you or someone you know?

So be aware of your own prejudices when writing a vacancy text. Try not to see yourself as the norm, but look at the text from a different perspective. Curious about your own prejudices, as a recruiter? The building block Avoid (un)conscious bias1 covers this in more detail.

Address your reader
Try to address the reader in the vacancy text. Use 'You are' rather than 'We are looking for'. Candidates often don't respond because they fear they will not fit in anyway. This means there is no identification with the job or the employer. Try including a quote from a member of the target group that you want to attract, so that the threshold is lowered and the potential candidate responds effectively.

How do you phrase terms of employment?

Mention the terms of employment that build the inclusivity of the organisation. Mention, for example, the option to choose holidays freely, according to one's own belief.

Where is your target audience?

You don't appeal to your target candidates? Explore how to reach them better, and dare to step off the well-trodden path. Not sure where to start? See Expand your recruitment platforms[1] in this D&I kit for practical tips and tricks.

The gender gap in language

Words have gender connotations. Do you also want to attract women with your vacancy text? Use words with a female gender connotation. Women find that more attractive and men have no real preference here.

Some tips from the style guide STEMsters[9], on language use for getting more women into science and engineering, by KdG:

- use gender-neutral job positions, e.g. 'scientist' instead of 'scientist m/f'
- use adjectives with the correct connotation: feminine or neutral adjectives appeal more to women than male-gendered ones
- describe competences as behaviour: describe personal characteristics as behaviour (how one operates) rather than as a characteristic (how one is)

Develop your sensitivity to inclusive language

Phrases such as 'Every Friday evening we have end-of-the-week drinks' and 'We organise fun activities at Sinterklaas and Easter' may be quite acceptable. They describe the atmosphere in which the candidate will work and will also appeal to many people.

However, if you want to attract more diverse candidates, it's recommended to develop your sensitivity to inclusive language and look critically at this kind of content. What if your potential candidate does not drink alcohol or celebrates other holidays? The chances are that this job seeker will not feel addressed, and will not respond to your vacancy text. So, consider carefully what you do and do not include in your vacancy texts. Choose rather to mention things that are more inclusive, such as flexible hours, a healthy work-life balance and extensive leave options.

3.3 WHAT ABOUT VISUALS?

Just as you pay attention to the use of language, you should also consider how you choose the visuals in your vacancy text. Do the selected visuals communicate inclusion? Are texts and visuals in tune with each other?

Use realistic visuals, so candidates see themselves reflected and feel addressed.
And use them only if they effectively correspond to the reality on the work floor.
Some tips for inclusive use of visuals:
- Put diversity literally in the picture:
- 1 out of 3 Belgians of working age has a migrant background.
- 51% of the Belgian population identifies as female.
- 19% of Belgians older than 15 years have a health-related disability.
- Use counter stereotypes. Show people who contradict the expected stereotypes. For example, don't only portray male technicians, but also females. Or are the employees in the visuals mostly white, young and without disabilities?
- Visuals are subjective. So, test whether your message and visual communicate well with your target group. Try to also include people from minority groups in communication on a variety of topics, not only topics related to diversity.
- Use subtitling or transcription for video material so that it is accessible to a broad audience.
- Your visuals must be both realistic and authentic. Don't, for example, try to include the full range of diversity in one visual, or resort to stereotypes. There is also diversity within diversity. And there is an absolute need to build a positive image.

WHERE DO YOU FIND VISUALS?
There are countless databases of visuals that reflect diversity in all its facets, such as pexels[10], unsplash[11] and nappy[12].

3.4 USE VACANCY VIDEOS

Vacancy texts are often unoriginal and not authentic. The texts don't give a real picture of the organisation and they can easily be copied between recruitment platforms and companies. A more authentic way to recruit candidates is with a vacancy video.

A short video is used to promote the vacancy and give future employees an insight into the company. The candidates get to see the 'real' people behind the ads and feel more connected to the organisation. This is also the time to highlight diversity in the organisation in an authentic way.

A video provides the opportunity to explain a new job, without long descriptions. The world of recruitment and HR has changed significantly in recent years and is almost completely digitised. A vacancy video facilitates the recruitment process and ensures a faster and better match.

Not possible to make a video for each vacancy? By means of a short film about how it operates, you can give the applicant a general impression of your organisation. Distribute this video together with other communication about a new vacancy.

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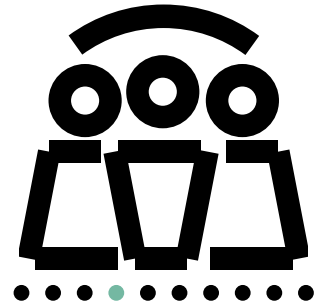
Expand your recruitment channels

Don't just recruit through your own informal networks and channels. This usually draws on a pool of potential candidates who resemble the organisation's employees. Job seekers who are distanced from the organisation are not reached in this way. Try to appeal to a broader, more diverse pool of candidates.

