



A GUIDE TO INCLUSIVE RECRUITMENT FOR MANAGERS

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has almost 160,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

A guide to inclusive recruitment for managers

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Introduction to line manager support materials

Managers play a vital role in determining the health, wellbeing and engagement of their team. They also play an essential part in managing people management issues that arise in their team, such as bereavement, conflict, sickness absence and mental health problems. These can have a negative impact on employee health, wellbeing and engagement if not well managed.

CIPD research identified five key behavioural areas that are important for line managers to support the health, wellbeing and engagement of those who work for them:



Being open, fair and consistent



Building and sustaining relationship



Handling conflict and people management issues



Supporting development



Providing knowledge, clarity and guidance

A line manager's behaviour and the culture they create in their team is the biggest influence on an employee's work experience. Capability in these five behavioural areas, underpinned by an attitude of care, respect, compassion, wisdom and kindness, is vital for line managers to manage the health, wellbeing and engagement of their employees. Such capability will also provide the foundation to enable managers to take a positive approach, recognise employee needs and manage these situations in ways that are sensitive, supportive and inclusive.

The CIPD has created a range of support materials to help you adopt a management approach that supports good health, wellbeing and engagement in your team by helping you explore and develop your management capability. Designed for anyone who manages people, the guidance and exercises are quick and easy to use. They can help you save time and get better results by managing people well – all of which is good for your own wellbeing as well as that of your team.

To build on these resources, the CIPD has also created a series of guides focusing on specific areas of people management. Each of these guides provides practical information and advice relevant to that particular people management issue, as well as linking it to the approach covered in the support materials.

You can use the five key behavioural areas as the basis for managing all the issues, and draw on specific relevant behaviours from within the framework to help with the particular issue in question. Look out for the icons to understand which of the behaviours is particularly relevant to the issues being discussed and refer back to the exercises to develop these behaviours.

1 Introduction

Managers have a crucial role in supporting inclusive recruitment. Recruitment is about getting the most suitable candidate into a role. It is critical for employers to deliver their goals, as well as for employees to find jobs that suit them. However, it is not always clear what makes a candidate 'suitable', and there is potential for bias to creep in when making these decisions.

Recruitment can be a very subjective process, demanding that managers make complex and high-stakes decisions, often in limited time. This makes the process susceptible to unconscious biases and there is strong evidence that marginalised groups face discrimination in recruitment contexts. We use the phrase 'marginalised groups' because it includes all forms of marginalisation by society. The term 'underrepresented' is not always accurate, since in some cases a marginalised group can be overrepresented but still disadvantaged, for example, women in nursing or education (where men are often in positions of leadership). 'Marginalised' captures the power differential, which applies to every context.

Nobody is immune to unconscious bias. Even those of us who strive to make fair and objective decisions are affected by implicit biases, and increasing awareness of the biases that affect recruitment is unfortunately not enough to reduce their impact. Instead, recruitment processes should be redesigned to reduce the influence of bias.

Box 1: What is equality, diversity and inclusion (EDI)?

Equality, diversity and inclusion go hand in hand, but the concepts have important differences.¹

Equality ensures that every individual has equal opportunities, regardless of their background, identity or experience.

Diversity refers to the representation and recognition of people with different characteristics. In the UK, it is against the law to discriminate against someone with a 'protected characteristic'. These include: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. In addition to protected characteristics, employers may also wish to consider diversity of other characteristics, such as socioeconomic background, as well as considering intersectionality, wherein people may have multiple, overlapping identities that can impact their experiences.

Inclusion is about going beyond representation and recognition, to valuing these differences and enabling everyone to thrive at work. An inclusive workplace is one where people feel they can perform to their full potential, and that they belong in the organisation without needing to conform or mask their identities.

For more on equality, diversity and inclusion, go to the CIPD factsheet on [Inclusion and diversity in the workplace](#).

The CIPD guide to [Building inclusive workplaces](#) provides detailed insights on the value of inclusivity in the workplace and how it impacts employers.

This guide contains practical, evidence-based actions, aligned with international standards for inclusion and diversity,² and the CIPD's line manager behavioural framework, to make the recruitment process more inclusive. The key behavioural areas that will assist you are:



Being open, fair and consistent, which will help you bring respect and openness, consistency, kindness and fairness to the recruitment process.



Building and sustaining relationships, including taking an interest in candidates as individuals and interacting with them in a friendly and sociable way.



