

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@soltukt.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.

- [Accessible Employment Guide p.20-21](#)
A guide from [Attitude is Everything](#) to improve accessibility to the music and live events industries for Deaf and disabled professionals, employees and volunteers
- [Accessible Marketing Guide](#)
A comprehensive guide to making your marketing and communications (including job adverts) accessible to the widest number of people. Created by [AMACultureHive](#), [Unlimited](#), [Artsadmin](#) and [Shape Arts](#).
- [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.
- [How to Write Gender Neutral Job Descriptions to Mitigate Unconscious Bias](#)
A research report from [Diversity Best Practices](#) to assist you in considering the language you use in your job descriptions. Also includes a list of tech tools and apps to help you with this process.
- [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?

Please bear in mind that some websites charge jobseekers to view opportunities.

Websites with jobs boards¹:

- [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.
- [Be Applied](#) – a platform for unbiased hiring. Includes an inclusive job description tool.
- [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.
- [Creative Lives in Progress](#) – entry level opportunities and jobs for young and emerging creatives
- [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
- [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 British Blacklist](#) – an online platform which celebrates African and Caribbean creative professionals on the Screen and Stage, in Sound and Literature.
- [The Other Box](#) – an award winning diversity and inclusion company; their jobs board primarily features jobs in arts and culture.
- [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.

Directories of diverse arts professionals:

- [Backstage Niche](#) - freelancers from a Global majority background who work in technical and backstage theatre
- [MENA Arts UK](#) - this directory lists professionals from the Middle East, North Africa and the surrounding areas currently working in the UK live and recorded Arts. This includes creatives and technicians.
- [ProFile](#) – a video database of 250+ D/deaf and disabled performers for use by casting directors
- [The British Blacklist](#) – a database of black creative talent across the UK

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.

¹ This list is comprised of websites with a specific focus on inclusion.

- [Backstage Theatre Jobs](#) – a network of people looking for technical or stage management theatre jobs.
- [Inc Arts](#) – send regular newsletters to over 1,000 ethnically diverse people working in the sector
- [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.

- [Accessible Employment Guide p.22-23](#)
A guide from [Attitude is Everything](#) to improve accessibility to the music and live events industries for Deaf and disabled professionals, employees and volunteers
- [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.
- [Inc Arts Unlock](#) – gives arts organisations practical steps to take anti-racist action and includes a section on hiring
- [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](#)
- Attitude is Everything [Accessible Employment Guide](#)
- [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](#)