4.1 USE MORE RECRUITMENT PLATFORMS

One of the first steps in the recruitment process is to find the appropriate platforms to post the vacancy. Organisations immediately choose the most popular and well-known hiring platforms such as, Indeed, LinkedIn and Stepstone. These platforms promise a large pool of candidates, yet have a number of pitfalls:
*   The pool of candidates is sometimes too large, so it's difficult to find a suitable candidate
*   Not all candidates are active on hiring platforms.

To recruit inclusively, you need to actively expand your reach to avoid any mismatch between job seeker and employer. Some tips:
*   Don't post your vacancy only on well-known job boards within your own sector. Check the options to share vacancies on the websites and social media pages of networks favouring inclusion, and try professional associations.
*   Send your message to municipalities that cooperate with refugee organisations at local level.
*   Make contact with local, grassroots initiatives.
*   Build and maintain a diverse and committed network. This way, you reach a broad target group.

4.2 ENGAGE IN SOCIAL MEDIA

Facebook, Instagram and YouTube can act as catalysts to reach a larger network. Interesting visuals and striking quotes on social media channels can be inspiring and attract groups of candidates that are difficult to reach.

Social media have the power to speed up the process of sharing and re-posting and - if used intelligently - open new doors. Of course, you have to consider that not all potential candidates are active on social media and therefore it should not be your only recruitment platform.

COLLABORATING WITH INFLUENCERS?

Make sure you follow more diverse platforms and people in the first place. That is how you get in touch with new worlds and other voices. You can learn whether there is a match between your organisation and certain channels and influencers, and whether cooperation is possible.
*   Find people with influence on your target group. These are not necessarily famous vloggers or artists, but the right people within a targeted network. Share your vacancies with these people in a targeted way by approaching them personally and asking them to share a vacancy on their social media.
*   And use your own employees as influencers. Let them share company information such as job openings in their own social media. Provide ready-made posts in the form of visuals, text and links.

4.3 ORGANISE INFORMAL MEETUPS

Informal meetups of employers and jobseekers are usually a success. Organisations make contact with potential candidates on a friendly basis. Face-to-face conversations can significantly weaken ideas about stereotypes as well as prejudices.

Create opportunities by meeting your potential candidates in person through online and offline events. It's very important to construct an accessible environment. So, plan an event

for mixed online and in-person audiences. Prepare your event's announcement in order to reach your target group.

Capital[13], by Hassan Al Hilou, is a good example of how to organise meetups. Capital is an ecosystem of organisations and companies that helps young people in their search for jobs, careers and goals. Hassan moved his non-profit organisation into a 2,000 m^2 building in the centre of Brussels. 'We knew that young people had difficulty identifying their goals. They didn't always know what was on offer, or had no way of finding out whether a particular career would be right for them.'

4.4 USE OPEN HIRING

Open Hiring[14] is an innovative recruiting technique that does not involve an interview, CV, resumé or reference check. Anyone who wants the job can apply as a candidate. Actually, doing the job is the way that the candidate's suitability is evaluated. This is how Open Hiring removes the barriers of a traditional job application.

Until recently, this technique was mainly used for the recruitment of early school leavers in semi-skilled positions such as cleaning staff, domestic help, logistics staff, gardeners and production staff. Open Hiring does not guarantee success, but it does have many interesting advantages:
- It is an additional inflow channel.
- It creates opportunities and excludes prejudice.
- Employees are more motivated.
- Candidates get a fair chance in a fair recruitment process.
- Open Hiring has a positive effect on both employer and employee.

HOW TO START OPEN HIRING?
To apply Open Hiring you must observe 8 rules:
- Application must be open to everyone, without any conditions.
- You don't ask potential candidates questions.
- You welcome the new employee with open arms.
- You strictly follow the order of applicants on the waiting list.
- You offer new employees the prospect of a permanent contract.
- As the employer, you provide job coaching.
- You offer opportunities for personal development and growth.
- New employees are treated equally.

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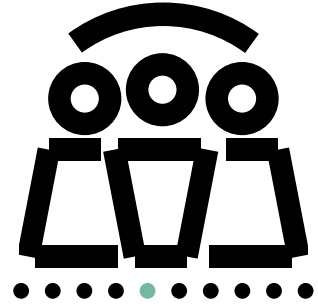
Avoid (un)conscious bias

Unconscious prejudice in the workplace is still common. Bias, for example, makes you more likely to recruit someone with the same background as yourself - someone who looks like you. Bias has an effect on your organisation's recruitment and selection processes.

You can learn to become more aware of your own bias and do something about it. Employees flourish when unconscious prejudice in the workplace gives way to mutual understanding and genuine interest.

5.1 TYPES OF BIAS

Different forms of bias apply at societal and recruiter levels.

Bias at societal level

Everyone is susceptible to social bias to some extent. These forms of bias (un)consciously lead to the exclusion of people with a migrant background from recruitment and selection processes. For example, a bad experience during a previous recruitment process, or the fear of losing customers if an employee from a minority group represents the employer, can potentially lead to discriminatory behaviour by employers[15].

TASTE-BASED DISCRIMINATION

People with a migrant background are - often deliberately - not given a chance in the recruitment and selection process. This is a clear statement by the recruiter against hiring people with a migrant background - and in favour of hiring people with a non-migrant background.