Providing knowledge, clarity and guidance, including demonstrating understanding of your own and employees' roles, clarifying expectations and providing clear feedback during the recruitment process.

Exercises 1, 4 and 5 in the line manager support materials offer advice on how to develop these behaviours.

We also include some case studies in our employer guide showing inclusive recruitment in practice, and provide some caution around common actions that may hinder inclusivity. This guide is aimed at line managers specifically, but draws from a broader guide for employers on how to promote inclusivity in recruitment.






We provide recommendations for the four main stages of recruitment, including:

- 1 role design and the job advert
- 2 attracting diverse candidates
- 3 the application process
- 4 how candidates are selected.

In larger organisations, some of the actions described may be the responsibility of HR, while in smaller organisations they may fall to the line manager. This guide covers all of the relevant actions so that managers are aware of the rationale behind these and can contribute to inclusive recruitment as relevant.

2 Actions to make recruitment more inclusive

Stages of recruitment and key recommendations

1 Role design and job advert 	Person requirements	<ul style="list-style-type: none"> • Make role requirements clear, specific, and behaviour-based. • Remove biased language from job adverts. • Caution: avoid mandating diversity statements. • Caution: avoid a requirement for 'cultural fit' or 'person-organisation fit'.
	Job specification	<ul style="list-style-type: none"> • Offer flexible working by default. • Make salaries non-negotiable and include them in job adverts. • Advertise the specific benefits and policies available.
2 Attracting diverse candidates 	Target marginalised groups to apply	<ul style="list-style-type: none"> • Place job adverts where they are more likely to be seen by marginalised applicants. • Use targeted 'word-of-mouth' referrals. • Focus outreach efforts on marginalised groups.
	Making the recruitment experience inclusive	<ul style="list-style-type: none"> • Provide candidates with clear expectations, timelines, and communications. • Proactively ask applicants if they need reasonable adjustments during the recruitment process.
3 Application process 		<ul style="list-style-type: none"> • Anonymise applications. • Caution: avoid asking candidates about the dates of their employment history.
4 Selection process 	Sifting candidates	<ul style="list-style-type: none"> • Reduce bias in automated sifting. • Include more marginalised candidates in the shortlist. • Caution: avoid using social media to sift applicants.
	Interviews and assessments	<ul style="list-style-type: none"> • Make scheduling interviews easy, accessible, and flexible. • Use structured interviews. • Use skill-based assessment tasks in recruitment.
	Evaluate candidates	<ul style="list-style-type: none"> • Make decisions about candidates in batches. • Use calibrations for hiring decisions. • Caution: avoid mandating diverse interview panels.
	Post-offer	<ul style="list-style-type: none"> • Share and collect feedback from and to all candidates. • Proactively offer reasonable adjustments to all new joiners. • Encourage candidates to reapply.
5 Monitoring and measuring 		<ul style="list-style-type: none"> • Set diversity targets for recruitment. • Collect high-quality data to monitor inclusion outcomes. • Analyse recruitment data to prioritise inclusion efforts.

3 Role design and the job advert



In designing the role and advertising it, line managers should seek to provide knowledge, clarity and guidance by setting clear expectations, providing guidance where appropriate, and by understanding their own and employees' roles.



Providing knowledge, clarity and guidance. Exercise 4 in the line manager support materials offers advice on how to develop these behaviours.

Person requirements

Make the role requirements clear, specific and behaviour-based

When outlining role requirements, use specific behaviours and competencies that can be evidenced (see Table 1 below for examples), rather than broad character traits. Have as few requirements as possible and ensure they are absolutely necessary for the role. When advertising for existing roles, assess the needs of the role as it stands today, rather than relying on previous adverts or specifications.

Listing the job requirements in terms of specific behaviours helps applicants understand what a role will involve and what is expected of them without inside information. Women and ethnic minority³ candidates are more likely to apply for roles where the requirements are expressed as behaviours rather than character traits.^{4,5}

Table 1: Preferred language of behaviours and competencies

Instead of...	Try...
You are a natural leader.	You have held line management responsibilities.
You are a gifted communicator.	You have presented your findings to clients or at conferences.

Remove biased language from job adverts

Use language decoders (which are freely available online, and are very quick to use) to identify biased language, including:

- stereotypically masculine language (for example words such as 'ambitious', 'hierarchy', 'decisive')
- stereotypically feminine language (for example words such as 'compassionate', 'cooperative', 'empathetic').

It is not always obvious to us which words are masculine-coded; using a language decoder can be worthwhile.

