

GUIDE TO **INCLUSIVE** RECRUITMENT



This guide is intended for all organizations, aiming to inspire and provide tools that can be useful in promoting the construction of a workplace that is not only more inclusive but also more capable of providing comfort and well-being to its employees.

We live in a globalized world in constant transformation and mobility, which is mirrored by organizations, inevitably reflecting this diversity.

Organizations that are more diverse are more successful, make better decisions, foster creativity, and innovation, have a stronger customer focus, find it easier to attract and recruit people, and see their cultural values reinforced both internally and externally, enhancing their reputation.

As an ethical imperative, diversity contributes to the growth, sustainability, and economic competitiveness of an organization, and is a competitive advantage that creates added value to the organization. This competitive advantage comes from the ability to incorporate a diverse pool of experiences, competencies, and points of view, capable of ensuring the construction of the best solutions for the organization's area of operation.

Valuing diversity means mobilizing individual differences and similarities, for the benefit of the organization, so that everyone can equally contribute to its mission. Corporate diversity is a priority that needs to be integrated in the overall strategy of an organization.

However, diversity alone does not represent any benefit if there is no inclusion too. Inclusion must be present throughout the whole recruitment process, from the attraction of candidates, their selection, integration, development, and promotion, up to their departure. It is necessary to work on a company's strategy, organizational culture, and leadership, to create an inclusive workplace where people feel valued in their differences and skillsets.

Understanding the importance of inclusion in organizations is to understand the importance of respecting and valuing differences. Creating an inclusive environment is not solely about adopting compartmentalized measures to include a specific group. It is about creating an inclusive environment that benefits everyone with their individual characteristics. It is about a way of thinking and acting across the whole organization, where everyone plays a role.

ORGANIZATIONAL CULTURE

The principles, values, and ways of acting of each member of an organization shape its organizational culture. A company's culture defines and is defined by how employees behave among themselves and how they deal with people outside the organization.

An organization's values must include Diversity and Inclusion values, which should be reflected in its member's experiences and interaction among themselves.

Companies that, through this guide, start reflecting on what is a diverse and inclusive organization, should consider every human interaction, from the recruitment and exit processes, the welcoming of new joiners, to meetings with customers and partner entities, and any other actions that reflect ways of thinking and doing.

Companies will need to revisit their corporate practices with a fresh look in order to ensure that all training initiatives as well as human resource management practices already in place promote equal opportunities and foster Diversity and Inclusion.

An inclusive recruitment process is only the first step of the cycle. An organization's culture also needs to be taken in account to ensure that everyone's differences are embraced, ensuring the employee's satisfaction. After being hired, an employee needs to be integrated and monitored well, to feel comfortable and have more chances to stay longer at the company. To do so, an inclusive work environment needs to be fostered. An inclusive organizational culture requires the investment and the involvement of everyone.

To create more diverse and inclusive teams, it is essential to develop an action plan that enables this change within the organization.



ASSESS YOUR ORGANIZATION'S DIVERSITY



DIAGNOSIS

The first step is to assess internally the organization, in terms of diversity and inclusion. It is important to understand the internal reality of the company and to identify gaps which will indicate what dimensions to work and prioritize on. Firstly, organizations need to ask themselves what they can do to become more inclusive.

Make the assessment of your organization here.

- ✎ What are your organization's values?
- ✎ What is your organization's culture and how is it expressed in terms of inclusive recruitment and monitoring of employees?
- ✎ What resources does the organization have to implement inclusive recruitment and monitoring of employees?
- ✎ What (general) adaptations is the organization willing to make and/or already makes (e.g: accessibility; access to appropriate tools, for instance for people with blindness, motor disabilities or others)?
- ✎ What adaptations are already in place, in current roles, that make them better suited to accommodate to the diversity of people and their needs?
- ✎ Who would we recruit if we were more inclusive? What about our customers/suppliers/recipients?
- ✎ Are we succeeding in attracting diversity in our field?



CREATE AN ACTION PLAN

After this analysis, it is critical to create a strategy and communicate it clearly, listening to people from various areas and different hierarchical levels. Create an action plan.

An organizational culture that is favorable to Diversity and Inclusion must have a clear strategy, that should be communicated to all candidates, and not solely isolated measures.

This strategy should be accompanied by a concrete action plan with defined tasks, actions, and key performance indicators that should be allocated to middle management. These plans have proven most successful when they are built through an active listening process and with the involvement of employees from all hierarchical levels.

One of the most common practices is to raise awareness of everyone within the organization - this fosters the development of more inclusive attitudes and behaviors from everyone, such that these attitudes and behaviors correspond to the "written" values. These training and/or awareness activities may have different formats: workshops, training, awareness-raising activities, lectures, conferences, talk shows, TedTalks, debates, e-learning platforms, etc.).



INVOLVE THE WHOLE ORGANIZATION

Getting feedback from your employees on their feelings and perception in terms of inclusion is a good way to start receiving input on improvement processes, allowing you to build solutions based on this internal consultation.



COMMUNICATE

Communicating, both internal and externally is a key element. Another factor to consider is to evaluate the accessibility, ensuring that the communication and facilities are accessible to all people.



LEARN MORE

Impact on Employer Branding

Adjustments made must be properly communicated, internal and externally, in order to (a) attract/retain talent, (b) reinforce the organization's positive image, (c) promote organizational practices, (d) increase the effectiveness of the recruitment process (in terms of time, adequacy of candidate/profile matching sought, motivation in labor market integration).

Sense of ownership

Once the necessary adaptations are made and the work dynamics are facilitated, the recruited employee is more likely to “take up the cudgels”, leading to improvements in terms of work quality and in terms of the evaluation process (e.g., based on performance and results, rather than on compliance with so-called traditional schedules).

Trust

Fostering a more inclusive environment helps both employees and organizations to have the same goal in mind, which adds value to the organization, though more efficiency and motivation.



HELPFUL HINTS

In case there is no sense of what general or specific adaptations could be implemented by the organization, you may start by asking your current employees “What would make your task easier? What does it take/do you need to do your job well?”. Regardless of the organization's size, if the resources that could be allocated to this task are scarce, you may simply use an online form to inquire employees and, based on their responses, begin to identify possible adaptations or changes that could be implemented. In interviews with future employees, you may also ask these questions and thus increase your portfolio of possibilities.

