

## **Inclusive Recruitment: A Guide to Available Resources**

This guide signposts resources to help you open up your recruitment practices.

There are five sections:

1. [The benefits of a diverse and inclusive workforce](#)
2. [How can I make my job advert and job description more inclusive?](#)
3. [Where can I advertise my opportunity to attract a wider pool of applicants?](#)
4. [How can I make the shortlisting and selection process more inclusive?](#)
5. [Where can I go for more help?](#)

It is designed for theatre employers: producers, venues, touring companies, creative teams.

*This is a working document – we have written it to assist the sector in developing its practice. We welcome your feedback: please let us know if we've missed anything. Please email [enquiries@solttukt.co.uk](mailto:enquiries@solttukt.co.uk).*

Following Covid-19, many in our industry are recruiting. We have an unprecedented opportunity to rebuild our workforce inclusively and address the imbalance we know exists. Now is the time we can make real progress in rebalancing the sector to reflect the UK population.

When considering recruiting, we ask you to make time to question your usual approaches:

- How are you defining 'the best'?
- Do you really need someone with a degree?
- Do you need to recruit someone who has followed the same career path as you, or could you invite in someone with different but equally valid life experiences?
- Are you willing to invite in people with different views who will bring fresh perspectives to your work?
- Do you advertise all your opportunities, or do you rely on your networks?

Recruiting inclusively takes time, budget and planning. Armed with this knowledge and an open mind, we hope this guide will provide you with a starting point to think differently about your approach to recruitment.

### **1. The benefits of a diverse and inclusive workforce**

There are many studies into the benefits of recruiting a diverse workforce. If you are interested in this or need evidence to help make a business case for additional budget, please see the following resources.

- Breathe HR [8 benefits of encouraging diversity in the workplace](#) article
- CC Skills [Best Practice Recruitment Guide for Inclusive Leaders](#) PDF **p.5-6**
- CIPD [Diversity and inclusion in the workplace](#) PDF **p.4-5**
- Creative Industries Federation [Creative Diversity](#) PDF **p.13-15**
- McKinsey [Diversity wins: how inclusion matters](#) article
- [Race in the Workplace: The McGregor-Smith Review](#) **p.6**
- Royal Academy of Engineering [The business case for D&I](#) article

- Scientific American [How diversity makes us smarter](#) article
- The Denver Foundation [Benefits of being inclusive](#) article

## 2. How can I make my job advert and job description more inclusive?

The following resources offer suggestions on how to remove bias and unintentional barriers from your advert and job pack. The advice covers the language you use, the pre-requisites you set and the information you provide.

- [Best Practice Recruitment Guide for Inclusive Leaders p.25-26](#)  
Designed to help employers reflect on how they might currently approach recruitment and offers simple steps that could help a business reach beyond the norm.  
Created by [Creative & Cultural Skills](#) on behalf of the Creative Careers Programme.
- [Designing a Person Specification](#)  
Part of Arts Council England's [Culture Change Toolkit](#) to help employers attract a more diverse pool of individuals.
- [Socio-Economic Diversity and Inclusion in the Arts: A Toolkit for Employers p.26-27](#)  
A [toolkit](#) published by Jerwood Arts and the Bridge Group to support long-term change across the arts sector by sharing knowledge, providing expert support, and encouraging take-up of an intersectional approach to equality, diversity and inclusion.
- [Stage Sight Recruitment Guidance p.1-2](#)  
Suggested procedures for organisations to increase diversity in the recruitment process from [Stage Sight](#).
- [Employing a blind or partially sighted person: accessible adverts and application forms](#)  
Specific tips from the Royal National Institute of Blind People (RNIB) on the most accessible font, style and format for blind or partially sighted job applicants. Also includes links to template documents.

## 3. Where can I advertise my opportunity to attract a wider pool of applicants?

Websites with jobs boards<sup>1</sup>:

- [Association of British Theatre Technicians](#) – membership organisation for theatre and live performance technicians.
- [Backstage Niche](#) – a community of technical and backstage theatre freelancers from global majorities.
- [Create Jobs](#) – helping young, under-represented creatives from London into paid employment.
- [Creative Access](#) – dedicated to supporting people from groups that are under-represented to enter the creative industries.
- [Disability Arts Online](#) – opportunities for disabled applicants within arts and culture.
- [Diversity Dashboard](#) – an online diversity jobs board working with organisations actively seeking to recruit from minority groups.
- [Diversity Jobsite](#) – connecting employers to multicultural candidates.
- [Escape the City](#) – for those wanting to quit corporate jobs and find something they are passionate about.
- [Even Break](#) – online jobs board for disabled candidates

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<sup>1</sup> This list is comprised of websites with a specific focus on inclusion.