Biased language in job adverts may lead to women or older people assuming they are less likely to fit into a team.^{6,7,8} Line managers with responsibility for drafting or reviewing a job advert should run adverts through a decoder to reduce the number of masculine-coded words. Feminine-coded words, in contrast, do not affect the willingness of men to apply for a role, making the removal of masculine-coded words a greater priority than striving for balance.⁹



Caution: Avoid a requirement for ‘cultural fit’ or ‘person–organisation fit’

Line managers should use objective criteria for hiring instead of selecting based on how well a candidate would ‘fit’ in their team. Using ‘culture fit’ or ‘person–organisation fit’ as criteria in recruitment usually involves assessing how well a person’s values align with those of the company or team.¹⁰ However, in practice, it often means how similar candidates are to existing employees.

‘Fit’ can be taken to mean how similar a candidate is to the current members of a team, in terms of their experiences, how they present themselves, or what they enjoy doing outside of work.¹¹ This can worsen an employer’s inclusion and diversity, as it replicates the existing workforce.¹²

Job specification

Offer flexible working by default

When designing a role and drafting a job advert, be careful not to assume that it needs to be full-time because it was before. Advertise jobs with specific flexible working options, such as part-time or job-share, wherever possible. Ensure applicants and new starters know that flexible working is available from day one, rather than requiring a certain amount of time to be spent on the job before these requests are considered.

Flexible working increases workplace diversity by making roles accessible to those with caring responsibilities (primarily women), disabled staff, and both older and younger workers.^{13,14,15,16} It is particularly important to offer part-time options across all seniority levels, as part-time workers often get ‘stuck’ due to a lack of quality part-time roles – this is a key driver of the gender pay gap.^{17,18}

See our flexible working case study in our [*Guide to inclusive recruitment for employers*](#).



Make salaries non-negotiable

Pay should be non-negotiable, although line managers may not be able to influence this policy. If pay is negotiable, this should be clearly communicated to candidates, and outcomes from negotiations should be monitored to ensure that marginalised groups are not unfairly penalised.

Making salaries non-negotiable supports inclusion, as both women and ethnic minority candidates tend to be penalised when they negotiate.^{19,20} If salaries are negotiable, stating this in the advert increases the chances that women negotiate.²¹ However, companies should ensure that women and other marginalised groups are not unfairly penalised when they do negotiate.^{22,23,24,25} Additionally, stating salary ranges on adverts helps level the playing field, since marginalised groups are less likely to have connections with existing staff who could give them information about the actual salary on offer.²⁶

4 Attracting diverse candidates



Building and sustaining relationships with employees begins with showing concern and consideration for candidates, particularly those from marginalised groups.



Exercise 5 in the line manager support materials offers advice on **Building and sustaining relationships**.

Target marginalised groups to apply

Use targeted ‘word-of-mouth’ referrals with your team

Encourage your team to share vacancies with underrepresented groups in their networks. This could take the form of challenging members of your team to share a vacancy with a certain number of people from a marginalised group (for example sharing a job posting with five women they know) to boost referrals.

Hiring through word of mouth or personal recommendations remains popular, despite being criticised as ‘anti-diverse’.^{27,28,29} Targeted referrals can help alleviate this by reaching marginalised groups.



This relates closely to the behaviour area **Being open, fair and consistent**. Look at Exercise 1 for advice on how to develop this area.

Make outreach efforts transparent and focused on marginalised groups

Outreach can involve visiting a school or university and hosting events, offering work experience or internship opportunities, as well as more general career support such as providing help with CV writing and interview preparation. Many line managers offer these opportunities through informal networks, and it’s useful to consider how best you can support marginalised groups when doing so.

Outreach programmes have been associated with increasing the numbers of candidates from marginalised groups who apply to roles, and eventually rise to management positions.^{30,31} While the evidence doesn’t tell us if the outreach programmes were a key factor in increasing inclusivity, or whether they are more likely to have been undertaken by companies that had other programmes in place to support marginalised groups, outreach efforts are likely to support an employer’s overall inclusivity goals.

Make the recruitment experience inclusive

Provide candidates with clear expectations, timelines, and communications

Throughout the recruitment process let candidates know as much as possible about the next steps. For example, outlining the stages of an interview at the beginning, when decisions will be made, and how soon they can expect to hear back after interviews.