STATISTICAL DISCRIMINATION

In the case of statistical discrimination, the group to which a person belongs or to which a person is presumed to belong plays a role. Groups are (un)consciously characterised by certain stereotypes. These stereotypes (un)consciously play a role in the selection decision. As a result, the individuals are not judged on their individual qualities, but on the stereotypes of the group to which they belong.

SOCIAL CATEGORISATION

In social categorization, people are allocated either to an *in-group* or an *out-group*. People belonging to the *in-group* are considered 'one of us' and are also evaluated more positively. People who belong to the *out-group* are considered different and are often judged more negatively. The differences that exist between the *in-group* and the *out-group* are unconsciously magnified and often negatively charged. Ultimately, they also play a role in the selection process.

IMPLICIT ATTITUDES

Implicit attitudes are unconscious, hidden preferences and opinions about certain groups. This is about stereotypes that are unconsciously associated with certain groups of people. Various implicit attitude tests can be found online. They present an image, and your reaction speed in making positive or negative associations with that image is measured.

Recruiter bias

The literature lists ten errors of judgement that are common in the recruitment and selection process. It is important to become aware of these (un)conscious biases and to check whether your own judgement is subject to any of them.

HALO EFFECT

A halo effect occurs when the evaluator generalises one positive aspect of a person's performance (e.g. cooperation) to other aspects (e.g. sense of responsibility). A single positive aspect influences all other aspects.

HORN EFFECT
This occurs when the evaluator generalises by associating one negative characteristic of the 'appraisee' (e.g. clothing style) with all other aspects and characteristics (e.g. collaboration). Here, a single negative aspect influences all other characteristics.

CONTRAST EFFECT
Contrast effect occurs when an evaluator is influenced by previous impressions. For example, if evaluators have just appraised two poorly-performing employees, they will appraise an average employee more positively, because of the contrast with the two previous appraisals. The reverse is also possible. An employee who performs averagely and is evaluated after two good performers may receive a very poor evaluation.

STEREOTYPING
Stereotyping occurs when the evaluator attributes personality traits to a candidate on the basis of externally observable characteristics. The assessor judges character and personality traits rather than work behaviour and performance. Or the evaluator relies on preconceptions about an employee, instead of actual work behaviour and performance.

FIRST IMPRESSION EFFECT
Assessors often tend to form their overall impression of a person within minutes. Sometimes this first (un)favourable impression can continue to play a role, to the extent that new information will hardly affect the assessment.

MILDNESS TENDENCY
Some evaluators have a tendency to consistently overrate. The evaluator may be influenced by the prospect of continuing to work with the evaluated person. Or it could be that they don't want the department to get a bad name, and therefore chooses to assess more positively than is warranted.

STRICTNESS TENDENCY
Some appraisers have a tendency to systematically give too low ratings. Their high expectations are difficult to meet.

CENTRAL TENDENCY
Some assessors systematically choose the central point on the rating scale and therefore avoid extreme positive or negative judgements. This results in no distinction between high-quality employees/candidates and those who might perform less well.

CLONING EFFECT
Some appraisers tend to appraise employees better if they resemble the appraiser in behaviour and personality. A young assessor may, for example, score younger candidates higher.

BLIND SPOT
This occurs when the evaluators perceive themselves as less biased than others.

5.2 INTERSECTIONALITY

In addition to being aware of prejudices that play a role in the recruitment and selection process, it is important for recruiters to understand intersectionality. The candidate sitting in front of you is more than an m/f/x entity and is also, for example, a mother, father, brother or sister, etc.

Intersectional thinking goes further. It recognises the effects of exclusion mechanisms and power inequalities; it makes us realise that some groups are heavily privileged. These groups represent identities that are valued by society. While other groups have a much harder time, because they deviate from the accepted 'norm'.

5.3 SIX TIPS TO LIMIT THE INFLUENCE OF BIAS

The following six tips can help reduce the influence of bias:

ACCEPT THAT YOU HAVE BIAS

Unconscious mental processes can make you prefer people who look like you. Being aware of your biases is the first step towards eliminating them. The affinity bias is particularly persistent - the preference for people who resemble you leads to clone preference.

READ AND LEARN

Invest time in understanding the experiences of minority groups by exploring relevant books, podcasts, articles and blogs. Knowledge leads to greater understanding and, as a result, more awareness of places in which bias can enter, such as job advertisements.

WHERE IS BIAS LOCATED?

Talking to other HR managers and thinking out loud about where biases are located helps you to eliminate them. Being aware of the subtle expression of bias also helps - an example being, 'The candidate is sufficiently qualified, but my gut feeling says no'. Decisions must be fair, unbiased and based on facts.

DON'T LET COLLEAGUES INFLUENCE YOU

Any exchange of views about candidates should only take place after the interviews have been completed. If you know in advance what your colleagues think of a particular candidate, you can no longer conduct an interview objectively. Important tip: a structured interview ensures that biases have less chance to influence your judgement.

TURN IT AROUND

How would you react if the minority behaved like the majority? For example, if you think a woman is behaving arrogantly, would you have the same impression if it was a man's behaviour?