THE FIVE STAGES OF INCLUSIVE RECRUITMENT

Inclusive recruitment aims to ensure that every candidate has the same opportunities throughout the recruitment and selection process, which implies that each stage of the process should be accessible to all people, preventing certain groups from being excluded.

An inclusive recruitment process should not focus only on dimensions such as gender, origin, or age. It should consider the individual's skills, personal and professional experiences, opinions, and values, since those are the characteristics that matter most in terms of job performance.

More and more, finding the right person for the right job is a challenge and organizations need to expand their network, to meet their recruitment needs. Making some changes in the recruitment and selection process itself can ensure that all groups of candidates have an equal opportunity to apply to the position and to participate in the various stages of the recruitment process.

PHASE 0 | PREPARING THE RECRUITMENT PROCESS

PHASE 1 | RECRUITING

PHASE 2 | ONBOARDING

PHASE 3 | FOLLOW-UP

PHASE 4 | EXIT





PHASE 0

Preparing the

Recruitment Process

To promote a culture of Diversity and Inclusion, organizations must ensure that teams are embedding these values internally. It is critical that recruitment teams are fully aligned with the company's strategy and that the organization's recruitment process incorporates all these concerns. The recruiting process requires a considerable investment of time and there may not always be people specialized in these areas, especially in associations or small and medium-sized companies. However, even in these organizations, it is essential and possible to integrate inclusion objectives in the recruitment and selection process.

Recruitment Team

Smaller organizations often do not have employees specialized in recruitment and selection; however, it is still important to identify internally individuals who are more sensitive to the topic of diversity and inclusion and form a small reference group to reflect on the recruitment and selection process, and eventually later on, take up this role. It is important that the people assigned to this task are as diverse as possible and in odd numbers (to avoid stalling), which will allow for different perspectives and opinions, by integrating feedback from people with diverse expectations and needs. This is also a way to avoid some recruitment biases. Having some people who can support the recruitment process is extremely important, as they may play the role of a “critical friend”, helping to reflect on processes, such as writing advertisements, networks used to attract candidates, interviews, and final selection.

Thus, we suggest the hiring process to be collaborative, involving, in addition to the recruiting team, other departments, members of other teams, and if possible, team leaders, to cover different perspectives.

The first step to ensure an inclusive recruitment is to train teams on Diversity & Inclusion topics.

There are several biases that may affect the recruitment process: these are unconscious biases, that condition our perceptions of applicants and their application. We all have biases that we are not aware of. These can make us unconsciously disadvantage certain candidates who could be the ideal person for a certain position. Hence, it is essential to offer training to employees involved in the recruiting process (e.g., the Unconscious Bias training given at EDP), so that they can become more aware of their own biases and projections and avoid them. It is also essential to base the recruitment process on objective criteria, to minimize the influence of personal values and beliefs.

Several aspects of the recruitment process can be influenced by our biases, from the description of the offer, its way of being communicated, the analysis of curricula, to how interviews are conducted. If recruiters are not challenged to reflect on their own biases, there may be a tendency to choose people who are more similar to them, and the diversity of people will hardly be achieved. There are many different forms of biases, and it is important to find strategies to mitigate them, by providing different tools to people involved in recruiting. Hence, diversity training should be seen as a continuous development process that helps people recognize and find strategies to eliminate unconscious biases, allowing the recruitment process to be as fair as possible.

Find ways to establish partnerships with specialized entities.

Often, this helps contributing to the sustainability of this type of association. There are several entities that offer training in this area, and APPDI also provides sessions on this topic. In partnership with the Aga Khan Foundation Portugal, in a joint European project between 10 Charters for Diversity from other European countries (Estonia, Ireland, Slovenia, Slovakia, Romania, Czech Rep., Poland and Spain), APPDI developed a training on blended learning format, on Diversity and Inclusion, at the disposal of signatory entities of the Portuguese Diversity Charter.



Online trainings are an excellent complement to in-person awareness sessions (although they do not replace it), namely for the acquisition of technical knowledge on the topic.

Training for more diversity and inclusion is essential for two main reasons:



Firstly, many of our prejudices and biases are unconscious and it is necessary to promote self-reflection in all people about them. By making prejudices more conscious, we can avoid acting on them, thus avoiding discriminating even if unintentionally.



On the other hand, many of the behaviors that lead to feelings of discomfort and exclusion are micro-discriminations, that is, small comments or daily actions that, although said without any discriminatory intent, can impact people's well-being. Often, the person who is the target of such comments or behaviors does not necessarily feel them as discrimination, but may reveal discomfort, feelings of being less accepted by their peers or be afraid to "be who they are". When repeated over time, these situations can eventually drive the person to seek other workplaces. Such situations could be as simple as starting to fiddle with the cell phone or belittling whenever a person speaks or make comments such as "you are very lucky, you are the first person of African origin to work here!"

CASE STUDIES



Examples of actions carried out by different entities to raise awareness or train people on diversity & Inclusion topics.



EDP, L'Oréal, Microsoft, IEFP

Unconscious Bias Training sessions for everyone who works in the organization.



Essilor

Awareness workshops/lectures, Diversity & Inclusion month, work/life balance actions, parenting policies, team building activities, talent shows.



Infraestruturas de Portugal

Speeches with external guests with expertise and know-how on specific topics (e.g.: positive parenting, equality, Corporate and Social Responsibility, Ethics).



IEFP, in partnership with APPDI and the Aga Khan Foundation Portugal,

has been providing training to everyone who collaborates with the Institute, since 2018. So far, they trained about 600 people from a total pool of 4,000 collaborators. To cope with the high number of people needing training, they created a group of internal advocates and informal trainer, from a pool of people already trained.



Microsoft, L'Oréal and BNP

Diversity Ambassadors or Diversity Committees – they create a link between employees and decision-makers, reference figures to whom employees can report situations of discrimination and promote diversity and inclusion within the organization through different initiatives.





PHASE 1

Recruiting

The recruitment and selection process aims to find, within the labor market, the professionals who best fit the profile required by the vacancy to be filled in an organization. HR planning is carried out with the objective of identifying the organization's needs, which is challenging and requires preparation, knowledge, willingness, attention, and maturity for better planning.