An employer who is seen as being timely is more attractive to candidates.³² Setting clear expectations can also support candidates with caring responsibilities or unpredictable work hours, who may have less time to prepare for interviews, as well as relax candidates during interviews and recruitment tasks.



The behavioural area that is particularly important in this context is **Providing knowledge, clarity and guidance**. Exercise 4 in the line manager support materials offers advice on how to develop these behaviours.

Proactively ask applicants if they need reasonable adjustments during the recruitment process

Instead of waiting for applicants to request reasonable adjustments to the recruitment process, explicitly and proactively ask all applicants if they would like to request any once applications have been submitted. One approach could be to send a survey with a checklist of options as well as an open-text box for any adjustments that are not captured by the options provided (see Box 2 below).

Offering reasonable adjustments at the recruitment stage can support a more diverse range of candidates to participate in the recruitment process. Although this has not been studied, we believe it is good practice to promote inclusivity. In larger organisations this is likely to be the responsibility of HR, but managers should understand which reasonable adjustments have been agreed and ensure this fits in with the interview plan.

Box 2: Example reasonable adjustments for the recruitment process³³

Do you require any of the following adjustments to the interview process?

- ☐ extra time during tasks or video applications
- ☐ assistance if the test or assessment is on a computer, such as closed captions
- ☐ option to interview without the camera on
- ☐ have an accessible car parking space reserved
- ☐ hold the interview at a specific time of day [please suggest]
- ☐ a British Sign Language interpreter

Anything else – please describe:

.....

5 Application process



In navigating the application process, it is important for line managers to support candidates by providing knowledge, clarity and guidance, and keeping the inclusivity goals of the organisation at the forefront when doing so.

Application form

Maintain the anonymisation of applicants

Anonymising applications, which involves the removal of identifying information, extending from name and contact details to ‘cues’ such as schools or universities attended, can support inclusivity in recruitment. Line managers should take care to support this. Getting in touch with candidates or looking at CVs too soon in the process can compromise these efforts. During the interview, focus on understanding what skills the applicant can demonstrate, rather than, for example, where they went to university.

Women are more likely to progress through the recruitment process when their gender is obscured in the application process, although anonymising applicants may hinder an employer's ability to target women, since employers may not be able to set a target for the number of women to be shortlisted if all applications received are gender blind.^{34,35,36,37}

See our case study on anonymising job applications in our [*Guide to inclusive recruitment for employers*](#).



How using CVs can get in the way of inclusive recruitment

Lack of anonymisation

We can infer personal characteristics from the name – for instance, race and gender. This can trigger explicit and implicit biases. For example, candidates with black-sounding names are less likely to be invited for interview than candidates with white-sounding names.

Stereotype bias

She attended UCL and Cambridge University, so she must be a strong candidate.

Looking at the dates, she might be too young for this role.

Work experience

1 [Name]

Senior HR adviser, Management Consultants (September 2020–present)

- Led an HRBP team...
- Increased business productivity...

HR adviser, Google 3 (September 2015–September 2018)

- Provided support to the HR manager...
- Reduced absence rates...

Education

- Associate Member of the CIPD
- CIPD Level 7 Advanced Diploma in HR Management at UCL (2014–2015)
- 4 • BA (Hons) in Business Management and Human Resources (2:1) at Cambridge University (2011–2014)

Professional courses

- Associate Professional in Human Resources
- Certificate in Human Resource Management 5

Employment gap

Employment gap is made more salient because experience is listed in terms of dates, rather than years.

Candidates returning to the labour market after a break face bias from employers.

Halo effect

Google is a well-known employer, so she must be good if she worked there.

Affinity effect

We prefer people like ourselves, eg have completed similar qualifications to us.

6 Selection process



When it comes to selecting candidates, line managers have a critical role to play in ensuring they are being open, fair and consistent to the candidates in order to support getting the right person into the right role.

Sift



Caution: Avoid using social media to sift applicants

Avoid looking through candidates' social media profiles prior to the interview. This can include looking at their Facebook or Twitter profiles, or going through their LinkedIn profile before interviewing or shortlisting them (even if these profiles are listed in the CV or application). If needed as a pre-employment check for safeguarding or other reasons, this search could be undertaken by an external agency and after an offer has been made.