FOCUS ON THE BENEFITS OF DIVERSITY

There is no longer any doubt about the many benefits of a diverse workforce: more creativity and innovation, better financial performance, less absenteeism, etc. The choice for diversity must therefore always take precedence over rationales such as 'there's a click'.

5.4 THE (NON)SENSE OF ANTI-BIAS TRAINING PROGRAMMES

While many organizations offer anti-bias training programs, their effectiveness hasn't really been proven yet. Melissa Vink, associate professor of Social Health and Organisational Psychology at Utrecht University, analysed the scientific literature on anti-bias training and came up with six important insights:

- Anti-bias training is not a miracle cure. Training becomes more effective if it is part of a broader D&I policy and employees feel that inclusion is a skill they are evaluated on.
- The long-term effects of anti-bias training are unclear. Behavioural change is better achieved if the training includes perspectives on how to behave, and follow-up sessions.
- Active training works better than passive training. Training courses using role play and other interactive methods are more effective than lectures or videos alone.
- Anti-bias training can have the opposite effect. It may, for example, give employees the idea that the organisation is already doing enough regarding diversity and inclusion.
- Training that focuses on bias against one group can create the wrong impression. For example, it could signal that something is wrong with a certain group of employees.
- It is best not to make anti-bias training compulsory, but to explain why participation is recommended. The obligation to participate may create resistance, while voluntary participation will only attract employees who already have a positive attitude towards diversity and inclusion.

According to Melissa Vink, anti-bias training programmes have the following prerequisites:

- They must be in line with the vision and goals of the organisation.
- They must be part of a broader D&I policy.
- They must be linked to other diversity measures.
- Their preparation must include prior identification of support, resistance and possible adverse effects.

5.5 FROM CULTURE FIT TO CULTURE ADD

Many organisations screen candidates for *culture fit* - i.e. does the new employee fit the values of our organisation? Do we 'click'? This process often leads to bias, when candidates are judged on gut feel. One tends to look for candidates who resemble oneself and the majority of other employees. Thus, candidates with a migrant background are often discriminated against.

Culture add can be seen as a stepping-stone to a more targeted diversity policy. Does the candidate bring new ideas and experiences to the team? This, in turn, stimulates the search for even more innovation and diversity in the team.

But be vigilant of the *culture fit* argument in candidate selection. A member of the selection committee may prefer a particular candidate because they fit in better with the team – which immediately raises the question why this member holds this opinion. The process of putting this opinion into words often reveals subtle forms of bias.

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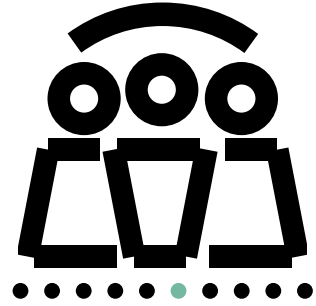
Foster nonviolent communication

Why so many organisations in metropolitan areas stay white? Very often they recognise that their recruitment procedures have gaps. A change in mentality is required. Firstly, by reflecting on one's current approach; secondly by taking to heart recommendations on diversity, equity and inclusion.

It is often interesting to look at how internal communication takes place. How does contact with potential candidates occur? So, it's time to immerse yourself in nonviolent communication.

6.1 NONVIOLENT COMMUNICATION IN THE WORKPLACE

Nonviolent communication was developed by the American psychologist Marshall Rosenberg. It is an effective and respectful way of communicating, based on equality and empathy. The aim is to create a connection with your dialogue partner considering your and their needs. It is also an attitude: wanting to do things differently, opting for understanding and having the desire to achieve a win-win outcome. Applicants clearly know what to expect. They get motivated and inspired by the feedback they receive from the recruiter or contact person at the organisation.

What does this mean for you as an HR professional? Everyone has their own experiences, personal judgements and opinions. Nonviolent communication makes you aware of your own negative patterns and promotes positive focal points. This is of great importance in the process of attracting, identifying and selecting the most qualified and available candidates.

6.2 THE FOUR STEPS OF NONVIOLENT COMMUNICATION

There are four important steps in nonviolent communication:

Observation: what happened?
Just describe the facts, without judgement. Say what you observed, and not what you think or how you judge the situation.

Feeling: how did you feel?
What feeling does this observation evoke in you? People feel more connected when they can talk about their emotions.

Needs: what are your needs?
What needs play a role in the specific situation? What responsibility do you take? Formulating these needs is sometimes difficult and vary greatly from one situation to another.

Requests: what could be of help to you?
What specific requests do you have for the person you're talking to? How do you see things being different in the future? Formulate these requests in a positive way.

The advantage of these four steps is that the conversation remains free of judgements, because you stick to facts. Moreover, by exploring the feelings and needs of your conversation partner, you are connecting.

6.3 HOW TO CONNECT WITH EMPATHY?

Empathy - the ability to identify with the feelings of another person - can lead to greater connection. Empathy is the key to staying connected to yourself and others. You can only achieve an inclusive work culture if everyone feels comfortable expressing their opinions and showing emotion. Through empathy you show a deep interest in the thoughts and well-being of others, which brings about a sense of belonging. It is therefore not surprising that empathy is also seen as a core quality in good leadership.