Developing recruitment processes that encourage and motivate potential candidates from vulnerable social backgrounds to apply for roles within the organization, is vital. And so is ensuring that the recruitment team understands the mechanism needed to achieve diverse and inclusive recruitment as well as the benefits of having a diverse workforce where all people feel valued and respected within their diversity.

To have an inclusive recruitment, the recruitment process should not be totally closed and traditional. It should be open to spontaneous applications, referrals from mediators and/or organizations and interest groups, employability networks, among others.



STEPS

1st Step

Identifying the need

A recruitment request can stem from a departure, a change, or the creation of a new job. In an inclusive recruitment process, besides understanding the origin of the request, it is important to assess the diversity of the company, identifying gaps and areas of improvement to focus on and promote an inclusive and diverse workforce.

In the process of identifying needs, some questions may be asked that will assist in the potential diversification of the type of candidates, such as:

How can this function be performed by a person with a different education/profile than what we normally ask for



What must be adapted/removed/added to fit the new profile



Can the position be split into two different positions, allowing the hiring of two people in part-time with different profiles, thus creating opportunities for more people to develop their competencies?
Or can it be filled by pairs of people who can complement each other



Are there any needs within the company that, although not justifying creating a new position, could be added to an already existing position (even if from a different domain), so that this position could be better suited to a certain type of profiles



What types of (new) customers/recipients do we want to reach and what characteristics could a new employee bring that could help better understand customers/recipients



Did I make sure there are no potential candidates within the organization, before publishing publicly an offer? Is there anyone in the organization who could fill the vacancy, upon receiving some training or through the adaptations aforementioned



Are we developing projects that identify and support the professional and personal development of internal talents who could be potential candidates to fill in new functions and responsibilities



EXAMPLES:



Essilor

has developed a skills certification program in partnership with IEFP (Portuguese national employment agency), granting the 9th grade to factory workers allowing them to progress and start applying to new positions within the company.

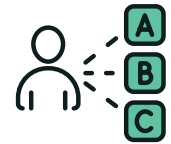


IKEA

develops an internal talent program which identifies and promotes talent in everyone who joins the program, even in areas outside the company's scope.



2nd Step



Job Description

Describe the position as clearly and precisely as possible, detailing the functions and requirements needed, as well as the desired profile (qualifications, skills, and professional experience).

For this process to be inclusive, you should consider a few things:

- ✔ Define the required skills profile and make sure to explicit the company's willingness to perform adjustments and compromises, if necessary, to better accommodate to the candidate's characteristics;
- ✔ Provide clear guidelines on the application process, indicating which documents must be submitted and the respective procedures, using simple and accessible language, avoiding acronyms and very complex terms - remember that in different countries and contexts the same activities may have different names;
- ✔ Present the timing and deadlines of the recruitment process;
- ✔ Explain the benefits that the person will access;
- ✔ Avoid mentioning very specific qualifications, instead broadening the field to "or equivalent qualifications" (unless equivalent alternatives are impossible);
- ✔ Please note that requesting experience in a particular role may result in age discrimination, and should thus be avoided, unless objectively justified;
- ✔ Use inclusive language (gender-neutral language). If not possible, always use alternating female and male versions;
- ✔ Ensure that your Diversity and Inclusion policy underpins every advertisement (e.g. BNP Paribas has the following text on its recruitment website and on every offer: "BNP Paribas is committed to providing a work environment that promotes diversity, inclusion and equal employment opportunities without distinction of race, color, sex, age, creed, religion, nationality, disability (physical or mental), marital status, citizenship, ancestry, sexual orientation, gender identity and gender expression, or any other legally protected status");
- ✔ Have the job offer and all related documents also available in "easy reading", for people with learning disabilities, making them accessible to this audience as well;
- ✔ After preparing a job offer, before publishing it, always check if it describes objectively the job and the required competences needed, and if the language used can be easily understood by people who are working in other sectors of activity.

GOOD PRACTICE

Use application forms with hidden information, such as name or other data as address, age, or origin, at the pre-selection stage, to avoid any kind of bias in the process, promoting equal opportunities to all applicants.



3rd Step



Sources of recruitment

Pay special attention to the sources of recruitment of candidates to ensure that you are reaching and attracting a diverse audience.



For each job offer made available, analyze where you are posting it and check if you are really reaching different groups of people.

Nowadays, there are many alternative channels, besides online recruiting platforms;



Bet on partnerships with strategic, working with local entities, networks and associations that support and prepare candidates for the labor market (e.g., IEFP (Portuguese national employment agency), Employability Networks, schools, social entities that support vulnerable people and potentiate the employability of a diverse audience);



Ensure that the materials used to publicize a job offer are accessible to people with disabilities;



If you work with recruitment companies, ensure that they are aligned with the organization's principles and values by ensuring that diversity and inclusion is part of their organizational culture (as an example, RedEmprega Lisboa has a network of many partner entities that act to promote the employability of various audiences in the city of Lisbon. It is a partnership that involves organizations such as IEFP (*Instituto de Emprego e Formação Profissional*), and the Lisbon City Council, and that allows employing organizations to access support in the identification and previous screening of candidates, as well as for their training in technical and socio-personal skills).



4th Step



Analyzing Applications

At this point, it is expected that you will have a short list of possible candidates. A good practice is to use a scoring system and have at least two candidates on the final list, if possible, from different backgrounds, with different characteristics and life paths. It can be useful to assign scores to characteristics that you would not normally assign scores to, such as associative or volunteering experience, migration experiences (not just Erasmus), experience in jobs unrelated to the job you're hiring for (be aware that these may not appear on your CV because they are sometimes considered to be less valued, such as working in the family's restaurant or cleaning work). In essence, think "outside the box". If nothing changes in your recruiting system, you won't be able to access different audiences!



5th Step



Interview

This method remains one of the most used by organizations.

After selection potential candidates, it is time to schedule the interview:



Inform yourself about the accessibility needs of the candidate as well as their capacity and resources to travel to the interview's venue.

Did you know that some people miss the interview due to feeling embarrassed to admit they did not have enough money for transportation or because they didn't have clothes they considered appropriate for the position or organization?