Incorporating social media searches into the screening process undoes any efforts taken to anonymise the application process. This can result in candidates from marginalised groups being screened out. Employers looking at candidates' Facebook pages while screening applications, for example, led to marginalised applicants of foreign origin receiving far fewer call-backs for interviews.³⁸

Interviews and assessments

Make scheduling interviews easy, accessible, and flexible

Offer interviewees a range of dates, to accommodate them with earlier or later slots than the typical working day if needed, and offer reasonable adjustments as required. As far as possible, the person arranging the interviews should not be on the interview panel and should keep these arrangements confidential.

Candidates may have different needs depending on the space and equipment they personally have available, or their other responsibilities. Offering both in-person and remote interviewing options, for example, could increase access. However, there is a risk that in-person interviewees may be inadvertently favoured if both options are offered, although this has not been studied. Employers should monitor outcomes to look for any evidence of bias.



Exercise 4 in the line manager support materials offers advice on **Providing knowledge, clarity and guidance.**

Use structured interviews

Structured interviews involve asking a predefined set of questions, in the same order, to all candidates. Candidate responses are then scored using consistent criteria against a set of pre-agreed criteria for each question. For example, a question might test whether a candidate is knowledgeable about the risks of a particular process. They could then be scored based on how many risks they identified, whether they covered key stakeholders in their risk assessment, or similar factors.

Using structured interviews is an effective way to minimise bias and ensure there is a level playing field for candidates. They make it easier for the panel to make direct and fair comparisons between candidates, using objective criteria. There is high-quality evidence that there are no differences in interview scores for candidates based on gender or ethnicity when structured interviews are used.^{39,40}



This relates closely to the behaviour area **Being open, fair and consistent**. Look at [Exercise 1](#) for advice on how to develop this area.

Box 3: Elements of a good structured interview

A structured interview should incorporate the following elements:

- **Develop a set of questions and scoring criteria for use in the interview.** During the interview, ask all candidates the same questions in the same order and score responses according to the objective criteria. This makes responses comparable and makes it less likely that decisions will be based on personal biases. Some evidence suggests that using a rubric which sets out the scoring criteria and how to judge each response increased the likelihood that black women will be selected for a role by 21%.⁴¹
- **Conduct interviews using a panel rather than a sole interviewer.** Having multiple interviewers in the same interview has been shown to lead to fairer and more accurate results than having multiple interviews with only one interviewer.⁴²
- **Prepare interviewers for consistent interviewing.** Provide them with the questions and criteria ahead of time, and highlight the need for consistency in the interview. Encourage the panel to meet in advance to assign questions to individual members and take independent notes.
- **Interviewers should assign scores to each candidate response independently before discussing them as a group.** Discussing the candidates before this point means interviewers are more likely to be influenced by other interviewers' opinions, and potentially by the opinion of the most senior person there.⁴³

To learn more: [How to run structured interviews – An implementation guide](#).

Use skill-based assessment tasks in recruitment

Skill-based assessments are a form of assessment that assess skills and abilities relevant to the role the employee is applying for. They can include sample tasks, situational judgement tests, simulation exercises, or assessment centres. Skill-based assessments should resemble real tasks in the job as much as possible.

Skill-based assessment tests have been found to be better predictors of performance on the job when compared with traditional approaches such as tests, reviewing job experience, education, or unstructured interviews.⁴⁴ There is no difference in scores between men and women on skill-based assessment tasks.^{45,46} However, care must be taken to design them well or they will result in an ethnicity gap.^{47,48} To reduce the ethnicity gap, use a number of tasks to assess a variety of skills and abilities and closely simulate a real-life situation on the job.^{49,50}

Box 4: Designing a skill-based assessment

- Use tasks that assess a mixture of skills, for example technical skills and people management skills. This makes it more likely that a single task does not disadvantage some groups, while helping others.^{51,52}
- Using tasks that simulate real-life situations makes it more likely to select candidates who go on to perform well and reduces the ethnicity gap.^{53,54}
- Encourage candidates to reflect on why they want to apply for this role to improve performance. A randomised control trial with a UK police force found that prompting applicants to reflect on why they valued becoming a police constable led to a 50% increase in the probability of passing a situational judgement test for ethnic minority applicants and closed the gap with white applicants.⁵⁵

Box 5: Examples of work sample tasks

- For a customer-facing role, role-play a situation that requires the candidate to resolve a challenging customer interaction.
- For a role that requires data analysis, ask candidates to analyse a dataset and pull out key summary statistics and trends.
- For a role that requires stakeholder management and communication skills, ask candidates to write a brief email to a potential client.

To learn more: [How to use skill-based assessment tasks – An implementation guide](#).