Organisations enjoy many benefits when they focus on nonviolent communication to generate mutual interaction between all their people. Colleagues then discover different axes on which their feelings and thoughts connect - for example shared family situations, age, previous education, place of residence, etc. This internal approach encourages organisations to establish sincere relationships with their employees, while maintaining a focus on involvement, recruitment, development and retention.

6.4 THE BEGINNER'S MINDSET

An important asset for not judging too quickly is cultivating a 'beginner's mindset'. This mindset implies that you approach a situation as a beginner, no matter how much experience you have. The beginner's mindset is characterised by a passionate curiosity and an eagerness to learn. Don't think you know everything, nor that you understand why people say or do certain things. This mindset forces you to listen actively - i.e. listen, ask questions and summarise what you have understood. Connecting is more effective when the other person feels understood.

Four tips for an inclusive beginner's mindset:
- Ask questions to learn more. Formulate your questions in an appropriate way, at an appropriate time. If people don't prefer to answer, they should feel free to indicate that. Avoid repeating the same questions to the same people.
- Listen carefully. By listening well, you establish a connection, avoid misunderstandings and give your conversation partners the opportunity to tell their story.
- Be curious. Explore multiple perspectives and listen to different voices. The individual, in his or her context, must always be the reference point for your thinking and approach.
- Do not judge. Be careful not to draw any hasty conclusions. Learn to observe without judging.

New employees often get a mentor or buddy to guide them through the welcome process. As an HR professional you can also learn a lot from new employees, because they look at your organisation with fresh eyes. They offer new perspectives for meeting challenges.

Ask them how they experienced the various steps of the recruitment process, to find out what could be done differently. Ask open and honest questions and listen without judgment.

6.5 GETTING RID OF MICROAGGRESSIONS

Does your organisation resolutely opt for connecting, nonviolent communication, but nevertheless receives reports of undesirable behaviour manifested in microaggression, or perhaps even vicious racism?

Microaggression is manifested in silent, often unintentional racist or sexist remarks based on a group characteristic, that can make a person feel inferior (e.g. references to colour or gender). It is important to note that the microaggressor is often a 'good natured' person, someone from whom one would not expect a racist or sexist insult.

Not responding to this form of aggression is not an option. Microaggression in the workplace is destructive. Adopt the role of preventing microaggression and strive for inclusive, productive work environments.

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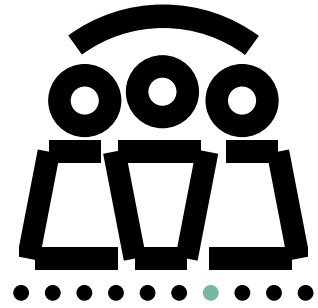
Select an effective selection process

When all potential candidates for a vacancy have applied, the real selection can begin. This can be a fairly easy process or via many intermediate steps, depending on the position and organisation. The structure of the selection process largely determines its inclusive character. So, think carefully about every step you take. Is every step really necessary? Or are you putting up additional, unnecessary barriers?

7.1 SELECTION PROCEDURES

Below are six tips for making your selection process more inclusive:

CV and/or covering letter

A CV and covering letter remain the most frequently used tools in the first round of selection. Many organisations say that a covering letter is no longer relevant, though the CV remains a requirement. As a recruiter you look mainly at work experience and additional skills, which often makes a covering letter superfluous.

Written test

When writing proficiency is not a criterion for the job, this form of assessment is redundant. Unnecessary written tests are still used too often. It is therefore advisable to draw up a language profile for the vacant position, in advance. Make it very clear which linguistic competences a person needs in order to perform in a position - in terms of speaking, listening, writing and reading.

If you need further insight into a candidate's language skills, have a language screening or a language assessment carried out.

Practical test

To check whether a candidate has the practical skills to do the job, schedule a practical test. A more inclusive alternative, that also gives a clearer picture of practical skills, is Open Hiring. This is an innovative recruitment technique whereby a CV, cover letter, interview or other selection steps are not necessary. The first candidate who comes forward gets the job.

Psychosocial tests

Psychosocial tests such as intelligence tests or personality tests are often culturally coloured. It is more interesting to choose non-verbal intelligence tests[16] to get a quick picture of general intelligence. The Raven's Progressive Matrices (RPM) is a selection test designed to measure cognitive functioning and non-verbal and abstract reasoning. The ability to think clearly and solve problems is measured by filling in progressive matrices. The Raven's 2 therefore measures cognitive abilities based on aptitude rather than experience, which also applies to most intelligence tests.

Interview

During an interview your questions should focus on the necessary competences for the job and the extent to which the candidate fulfils these requirements. Prepare for the interview by developing a competency model. This model lists the necessary competences, the degree of mastery required, and the relevant behavioural indicators.

Gamification

You can also choose to change the focus during recruitment. Many companies are opting for online games and artificial intelligence instead of CVs, in order to attract potential candidates. In this way, they eliminate unconscious bias.

7.2 STRUCTURED SCREENING

Structured or objectified initial screening ensures that minority candidates have 50% more chance of being invited for an interview.