Make sure that the day and time you propose are convenient and make it clear that alternatives exist. Showing some flexibility in this area can help include people who may have other temporary occupations and responsibilities, such as being caregivers, for instance;



If possible, inform candidates about who will be present during the interview, the type of questions/activities that will be asked, allowing candidates to better prepare themselves;



The interview will be the first opportunity to get to know the person. Pay special attention to your unconscious biases, to avoid making judgments that may be unfair about that person. At this stage, it is crucial to create the right conditions so that candidates find the right space to demonstrate their competencies;



Make sure that everyone has the same opportunities to demonstrate their skills;



Try to make sure that the people who will be doing the interview are also diverse and odd in number to allow different opinions and feedbacks on the same candidate;



Some organizations conduct interviews using simulations of real situations of the job, where not only technical skills, but also the personal profile of the candidate, are considered. Remember that you are thinking about hiring a person, not a CV. A person can acquire technical skills, but the personal characteristics they bring with them, will be harder to develop, during their duties.



6th Step

Selection



Ensure that decisions made about the candidate are as fair, transparent, and objective as possible. In this decision making, you should pay particular attention to:

- ✔ **Unconscious biases** (based on first impressions, stereotypes and prejudices);
- ✔ **Focusing on personality** at the expense of skills and experience;
- ✔ Having more people involved in the decision-making process to ensure that the selection meets all the requirements. Sharing this information with others, allows for room to reflect on the reasons behind the choice of the candidate;
- ✔ If none of the candidates effectively meet the requirements of the role, we suggest starting the recruitment process all over again;
- ✔ **The feedback** regarding the outcome of the recruitment process should be shared in person or, whenever this is not possible, ideally, by phone. Give the candidate enough space to reflect on the offer, without putting any pressure to make a decision and start working;
- ✔ **Also**, inform other candidates that they were not selected, mentioning the reason behind this decision: in what way or ways did the person who was selected outperform them? What advice could you give the person who was not selected for future interviews/recruitment processes?

REAL CASES



Inspiring Practice 1:



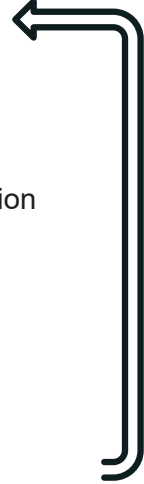

Jerónimo Martins identified the need to recruit two people, preferably with disabilities, to perform Cashier tasks, to contribute to the increase of Diversity within the company and, at the same time, to the employability of a population segment that is often excluded. Since the two vacancies were for a specific target and taking in account the difficulty of receiving enough applications, the company decided to contact several mediating entities of the recruitment processes, namely Associação Salvador, to receive applications from people with motor disabilities.

In the initial meeting, Jerónimo Martins and Associação Salvador, discussed several topics:



- **Presentation of Associação Salvador’s project named “Destination: Employment”** as well as different services available for companies (preparation of candidates, forwarding of profiles, awareness of employees, clarification on hiring incentives, recruitment meetings, among others);
- **Explanation on the desired profile**, functions to be performed, competencies absolutely necessary and those that, although not mandatory, would be an added value to the function;
- **Evaluation of accessibility conditions** in the company and possible needs to adapt the workplace and staff access areas to diverse types of limitations.

Based on the information gathered, Associação Salvador forwarded to Jerónimo Martins the curricula vitae of the candidates as well as a summary of their main skills, relevant experiences, the limitations they present due to their disability and how they overcome them, any specific needs they may have, among any other relevant information, such as the possibility of benefiting from IEFP support measures.

Jerónimo Martins scheduled and conducted interviews autonomously. Apart from paying attention to the venue where interviews would take place, to ensure accessibility, there was no need for Jerónimo Martins to adapt procedures nor for Associação Salvador to have any mediating role.



Jerónimo Martins selected two people sent by Associação Salvador for the open positions, and communicated the results of the selection process by phone/email to all other candidates who were not selected. Before the beginning of the training phase of the new collaborators, Association Salvador visited the two stores for a final confirmation of accessibility and to verify the existence of public transportation.



Jerónimo Martins and the Salvador Association jointly outlined a monitoring plan, which included status points, by telephone/email, and a face-to-face meeting with both the selected people and the company. In addition, Salvador Association made itself available for any need that might arise.



Inspiring Practice 2:



IKEA planned to support 2,500 refugee people through initiatives that enable them to gain work experience and learn new languages, in 300 stores and units in 30 countries, by 2022.

The goal of this program was to create more job opportunities within the Ingka Group (retail), for those who seek a better life after experiencing extreme loss and violence in their lives. IKEA aims to provide tools for their integration into the communities where they are received and, at the same time, add value to its business and society. Since 2017, nearly 90 IKEA stores in 11 countries, have supported the cause of refugee people.

By 2022, in addition to integration initiatives at the retail level, the Inter IKEA Group aims to increase the sales volume of products made by artisans and thus create opportunities to around 500 refugees as well as Jordanian women, thereby generating value for local communities on a larger scale. The Inter IKEA Group will create a sustainable income for 400 women through the partnership with the Jordan River Foundation, with which the Group's started their contribution and commitment to the refugee people, in 2017. This partnership co-creates and develops IKEA textile products, that are produced by refugee women and Jordanian women.



In parallel, the IKEA Foundation will allocate 100 million euros in grants over the next five years to programs that support refugee people, enabling receiving communities to improve their conditions and become more independent. The IKEA Foundation and its partners will work in rural and urban areas to improve the employability and opportunities of these people, to improve the value chain in the agricultural sector and to increase the use of renewable energy in both households and small businesses.



HELPFUL HINTS

During the Selection Interview:



Focus on the person's skills qualities and experiences, to perform the role;



Ask specific rather than broad questions, based on the candidate's concrete experience, giving the candidate enough time to respond;



Keep records of the interview, in case there is any complaint on the outcome of the recruitment and selection process;



Avoid questions related with certain characteristics that are not relevant to the function;



Be flexible regarding the date/time scheduled (the person may have travel difficulties, need to plan the family management because of children or other people in their care, difficulty in bearing the cost of transportation, etc.);



Ensure that the activities, tests and/or dynamics are accessible to all, as well as the spaces they take place in.