Evaluate candidates

Make decisions about candidates in batches

Review multiple candidates in parallel, rather than one-by-one, comparing them with each other before making a decision about an individual. For example, score all candidates' applications and then compare applications and scores to decide who will be invited to interview, rather than deciding whether to invite each candidate as individual applications are reviewed.

Batch evaluation may help reviewers to compare candidates according to objective criteria and their actual performance, rather than comparing them with stereotypes (such as gendered stereotypes).⁵⁶



This relates closely to the behaviour area **Being open, fair and consistent**. Look at Exercise 1 for advice on how to develop this area.

Use calibrations for hiring decisions

Calibration involves having multiple decision-makers come together to jointly review hiring decisions. For example, after a recruitment round, everyone involved could participate in a wash-up meeting to discuss each candidate and the different scores managers assigned to them. This helps to ensure that managers' assessments are standardised.

Calibrations can help overcome bias by standardising and calibrating manager responses across employees.⁵⁷ They create accountability because managers review each other's decisions and ask for justifications for them. When individuals know their decisions may be reviewed by others, they ask for more information to base their decision on,⁵⁸ and make less biased decisions.⁵⁹

Post-offer

Share and collect feedback from all candidates

After a recruitment round, provide all interviewees with timely feedback on their performance. Make sure this follows a standardised format that aligns with the key objective requirements for the role. Make feedback as specific as possible. If you continue to interact with candidates after the interview, collect feedback on the recruitment process through an anonymous survey and ask about inclusion.

While this has not been studied empirically, providing clear feedback after interviews is likely to increase accountability for hiring decisions. When people know that their decisions will be reviewed, or that they would have to justify their decision to others, both gender and racial disparities decrease.^{60,61} Collecting feedback anonymously would help to identify and resolve problems in the recruitment process, including inclusion challenges that may not have been obvious otherwise.

Proactively support any reasonable adjustment requirements for new joiners

All new joiners should be offered reasonable adjustments to meet their individual needs. While reasonable adjustments (see Box 6 below) should be prioritised for disabled staff, non-disabled employees could also benefit from such job modifications. Line managers have a crucial role to play in supporting arrangements that have been agreed with employees and ensuring their needs are met.

While adjustments would benefit most employees, legislation only requires employers to do so for disabled staff.⁶² Reasonable adjustments are particularly important for increasing the recruitment and retention of disabled staff.^{63,64}

Box 6: What are reasonable adjustments?

Reasonable adjustments are workplace and job modifications that support disabled employees to perform their job roles.

Reasonable adjustments provided by employers can include (but are not limited to):^{65,66}

- making adjustments to workplace facilities (for example accessibility ramps)
- allocating some duties to another worker
- enabling flexible working
- allowing absences for rehabilitation, treatment, or assessments
- purchasing specialised equipment (for example assistive technology)
- providing a support worker to assist
- providing transport to the workplace
- adjusting working hours
- phasing a return to work.

There is no set definition for 'reasonable'. Employers can conduct a health assessment that will give them an overview of individual staff members' needs.⁶⁷

Encourage candidates to reapply

When a candidate narrowly misses out on being appointed, encourage them to reapply the next time there is a suitable vacancy. For example, following each recruitment round, call or email appointable candidates to specifically let them know how well they did and encourage them to reapply to other relevant roles.

Women are less likely to reapply for roles, particularly for senior roles, when compared with men.⁶⁸ If candidates were close to being successful, they are likely to be highly qualified already, and encouraging reapplications is a cost-effective way to boost inclusivity in the next round of recruitment.⁶⁹

See our case study on encouraging unsuccessful candidates to reapply in our *[Guide to inclusive recruitment for employers](#)*.



This relates closely to the behaviour area **Supporting development**. Look at [Exercise 6](#) for advice on how to develop this area.

Consider using the full range of support materials

If reading this guide has highlighted areas of people management capability that you would like to develop, why not use the [full range of support materials](#) to help you adopt a management approach that supports good health, wellbeing and engagement in your team?

You can get insight into your management capability across all five behavioural areas by completing the [quiz](#) and then use the [step-by-step guidance](#) to help you get feedback, identify strengths and areas to develop, and plan the action you will take. There is also an [action plan sheet](#), which can be used to note down and track your actions; a [quiz](#) to help you identify potential barriers and develop strategies to overcome them; and a [series of exercises](#) to provide ideas and inspiration relevant to each of the behavioural areas, some of which have already been highlighted above.

7 Endnotes

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