Provide a standard application form

Do you especially want to gain insight into the applicant's professional and educational background? Then consider a standard application form. This not only lowers the threshold to apply, it also provides the necessary information in a structured way.

When processing the forms, you can initially choose to keep the candidate's personal data (e.g. name) invisible. This form of blind recruitment makes it easier to make objective decisions.

Never select covering letters alone

At least two independent evaluators carry out the selection of letters and CV's.

Record what you read

While reading the letters, have a scorecard and note sheet at hand. So, you can record and process the collected information in a structured way. Which of the required competences or qualifications have been presented? Which job criteria have been met?

Be aware of your own bias

Certain names, previous education, previous work experiences or even places of birth can evoke positive or negative associations. So, while reading, be aware of your prejudices and bias.

7.3 COMPETENCY LIBRARY

The TMA method[17] (Talents Motivation Analysis) offers a complete competency model with 53 competencies on strategic, tactical and operational levels. Use the competency model in your organisation to create profiles that function as a yardstick for positions and roles.

The competence library identifies various competencies. For each competency, the tool also provides behavioural examples, an indication of developability, a number of interview questions, development activities and coaching recommendations.

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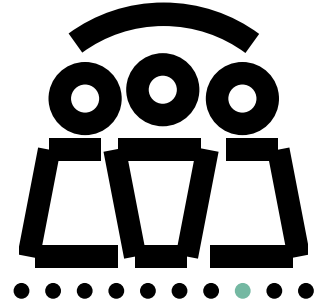
Have a positive and objective job interview

Have you ever looked for advice on how to conduct a good job interview? There are many lists with tips such as 'prepare well' and 'put the candidate at ease'. Although these are important preconditions, asking the right questions can help you find the information you seek. It also helps to be sufficiently aware of your own shortcomings. Below is an important point for your attention, and two specific methods that will help you have job interviews in a positive and objective manner.

8.1 USE INCLUSIVE LANGUAGE IN SELECTION INTERVIEWS

In the building block Focus on inclusive job vacancy texts[1] you will already have read about the importance of inclusive language in your external communication. It is also important to pay attention to this during job interviews. 5 tips:

- Be aware of differences in word association. For example, not everyone understands the word 'initiative' in the same way. A Dutch-speaking person thinks of an action, a process, when they hear 'initiative'. A French-speaking person will rather use the word 'initiative' in the sense of an idea, a concept.
- Avoid exclusive language: e.g. '(your) community', 'migrant issue', 'disability', etc.
- Check how the candidate likes to be addressed: for example, is there a preference for certain pronouns?
- Avoid the use of abbreviations, e.g. of the name of a particular department or team, and avoid jargon to a specific discipline, but not broadly understood outside that discipline.
- Pay attention to your own non-verbal expression.
- Be aware of the impact of certain non-verbal signals such as eye contact, mirroring, the clothes the candidate wears. For example, as a recruiter, how do you experience the candidate making or not making eye contact? How do you interpret the candidate's body posture?

8.2 USE A STRUCTURED INTERVIEW

In addition to inquiring about previous experience and acquired competences, you will often ask a series of other questions during a job interview. These have to do, for example, with expectations in terms of operating rhythm, willingness to travel and a candidate's knowledge of the sector in which he or she will be working. The problem is that these questions are often off the cuff. Job interviews are too often unstructured and conducted intuitively. A more structured interview limits the influence of preconceptions and bias.

Often, irrelevant matters such as hobbies weigh into the decision of whether to hire the candidate. Research also shows that candidates with a migrant background are often asked questions in a job interview about their ethnic background, and less about their competences.

WHAT YOU CAN AND CANNOT ASK

The questions a recruiter is allowed to ask a job applicant are legally defined. Do you know the legal rules? Unia's website eDiv[18] offers free online learning modules. The Law module explains anti-discrimination legislation, step by step. Videos, exercises and interactive explanations of the answers will guide you through this topic.

8.2.1 Objective

The aim is to obtain the same information from all candidates, as far as possible.
- List, in advance, the information required.
- Provide a logical structure for the meeting.
- Distribute the questions to the members of the selection committee.

This can be done in various ways:
- Use a simple checklist at topic level, and coordinate the distribution of topics with the other recruiters.
- Use a detailed question and answer form, in which you can also assign scores to certain answers later.

What are the advantages of structured interviewing?
- Better informed choices and feedback;
- a measurable shift in reducing the importance of the 'click' you have with someone;
- increased awareness of diversity in the organisation;
- candidates feel that they are taken seriously.

8.3 SIX STEPS TO A STRUCTURED INTERVIEW
Six steps towards achieving a structured interview:

Formulate competency-based questions
Ask competency-based questions, using the STARR method. This comprises situation, task, action, result and reflection, making it easier to focus on specific behaviour and preventing you from asking questions based on (unconscious) associations attaching to a candidate.

Assess the job requirements
Assessment based on norm tables leads to less bias, because the evaluating is focused on the job requirements. Not everyone is used to having their talents and positive attributes highlighted. Always bear this in mind.

Stay objective from beginning to end
In order to avoid unconsciously favouring candidates with whom you have more in common, neutral 'small talk' is preferable. Do not ask about a person's cultural background.