Relevant aspects in the context of “culturally” sensitive or intercultural recruitment:

- Is mastering the native language essential for the position? If not, can the advertisement be in other languages?
- Can I get support for learning the native language as an additional language for employees? Do I have employees who speak other languages and who could support a new person's integration?
- If not, can I hire people who are not yet proficient in the country language and integrate them into other functions, while they learn the language, with the possibility of evolving later on into other positions, more in line with their qualifications?
- Do I have prayer rooms that workers who profess different religious beliefs can use? Do I make myself available to show flexibility for religious practices during the day?
- Do I allow workers to swap national religious holidays for other days of relevance to religions other than the mainstream religion? Do I allow workers to adapt working hours/days to possible religious and cultural constraints?

- Am I available to integrate and support the regularization process of people who need it? Do I have information on how to do this? (See the steps described below, about hiring undocumented immigrants)
- Am I available to integrate, for example, people who wear a burka or hijab? Which adaptations am I willing to make, if necessary, for this purpose?
- Do I have mandatory uniforms, and do they have options that respect different cultural and religious realities?
- Do I establish partnerships with migrant associations, religious and cultural entities that support me in understanding other realities and reaching out to diverse communities?

Did you know...

Religious Freedom Law (Article 14, Portuguese Legislation)



Dismissal from work, classes and tests for religious reasons

1 - Employees and agents of the State and other public entities, as well as workers under an employment contract regime, have the right to, at their request, suspend their work on the weekly rest day, the days of festivities and the hourly periods prescribed by their religious faith, under the following conditions:

- a) They work in a flexible working hours regime;
- b) They are members of a registered church or religious community that has sent, during the previous year, the indication of the referred days and hours during the current year, to the competent Government member;
- c) There should be full compensation for the respective work period.

Steps for hiring an immigrant in irregular situation:

Documentation Assessment

The employer who intends to hire an immigrant in an irregular situation must, first, assess the legal document status.

- The immigrant must have a valid passport and or consular card;
- Have legal entry into national territory (entry visa in the passport confirming entry in country of immigration and passing through border control).

Hiring

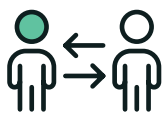
- The employer must notify Social Security of the admission of the immigrant within 24 hours prior to the beginning of the employment contract (procedure identical to any hiring);
- The Social Security Framework Law determines that individuals and legal entities that relate to Social Security are subject to identification in the information system through the attribution of a Social Security Identification Number (NISS). The attribution of NISS ON TIME presupposes the intention to initiate a professional activity, resulting, under the Contributory Regimes Code, a set of obligations. The conformity of the NISS assigned will be verified through the compliance of legal duties by the Employer;
- You must fill out the following models: RV 1009 (form for all workers) + RV 1006 (form for hiring immigrants - "Foreign Citizen Complementary Identification");
- Communication of the hiring to ACT (Authority for Working Conditions).

Employment Contract

- Preparation of the employment contract and its entry into force, in accordance with the information and dates provided to Social Security and ACT;
- Proposal to add a clause in the employment contract that refers to the possibility of annulment of the contract, in case the immigrant worker does not comply with the legalization process after obtaining the employment contract;
- Withhold of Social Security contributions until the worker's NISS is issued;
- The worker must start the regularization process at SEF under article 88 and submit a copy of the request to the employer.

CEPAC provides a Professional Orientation Office (GOP), with the goal of supporting the immigrant population in their integration in the labor market.

It acts on two levels:



Individual level: personalized consultations, literacy classes, Portuguese and English courses, computing classes, on-the-job training, and transversal trainings.



Employers level: actions to attract and hire through the *Incorpora* Program, collaboration in the employability networks, and projects for the promotion and empowerment of users. General Contact: **+351 213 901 858**.

Relevant aspects in recruiting people with disabilities:



When talking about people with disabilities, it is important to understand that there are several types of disabilities, and in a selection process we must consider that it includes people with very different characteristics and needs (for example, a person may have a pathology that may lead to some type of disability, but currently does not yet have a proven disability).

Recruitment and selection of people with disabilities is a little-known topic. Few people know that there is a law in Portugal that obliges companies to hire people who have some disability. This is not an effortless process for organizations, which many times is also due to resistance from family members, prejudice, and lack of acceptance from people with disabilities themselves. However, companies have increasingly been dealing with such topics and processes, allowing them to become more natural and practical, just as they are for non-disabled people.

The Quotas law “forced” an awareness to a more inclusive recruitment, but there are many difficulties when it comes to complying with the law as, often, companies can't find qualified people, or even people willing to leave their social benefits for work, either out of fear or due to family influences.

Nonetheless, in most cases, companies are surprised when hiring people with disabilities, by realizing how they can have potentials and abilities as good or even better than other employees without disabilities and how they can transform the teams they are included in.

It is important that companies promote open events (lectures and meetings), directed to people with disabilities and their families, to explain to them the importance of a job, emphasizing professional growth, and clarifying that the value the person will receive may turn out to be greater than the social benefits they currently have, depending on the effort and dedication they provide. Companies should also take this opportunity to inform about the benefits that they would have, such as health insurance (if applicable), thirteenth month, vacations, among others. Also, it is important to show that the people with disabilities themselves can break biases and prejudices, by being able to perform any task as a person without any disabilities.

There are two important steps in selecting of people with disabilities:

✔ Step 1:

Know the position well and the skills it requires, to identify whether the disability that the applicant has is in line with the position, or whether the position itself may undergo some specific changes to receive the future employees.

✔ Step 2:

Check if the company has adequate facilities to receive people with disabilities, maintaining their safety.

- For the selection process to bring satisfactory results, human resources management will need to ensure, in parallel, training to the remaining employees, to work on the full and natural integration of the future co-worker, thus promoting a real acceptance within the team.
- The persons responsible for the selection should also find out if there is any need to train the person with disability, despite the qualifications he or she may already have.
- In this sense, interviews should be structured according to job duties, following the same rules as for the selection in general.
- Organizations must pay special attention to the location and venue where the selection and interviews will be made, needing to guarantee accessibility for the type of disability candidates might have, thus avoiding any embarrassment and loss of time.
- Once the candidate has been selected, the company's health department (if applicable) should be informed about the type of disability they have, and the requirements needed on the job. The medical examination should preferably start with an interview with the doctor, to assess the necessary tests to verify the candidates' suitability. Before the final opinion is given, the physician should visit the place where the selected person will work, together with the HR team and immediate superior, to verify if the facilities are adequate, or else provide this adequacy to the candidate, avoiding accidental risks.
- Some suggestions for adequacy in the work environment for people with wheelchairs are: creating access ramps, promoting of obstacle-free environments (open space - work rooms and social spaces), having tables and counters that allow the chairs to come close, adaptation of bathrooms, having doors with at least 80 cm of width for the person to be able to move around, among others.
- Some suggestions for people with visual impairments include marking floors with stripes of different colors and textures, keeping circulation areas obstacles free, having software with voice synthesizers in computers and having keyboard adapted in Braille. Many times, it is not the deficiency that is the problem, but rather the company itself, that does not seek to make or is unaware of how to make the necessary adaptations needed to receive people with disabilities.

