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10 Inclusive Hiring Tips for Hiring Managers of Contingent Workers

As a committed member of both the Armed Forces Covenant and the Disability Confident Scheme, we actively advocate for best practice in inclusive hiring, ensuring fairness, accessibility, and a welcoming recruitment experience for all candidates throughout every stage of the hiring journey.

We have developed this best practice guidance to support hiring managers within our customer organisations, recognising that while they are not part of our internal teams, they play a crucial role in shaping each candidate's experience.

ARMED FORCES COVENANT

disability confident EMPLOYER

Managed by AMS

1. **Avoid Assumptions, Focus on What Really Matters**
Try not to draw conclusions from someone's name, background, career breaks, or education route. Everyone's path is different, what counts is whether they have the skills to do the job.

2. Keep Shortlisting Clear and Fair
Before reviewing applications, agree on what really matters for success in the role. Stick to those essentials and apply them consistently.

3. Bring Together a Balanced Interview Panel
A panel with a mix of backgrounds and perspectives isn't just good practice, it helps candidates feel welcomed and reduces unintentional bias.

4. Check in Early About Reasonable Adjustments
If adjustments are needed, the PSR recruiter will let you know but it always helps to approach the process with openness. Simple changes like adjusting timings or the interview format can make a big difference to a candidate's experience.

5. Make the Interview Experience Accessible for Everyone
Be clear about the format, timings, and expectations so candidates know what to expect. Avoid last minute changes where possible.

6. Use a Structured and Predictable Approach
Asking all candidates the same set of agreed questions helps you compare people fairly. Behavioural and competency-based questions work brilliantly. Score independently before you discuss as a panel, it keeps the process balanced.

7. Keep Communication Clear and Inclusive
Clear communication helps everyone, especially candidates who may feel anxious or be unfamiliar with public sector recruitment processes.

8. Be Mindful of Unconscious Bias
We all have biases, the important thing is how we manage them. If you catch yourself relying on "gut feel" or "culture fit," pause and challenge the thought.

9. Be Open to Different Types of Experience
Not every candidate will have a traditional career path and that's often a strength. Fresh perspectives can bring real value to a team.

10. Communicate Openly and Build Trust
Let candidates know what to expect, keep them updated, and offer feedback where you can. Open communication helps candidates feel respected and reinforces confidence in the process.

Developed by the PSR Social Value Team.
For formal organisational policies or HR specific guidance, please consult your HR team.