Follow the structured interview
To ensure that you assess all candidates for their qualities and competences in the same way, use a structured interview. This requires asking everyone the same questions, in the same order.

Ensure independent assessment
Based on your notes, record your own scores on your individual score sheet. In this way, your judgment is not influenced by the opinions of other selectors.

Evaluate and calibrate
To what extent was it possible to assess the candidate objectively? What tips, advice and recommendations do you have for the next round of applications?

8.4 CHOOSE THE RIGHT INTERVIEWERS

Inclusive selection requires a diverse selection committee. This reduces the chance of 'blind spots'. Unconscious bias playing a role in the recruitment and selection process and decreases the chance of selecting the best person for the job.

Consider the following aspects, among others, when composing the committee:
- Visible diversity: persons of colour/with a migrant background; age distribution with a difference of at least 10 years between the youngest and the oldest; gender (minimum 30/70 ratio of gender diversity).
- Invisible diversity: specialisation, position and seniority, variation in years of work experience.

Ensure open communication and an open atmosphere within the committee. Check that the members of the selection committee:
- do not have a favourite candidate;
- are open to the suggestions and input of other members of the selection committee and/or the hr partner;
- realise that everyone is unconsciously biased and communicate about it openly.

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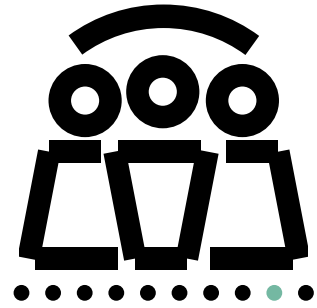
Find the perfect match

The CVs have been screened, the interviews and tests have been completed, the selection committee has put its findings on the table. Now it's time to talk turkey and effectively choose a new colleague.

How do you make sure that the ultimate decision is as inclusive as all previous interventions? How do you make a truly inclusive choice? A few important points to be considered.

9.1 TAKE RESPONSIBILITY FOR THE SELECTION PROCESS

For each selection round appoint one of the members of the selection committee to monitor the joint responsibility for diversity and prevent (unintentional) biases from influencing the interview.

As a committee, agree on which information will be used in the evaluation and decision. This should already be clear as regards the information gained on the basis of the pre-agreed interview questions. During the selection process and interviews, a lot of unexpected information also comes to the surface, either from the candidate or from the members of the selection committee. Make agreements on transparency (e.g. on sharing personal insights and information with a candidate) and on how to 'offset' this (e.g. when candidates talk about their family situation).

Weigh the importance of a diploma against the importance of experience. Do you attach more importance to one or the other? On your scorecard - and also during deliberation - state what you consider to be relevant experience.

9.2 STICK TO THE CORE REQUIREMENTS

Don't deviate from focusing on what really matters in the final decision meeting. Check and discuss only those qualities, skills and knowledge that are actually relevant to the job. The chair of the selection committee has an important role to play here. Always return to the essential tasks, competences and skills. This will also facilitate communication of the final choice later on.

TIP: Make the assessment more objective by discussing all candidates per application question, instead of each candidate in full, one by one. This ensures that each application is viewed more objectively and choices are based less on gut feel.

9.3 CULTURE ADD

If candidates are equally rated, choosing for diversity is preferable. Many recruiters get cold feet at this point and choose new staff whose background and characteristics match the profile of current staff. This reversion to known profiles is also called affinity bias. How can you avoid it? For example, by consulting the future team of the new employee on this point.

Colleagues can indicate which complementary skills are relevant and how the new candidate could strengthen the team. Instead of focusing on the candidate who you initially think is a better fit with your company culture (*culture fit*), it's more interesting to ask what a new employee could contribute to the organisational culture (*cultural add*).

9.4 INSTALL POSITIVE MECHANISMS

Apply the 'two in the pool' rule: for every vacant position, at least half of the candidates in the final round of applications must be from a minority group. This ensures that there's an eye for diversity at every stage of the application process.

Make specific agreements about what you will do if the *two in the pool rule* is not met. Do you reopen your vacancy? Do you restart the selection round? It is important to take this into account in advance. Too often, selections are set up within a short timeframe. Decisions are then made under time pressure, rather than being based on competences or organisational goals. So, allow time for the vacancy to be readvertised, if necessary. And discuss whether the members of the selection committee will serve on it again, if required.

9.5 COMMUNICATE YOUR DECISION CAREFULLY

Once you have made your choice, you obviously want to tell the new employee the good news. Don't forget to include some other important conversations. Appoint someone to contact the unsuccessful candidates as soon as possible, and agree what feedback they will be given. They would, of course, like to know why they were not retained. During the selection process, all feedback has been carefully noted. Also make sure that your communication with the unsuccessful candidates complies with the requirements of nonviolent communication.

- Plan how to inform the immediate supervisor and close colleagues of the new employee. Agree with the members of the committee what information you will provide to them. Make sure that your communication focuses on the competences of the candidate and the match with the team and the organisation.
- Engage in dialogue if you suspect that the immediate supervisor and/or team members are concerned about the integration of the new employee, or that there are certain prejudices. Listen to the concerns of the team, but also clearly state your expectations regarding the welcoming and onboarding of the new colleague. Schedule follow-up meetings in this regard, on paper.
- Does the new colleague have a high-visibility position (e.g. director)? In such case develop an external communication plan on the selection and involve the new colleague. When, how, and what will you communicate?