Some essential points for the inclusive selection process:

Having an open conversation regarding the interview's scheduling

It is important to talk openly with the candidate, showing that diversity is part of the entity's culture. This allows to gather important information and facilitates the process, by finding joint solutions.

For example: Ask about accessibility needs and whether the presence of a companion/assistant will be needed.

Through this exchange of information, adjustments can be made, if necessary, and any embarrassment from both sides, can be avoided.

Treating disability in a natural way

During the interview, if you need to ask any questions regarding the applicant's disability, you should do so. You can ask about the major consequences of the disability, always remembering to do so in a non-discriminatory way, and focus on the fact that you want to understand what adaptations are needed for the person to perform the tasks of the job they are applying to.

During the interview, remember to:

- ✔ Treat all candidates as the people they are, even if they must have a chaperone present: speak directly to the person and not to the person accompanying them;
- ✔ When asking questions, don't be in a hurry for an answer: give the person enough time to respond, as people process information at different speeds;
- ✔ If you have difficulty understanding what a candidate says, ask to repeat, or instead rephrase what you understood, to confirm if your understanding is correct, thus avoiding misunderstandings.



PHASE 2

Onboarding

The term onboarding refers to a set of procedures that aim to adapt and train people who have recently joined a company, to expedite their learning process and uptake of information, which are essential to their performance within the company.

Thus, onboarding has the function of integrating the person in the company's Culture, Mission, Values and Objectives, as well as providing them with the fundamental tools for their integration.

It also allows people to be clear about the norms, procedures, and any administrative aspects.

It is important to welcome the employee, offering guidance, training, follow-up, and supervision from the start, so that he or she can feel familiarized and welcomed, and fully fulfill the position he or she was chosen for. Some advantages of onboarding are:

- ✔ People get to know the organizational culture of the company better, before they begin their duties;
- ✔ There is a better integration within the company;
- ✔ There is greater preparation developing their activities;
- ✔ Onboarding creates greater motivation, efficiency and effectiveness of the team in performing their functions;
- ✔ It allows employee's expectations to meet the company's expectations;
- ✔ Decreased turnover in the company.





STEPS

1st Step



Communicate to the person selected

When you communicate to the person that they have been selected, include some general information such as: information about the area and function for which they have been selected for, schedules and place, salary, and any mentor or person of reference to whom they can turn to more directly for any topic.



2nd Step



Prepare the person to enter the entity

Prepare the team for the arrival of the new team member:

- ✔ Briefly introduce the person who will be joining the team;
- ✔ Review the mission and values of the organization with the team, making a link with its diversity and inclusion values;
- ✔ Assign a person within the organization to fulfill the **role of mentor** in the integration and follow-up of the selected person. This person may or may not be the direct manager, the important thing is to ensure that the mentor is someone impartial and able to establish a relationship of trust with the new employee;
- ✔ Facilitate a short awareness session on **unconscious biases**, to help the team become aware of the unconscious and automatic mechanisms that often condition decision-making, influenced by prejudices and stereotypes. It may also be important to prepare the team for any specific issue related to the person joining the team (e.g., if the person is blind, explain what type of special attention is needed, to ensure that the person can access all content and participate at all times);
- ✔ Keep in mind that there are two ways to implement these **awareness actions**: on a global level, for the whole organization, to promote awareness and implementation of measures and practices based on D&I values; and on a more specific level, directed to the specific team who will welcome the new element.



3rd Step

Welcoming

The welcome phase is intended to give the selected person the conditions to get to know the environment: who they will be working with, who their interlocutors are, and what the company expects from them. Thus, on the first day, make sure to plan a personalized welcome:

- ✔ Ensure that the person is welcomed by the mentor;
- ✔ Create a **welcome message** (on the locker, computer, desk, etc.);
- ✔ Give a tour of the organization and introduce them to the team and other colleagues;
- ✔ **Inform** the person about the company's culture, mission and values, in a simple and brief way, stressing the organization's commitment to Diversity and Inclusion;
- ✔ Educate the person about the company's business area, starting from a micro to a macro perspective, i.e. explaining the person's specific role and duties, going through the sector/ department they will be working in, and moving to explaining what their role within the company is, as well as its impact on the organization. This clarification helps adding value, creating greater motivation and efficiency in the new joiner to perform their tasks;
- ✔ Provide written information that promotes knowledge on the organization; this information must be clear and objective (e.g.: flowchart that visually reflects the organization and how it is structured);
- ✔ Reinforce logistical and procedural information such as leaves of absences, vacations, breaks, punching clock, meals, etc. This information should be given in a straightforward and direct way.





4th Step

Integration

During the first months of integration within the organization, **constant follow-up** by the person designated as a mentor, must be guaranteed.

The organization should be prepared to make **any adaptation and changes, for the integration to be a success**. It is fundamental for the company to be able to listen and to give voice to all stakeholders, for the integration to be a success.

- ✔ Promote training, with the purpose of endowing the employee with the knowledge necessary to perform their duties or complement the knowledge they already have;
- ✔ Create moments (e.g. lunch / breakfast) that allow employees from different sectors and the newly hired person to meet;
- ✔ Organize an Onboarding Day where everyone recruited in a certain time range gets together and can assist to prominent figures in the company speaking and sharing examples, to foster knowledge and interdepartmental networking.



REAL CASES



Inspiring Practice 1:



The example comes to us from a new joiner and member of the Employability Working Group from CEPAC (*Centro Padre Alves Correia*).