- [Get into Theatre](#) – training and outreach opportunities for young people.
- [Good People](#) – connecting diverse and disadvantaged job seekers with employment in their local communities.
- [Job Centre Plus](#) – advertise your jobs to local jobseekers.
- [Not Going to Uni](#) – showcasing the alternatives to the university route for school and college leavers.
- [Talawa Make Online](#) – an online community for the theatre industry to engage with Black artists.
- [The Stage Jobs](#) – part of the industry's leading media brand that promotes inclusive practices through initiatives including Get Into Theatre, The Stage Debut Awards and its campaigning coverage.
- [Working Mums](#) – for those with caring responsibilities.

#### Social media and e-newsletters:

- [BEAM Network](#) Facebook group – A group for British East and South East Asians working in media, including off stage roles.
- [Backstage Theatre Jobs](#) – a network of people looking for technical or stage management theatre jobs.
- [Stage Sight Twitter](#) and [newsletter](#)– championing an offstage workforce reflective of UK society.
- [The Larder](#) Facebook group – a network of UK theatre makers.
- [TV & Theatre Jobs UK](#) Facebook group – for publishing jobs and training in the UK theatre and TV industry.
- Search Facebook or other social media for groups dedicated to jobs in your local area.
- Ask organisations you work with who engage with under-represented groups to post your opportunity on their social media platforms.
- Use #hashtags on your social media posts to help people find your job. For example: #ArtsJobs #TheatreJobs #TheatreOpportunities #marketingjobs #financejobs #lightingdesign.

#### Your local community:

- Local technical colleges
- Local library
- Local radio
- Local newspapers
- Local charities working to get underrepresented talent into employment
- Participants on courses run by local charities
- Stick adverts on your external venue doors
- Local careers fairs
- Local charities that may be happy to add your job opportunity to a regular newsletter
- Local Jobcentre Plus
- Local community cafes and centres

## 4. How can I make the shortlisting and selection process more inclusive?

The following resources provide advice on how to create an interview or selection process that enables all candidates to perform to the best of their ability. Suggestions include alternatives to a traditional interview, how to make candidates from different backgrounds feel welcome and the make-up of the interview panel.

- [Best Practice Recruitment Guide for Inclusive Leaders](#) p.26-28

Designed to help employers reflect on how they might currently approach recruitment and offers simple steps that could help a business reach beyond the norm. Created by [Creative & Cultural Skills](#) on behalf of the Creative Careers Programme and published Jan 2020.

- [Removing Bias from Shortlisting and Selection Process](#)  
Part of Arts Council England's [Culture Change Toolkit](#) to help employers attract a more diverse pool of individuals.
- [Socio-Economic Diversity and Inclusion in the Arts: A Toolkit for Employers](#) **p.28**  
A [toolkit](#) published by Jerwood Arts and the Bridge Group to support long-term change across the arts sector by sharing knowledge, providing expert support, and encouraging take-up of an intersectional approach to equality, diversity and inclusion.
- [Stage Sight Recruitment Guidance](#) **p.3**  
Suggested procedures for organisations to increase diversity in the recruitment process from [Stage Sight](#).
- [Employing a blind or partially sighted person: the application and interview process](#)  
Advice from the Royal National Institute of Blind People (RNIB) on considering the needs of blind and partially sighted job applicants.

## 5. Where can I go for more help?

Specialist recruitment consultancy services:

- [Create Jobs](#) – an employability programme for young Londoners
- [Creative Access](#) - dedicated to supporting people from groups that are under-represented to enter the creative industries.
- [Diverse City](#) – committed to equality and diversity in the arts.
- [EmployAbility](#) – work with you to remove inherent biases in your recruitment processes
- [Green Park](#) – specialising in diverse leadership recruitment.
- [Jobcentre Plus](#) – offering a range of recruitment services to employers
- [Shape Arts](#) – disability-led arts organisation working to provide opportunities for disabled artists and training cultural institutions to be more open to disabled people.
- [Shaw Trust](#) – committed to employment as the core pathway to a better life through challenging inequality and breaking down barriers to enable social mobility.

Resources:

- Arts Council England [‘Changing our recruitment’ blog](#)
- Arts Council England [Culture Change Toolkit](#)
- Arts Council England [Recruitment and Workforce Development Toolkit](#)
- [The Black Theatre and Film Directory](#)
- CIPD [Diversity and inclusion at work: facing up to the business case](#) report
- CIPD [Diversity and inclusion at work: facing up to the business case](#) infographic
- CIPD [What change do we need? Creative diverse talent pools](#) video
- Creative Industries Federation [Creative Diversity](#) report
- Esmée Fairbairn Foundation: [Recruiting for Diversity](#)
- Jerwood Arts [Socio-economic Diversity and Inclusion in the Arts: A Toolkit for Employers](#)
- McKinsey & Company [Diversity wins: How inclusion matters](#) report
- [Race in the Workplace: The McGregor-Smith Review](#) **p.5** and **p.22**

- Stage Sight [member initiatives](#) (filter by 'recruitment')
- Stage Sight [recruitment guidance](#)
- Stage Sight [resources](#)
- Theatre Casting Toolkit [resource library](#)