9.6 EVALUATE AND REPORT ON EACH SELECTION PROCESS

The members of the recruitment and selection committee should evaluate the entire selection process and extract learnings from it. Then they should report all their findings to the HR manager. The committee members discuss the extent to which objectivity has been observed during the process. Also check that the final, selected candidate complies with the visible/invisible diversity characteristics of the person you set out to recruit in order to join the team.

ASK YOURSELF THESE QUESTIONS:
- What will really change?
- Who will be recruited?
- Who will stay? Can we stop the revolving door of talent?

Even after recruitment, the focus on inclusion must remain sharp. There is an increased turnover and often a premature exit of people in minority groups and/or minority positions. The majority group replies with: diversity is not happening - because 'they don't want to be here'. While minority workers are much more likely to characterise their outflow as: I'm leaving because I feel unhappy here. Again, inclusive leadership is relevant, so speak out clearly in favour of diversity, challenge the status quo, and continue to make inclusion a priority.

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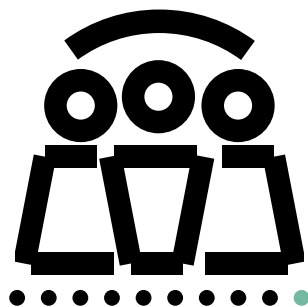
Invest in an inclusive onboarding policy

The onboarding of new employees is crucial for good integration into the team. Do new employees quickly find their way in the organisation? Do they feel welcome? An inclusive welcome is open, warm and provides an opportunity to get to know each other. Pay explicit attention to onboarding activities and methods that fit the diversity and inclusion policy. Also ensure that new colleagues quickly feel at home in the organisation.

10.1 AN INCLUSIVE ONBOARDING PROCESS?

An inclusive onboarding process:
- Is supportive and ensures that people quickly feel at home and therefore quickly function well;
- comprises a coherent set of steps aimed at optimally integrating the new employee into the workplace and the organisation;
- is the shared responsibility of all employees in the organisation;
- is thoughtfully drawn up, in a step-by-step plan with scenarios, so that all actors know their roles and are briefed on them;
- is broadly applicable - a welcome procedure is also necessary for internal job changes.

10.2 THE THREE PHASES OF A SUCCESSFUL ONBOARDING

The three most important phases of a successful onboarding are:

Prepare for the arrival of the new colleague
- Circulate practical information in advance.
- Arrange for a laptop, necessary passwords and other materials needed for the position.
- Designate a contact person, confidential counsellor or mentor.

Welcome the new colleague
- Introduce the new employee to colleagues and management.
- Explain the personnel policies and procedures- flexible working hours, reasonable adjustment, training opportunities, etc.
- Explain the prevention policy and existing measures (confidential counsellors, existing procedures, etc.).
- Discuss the organisation's values and emphasise respect for diversity and inclusion.
- Go over the projects and tasks with the new employee.
- Discuss expectations and needs for training to acquire or expand certain skills.

Provide follow-up
- Create enough informal opportunities for the new employee to have an opportunity to bond with the colleagues.
- Schedule regular follow-up and evaluation conversations to exchange feedback. It is best to start follow-ups after a few weeks. These can be about both professional and interpersonal issues. This allows you to monitor the process by which the new employee becomes included in the team. It helps you keep your finger on the pulse and makes a positive contribution to staff retention.
- Keep in touch with what is going on, both with your new employee and within the team.

10.3 SIX TIPS TO CREATE AN INCLUSIVE ONBOARDING EXPERIENCE

Use the following six tips to start up an inclusive onboarding experience:

Allow time and space

Provide the time and space for new colleagues and staff to meet each other and establish new relationships. This makes new employees feel immediately involved in the organisation. Which can only benefit their motivation and commitment to the organisation.

Collegiality

Connection in the workplace and good relations with colleagues are very important for many employees. Investing in collegiality promotes commitment and happiness at work. Happiness at work is determined by colleagues and the purpose you find in your work.

Involve the new colleague

Invite new employees to important meetings. These meetings tell a lot about group dynamics, atmosphere and the decision-making process. In short - they communicate the organisational culture.

Meetups

In order to give the new employee a good idea of the organisation and the functioning of the different teams, it is best to plan some introductory meetups.

Personal contact

Don't overload the new employee with piles of brochures and documents. Information is best communicated via personal contact with colleagues and mentor. Colleagues and mentors have to establish an open communication.

Inform colleagues

Make sure everyone is informed about the arrival of the new employee. Communicate when the new colleague starts, in what position, and identify the mentor. This will avoid confusion among colleagues.

Getting started

The D&I kit's building blocks are supplemented with specific tools and challenges. The tools support you in building an inclusive recruitment and selection policy. The challenges make you reflect on your own organisation. Want to get started?

Go to www.publicimpact.be/inclusive-organisations.

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MORE INFORMATION

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