The employee had a two-weeks integration period, where she was able to get to know the processes and work methodologies, her colleagues, the different work areas, and even the work instruments (e.g. the cleaning products used by the section responsible for cleaning).

At the beginning of this period, she was given a schedule with the planning of these two weeks, which allowed her to know the time and place where she would be each day (this plan could be changed, depending on the logistics of the day).

Prior to the integration period, the employee received details about who would receive and welcome her, at what time and where she had to go, on her first day - in essence, she received specific orientations so that she would not feel lost. In addition, she was presented with the institution's mission and values, the strategic plan for the current year, as well as a flow chart with the organizational structure.

She was also assigned a mentor to whom she could talk to and ask any questions that might arise, both during and after the integration period.



At CEPAC, a team lunch is organized every Monday.



Inspiring Practice 2:



The company OMNOVA, as part of an external project named “Sintra Inclui”, recruited a person with autism, to perform administrative tasks.

Initially, the employee was recruited to perform these tasks in a specific department.

After a short time, the employee showed some difficulties in adapting to the task by not performing as expected, demonstrating high levels of stress, and even stating that he did not want to return to work.

Nonetheless, the organization considered that they should look for a solution internally and started to look for other departments with administrative tasks that could be performed by that employee. The employee was then transferred to a new department. While searching for these other tasks and duties, OMNOVA did not neglect to reflect on what might have gone less well at the previous department. They identified the personal characteristics of the person responsible for that department, who distributed the tasks and supported the new joiner, as a possible barrier.

Consequently, in addition to look for other tasks, OMNOVA also tried to understand what personal characteristics could make a difference in this type of situation.



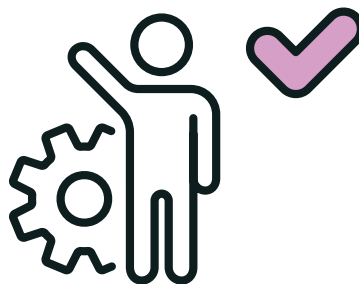
And the intended result was achieved. In the new location, the employee no longer disclosed the previous levels of discomfort, feeling fully integrated, and performing the tasks as expected.





HELPFUL HINTS

- ✦ Use language that is adapted to the person recruited;
- ✦ When choosing a mentor, take into account his/her experience and personal characteristics (for instance, if he/she is a positive and empathetic person, with positive experiences within the company);
- ✦ Both the mentor and the rest of the team must be trained/sensitized to receive the new person, taking into account his/her personal characteristics;
- ✦ During the onboarding process, involve the new joiner, asking them directly what they need to feel integrated and make sure you have all the necessary adaptations ready on the first day of work;
- ✦ Mentoring should be an integral part of the duties of whom has been assigned this task and should be valued in the performance evaluation. It should not be viewed as an “extra” that may undermine other work objectives.
- ✦ It is essential to be attentive to the suitability of the functions to the person, to allow to adapt functions and tasks, and to be prepared to give extra or complementary training, in areas that the person needs to develop. It is important to consider the fact that the person may not have had the same opportunities as others to develop his/her skills.
- ✦ It is important that the organization assumes that it has a key role in the inclusion of people who have had multiple experiences of exclusion, since early on in their lives. It is also important to clarify that it is not about benefiting these people to the detriment of others, but rather about recognizing that different people need different measures to reach their full potential within the organization, applying this reasoning to everyone, and not just to specific groups. Keep in mind that within your own organization, unknowingly to you, there may already be many people who feel excluded and less valued.





PHASE 3

Follow-up

Follow-up of employees must be personalized and must be done closely to the employee – it should be adjusted to their needs, interests, and potentials. A tailor-made follow-up plan will contribute to increase the potential of a successful integration, promoting the inclusion and development of the employee within the organization.

It is essential that people responsible for accompanying the employee verify, promote and ensure equal opportunities for development, for example by ensuring that the incentive and offer of training is adequate, as well as ensuring accessibility and equity of appraisal processes, which are decisive for career progression.

Whenever the activation of support measures by an external entity specialized in the intervention is beneficial to the person and/or to the company, its application should be contemplated in the person's follow-up plan.



STEPS

Follow these steps:

Evaluate the relevance of activating support measures and/or specialized accompaniment by an external entity specialized in this type of intervention;

- ✔ In case you activate a specialized accompanying measure, make sure to maintain a close and solid articulation with the intervention technician;
- ✔ Be flexible and open to the intervention technician's proposals;
- ✔ Always take into consideration the employee's profile to define the follow-up and career plans, presenting your proposals directly to him/her;
- ✔ Implement monitoring and career plans, and involve the employee as part of an active agent in these processes;
- ✔ Ensure that on a day-to-day basis, if needed, the employee can reach a guiding figure or mentor, available to support him/her;
- ✔ Encourage and invest in the training of personal, social and technical skills suitable for the employee;
- ✔ Invite the employee, regularly, and adjusted to his/her needs and potential, to make a joint balance about his/her professional path, promoting the definition of action plans to reach their objectives;
- ✔ Guarantee that the follow-up plan is flexible and adjustable, reviewing and updating it whenever it makes sense;
- ✔ Evaluate the career plan on an annual basis. Create a performance evaluation and invite the employee to self-evaluate. Analyze the results together, seeking to update the career plan for the following year, by clearly defining objectives and actions to achieve them.



REAL CASES



Inspiring Practice 1:



Accompaniment Measure at Associação Salvador (Portuguese Institution working with people with motor disability):

On the first day the employee begins his or her professional activity, the company is sent a monitoring plan, promoted by Associação Salvador. This plan consists in monthly follow-ups during the first six months and in more widely spaced intervals, up until the first year is completed.

During the first month, a face-to-face meeting is scheduled between the Association and the company, where people responsible for the specific team and for human resources gather, to assess if the integration process is going well and/or if the intervention of the Association is needed. This intervention may be done with the company (for instance, with awareness- raising activities, and by making sure tasks and/or materials are suitable), or directly with the employee (for instance, working on the adequacy of behavior/attitudes).

At any time, this monitoring plan can and should be adjusted, taking in consideration the evolution of the situation. The first 6 months are fundamental!



Example: Integration in a supermarket - store front operator



A candidate was integrated in a supermarket, for a cashier operator job. She started her job by only receiving payments by card, to familiarize herself with the function, procedures and with customer service. She is a person who works hard on helping colleagues and being friendly in customer service, causing her to be easily distracted. When switching to cash payments, she began feeling anxious and afraid of making mistakes, despite her knowing that the cash register showed the amount of change to be given to the customer. The Salvador Association intervened and quickly concluded that this was not the ideal function for her. The company decided to give the candidate another chance, and relocated her to another store, where she could be at a checkout cash register with card payments only.

In this case, the job was adapted to the person, to give an opportunity to an employee who worked hard to achieve her goals, who is well liked by her colleagues and who, despite not meeting all the initial requirements of the position, is an undoubtedly an added value to the organization.



Inspiring Practice 2:



Hiring a person belonging to the LGBTQI+ community to work in an administrative department - with the support of a specialized institution (Casa Qui).

To hire a transsexual candidate, the company *El Corte Inglés* counted with the support of *Casa Qui*, an institution specialized in LGBTQI+ community topics. Regarding professional guidance and support, which occurred at every stage of the process, we highlight different phases:

Pre-guidance Phase

- ✔ There was an initial meeting with *Casa Qui*, to frame the situation and share information about the specific situation of the candidate;
- ✔ An awareness-raising action was conducted in the institution, namely for the head of the department, the designated mentor, and a person from human resources.

Follow-up after hiring

- ✔ An awareness action was planned for the trainer responsible for the conducting initial onboarding training;
- ✔ A weekly follow-up between a human resource professional, the mentor and the employee herself, was scheduled.





Inspiring Practice 3:



Hiring a person with intellectual developmental disorder for catering (in the Kitchen), with the support of an Institution (APPT21)

For this internship and subsequent hiring, El Corte Inglés had the support of APPT21, (Portuguese Association for People Suffering from Trisomy 21). Regarding guidance and follow-up process, we highlight the following phases:

Pre-guidance Phase:

- ✔ A meeting with APPT21 was organized to define the conditions and to framework the scope of the project: initially, the person would start with a 4-month internship.

Follow-up after the formalization of the internship:

- ✔ An awareness-raising action was organized in the institution, with the participation of the head of the department, designated mentor and representative of the human resources area;
- ✔ An awareness action was planned for the trainer responsible for conducting the initial onboarding training;
- ✔ A weekly follow-up by an HR person was scheduled, and regular monitoring by the institution, as well as cross-checking information between the company and institution was done too.

Follow-up after being hired:

- ✔ At the end of the internship, thanks to a positive evaluation, the intern was offered an employment contract. Nowadays, this person is an employee like any other and therefore subject to the formal periods of appraisal within the company.



HELPFUL HINTS

- ✎ **Proximity and tailor-made coaching models** are key factors for successfully guiding teams with diverse profiles, promoting inclusion and allowing different profiles to prosper;
- ✎ **Flexibility** is a key element in diverse and inclusive coaching and guidance. If needs be, you may adapt procedures, to ensure equal opportunities;
- ✎ As seen with real cases examples, it can make sense to include family members during follow-up times. Don't be afraid to do so;
- ✎ Ensure **continuous evaluation** of the monitoring process. Specialized accompanying measures should be kept if necessary and should be adjusted to the person's level of autonomy. Schedule regular meetings with the entities offering this kind support to evaluate the situation;
- ✎ Hint for the **Mentor**: assign the person concrete tasks and follow up closely, to understand how far the person can go. Use a "one day at a time" logic, instead of planning everything at once;
- ✎ Invest in learning & development initiatives for everyone, and especially for situations of less desirable behaviors and underperforming skills.





PHASE 4

Exit

Conducting an exit interview when an employee leaves a company is an excellent opportunity to learn about the person's experience and get some insights on aspects to be improved, regarding the institution's D&I. Usually, the leaver is willing to give an open and honest feedback about the organization, providing important information, namely about the organizational culture.



STEPS



Follow these steps

- ✔ We recommend conducting an exit interview with the employee, to improve your D&I strategy and transform your organization into a more inclusive workplace. Bear in mind that this type of interview should only be done if the employee is receptive to it.
- ✔ The person conducting the interview should be sensitive and maintain as much as possible a neutral posture. They should show empathy and be open to listening.

The following exit interview questions can help¹:

- ? Why did you begin looking for another job?
- ? Under what circumstances, if any, would you consider returning to the company?
- ? How would you describe the culture of the company? Can you provide some examples that represent the organizational culture, according to you?
- ? Management is often a key factor in an employee's decisions to leave. Were you satisfied with the way you were managed?
- ? Did the organization adequately recognize employees' contributions? If not, how do you think recognition could be improved?
- ? Did you feel you had the tools, resources and working conditions to perform your job well? If not, what could be improved and how?
- ? Do you feel you had the necessary training to succeed in your role? If not, how could it have been better?
- ? Did you receive constructive feedback to help you improve your performance?
- ? Do you have any concerns about the company that you would like to share?
- ? Is there anything else you would like to add?

¹ Miller-Merrell (2018). 13 Must-Ask Exit Interview Questions. Glassdoor for Employers. Retrieved from: <https://www.glassdoor.com/employers/blog/7-must-ask-exit-interview-questions/>

What NOT to do during an exit interview:

- ✘ Avoid asking questions about specific people
- ✘ Do not ask people to think about rumors and gossip
- ✘ Avoid overly personal questions about why the person is leaving



To make the exit process more constructive, it is important to give feedback to the employee, assessing their overall performance and thus allowing them to improve and evolve in another job.

REAL-LIFE CASES



Inspiring Practice



Example provided by El Corte Inglés of an employee leaving the company voluntarily:



An exit interview (by phone) was done with the employee, to understand the reasons behind the decision to terminate the contract



An appraisal and final evaluation meeting happened between the employee, the head of the department, the mentor, and a person from Human Resources.





USEFUL TIPS

- Turn this exit interview into an informal moment, for instance by inviting the employee for a breakfast or lunch. This can facilitate the conversation and create a more comfortable environment for both parties;
- If applicable, offer to prepare a letter of recommendation to the employee;
- Check with the employee if they are aware about leaving conditions, namely holidays to be taken, compensation, etc. If this information is not clear to the employee, refer them to a person in charge of this area.



Acknowledgements

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Coordination



Collaboration



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