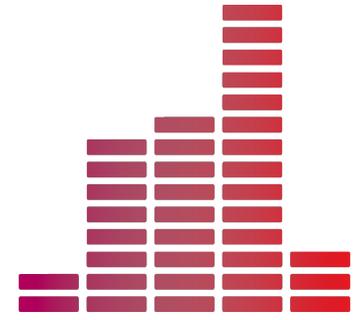


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UpRising

Recruiting and Retaining Diverse, Young Talent

A Policy Report by
UpRising Leadership



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Introduction

Over the past four years, UpRising has been delivering our Fastlaners employability programme to unemployed and under-employed 18-25 year olds across London, Birmingham and Manchester. Fastlaners has been funded by Queen's Young Leaders as a programme free to participants. The programme is delivered over a 5 to 8 day period and participants take part in a number of interactive workshops, mock interviews, mentoring sessions and networking events. Participants meet a range of speakers and businesses who deliver sessions designed to enable participants to identify career goals and develop the skills, networks, knowledge and confidence to secure and retain fulfilling employment. We work with a number of employers across London, Manchester and Birmingham to host these days, which allows participants to gain insight into a range of different sectors. We are grateful to Siemens, Amazon, Civil Service Fast Stream, Bauer Media, Brother UK, Softwire and Refinitiv, to name only a few of the organisations that have worked with us to deliver the programme.

Over the course of our Fastlaners programme, we have worked with the young people to understand their experience of the barriers that they face in securing meaningful work, so that we can communicate their experiences to our stakeholders, partners, employers and government. The young people we work with come from diverse and under-represented backgrounds, so we feel that they are able to speak to a wide range of barriers and issues.

We ran nine consultation events over a three-year period, in the regions we deliver in, exploring issues such as recruitment, retention and progression. The consultations were designed to encourage the young people involved to address the issues and barriers that they perceive, while also encouraging them to discuss solutions to the challenges.

Context

UpRising is focused on enabling and empowering young people to have the confidence to pursue and secure jobs that are meaningful to them. While this is important work, it is a short-term solution to a larger problem, a generation of young people who do not feel adequately equipped to move into the workforce; and who struggle to develop the networks and confidence that they need to be successful in securing meaningful employment. In many respects, what makes employment 'meaningful' is subjective. However, when we talk about it we refer to the extent that people find their work to have significance or meaning, the extent to which their work provides broader meaning to their lives and/or allows them to make a contribution to the greater good. This is as defined by the Work and Meaning inventory¹.

Figures estimate that 792,000 young people (aged 16-24) in the UK were not in education, employment or training from April to June 2019². The young people we work with on our Fastlaners programme have, generally speaking, all experienced a period where they fall into this category or currently find themselves in that situation.

This report has been developed from information gathered at a series of youth consultation events that UpRising ran between 2017 and 2019, events were held in Birmingham, London, and Manchester. Events were attended by young people (aged 18-25 and either alumni of our Fastlaners or other Leadership programmes) and representatives from organisations that support our programmes. Of the 145 young people we consulted, 34% were male, 64% were female. 63% identified as being from BAME backgrounds, and 67% held an under-graduate degree or higher. Having young people and employers in attendance provided balance in allowing for both young person and organisational views on the various issues that were discussed. This report explores some of the key findings from the consultation events, and provides recommendations on what practical steps organisations can undertake to

¹ Steger, Michael F. "Meaningful Work: A Key to Greater Satisfaction and Performance for Individuals and Organization."

² Watson, Bob, Office for National Statistics "Young People Not in Education, Employment or Training (NEET), UK: August 2019

adapt their recruitment and employment practices to better recruit a diverse workforce. These recommendations acknowledge that there is already a broad understanding of the wider causes and potential solutions to youth unemployment³. Our work is focused on highlighting the issues as seen by our diverse young people and to provide practical solutions to some of these issues.

2.1 Barriers young people face in securing employment

Young people perceive a wide-range of barriers to securing long-term meaningful employment, including:

- 1 Lack of confidence**
 Stemming from having a lack of self-esteem, this could be from the effects of discrimination or inability to find the right opportunities.
- 2 Lack of self-awareness**
 Some young people struggle to understand the applicability of their talents and abilities to employers, and how to sell this in the job application process.
- 3 Lack of understanding of recruitment and assessment processes**
 The young people involved expressed they found it difficult to navigate lengthy recruitment processes, highlighting particularly a lack of understanding around expectations in assessment centres and certain testing methods, such as psychometric testing.

³ "Youth Unemployment." Youth Employment UK

4 Lack of access at school and in higher education to employability skills and training

The young people felt there wasn't enough done in schools, colleges and universities to teach them how to progress through application and interview processes.

5 Lack of money

The cost of travel to interviews and to purchase interview appropriate attire can create barriers to those with lower economic means.

6 Discrimination and unconscious bias

Young people are aware of studies in which two applications are submitted and the candidate with the English sounding name is invited for interview. Others report discrimination in the workplace in terms of salaries, opportunities and progression.

7 Inability to meet experience requirements for some entry-level roles

There is a perception that many roles are advertised as entry-level but contain unrealistic criteria for someone who is just entering the workforce.

2.2 The recruitment process

“ *I think we can do more to make the process more accessible for people entering the job market. At the moment it's weighted to those with more experience or those with the right networks in place.* **”**

Over the course of our consultations, one of the major areas that we focused on was the recruitment process, including the application and assessment stage. The information in this section is a collection of some of the experiences shared by young people at the events and through our interactions on our programmes.

Chart 1: Recruitment processes are accessible to young people



As part of the broader discussion, we asked participants at our 2019 consultation events whether they felt recruitment processes were accessible for all young people. This table is based on the views of 60 people, with **83.3% saying they felt that they weren't accessible.**

What issues were identified?

The belief of **unconscious bias** interfering in the hiring process was highlighted as a key issue for many candidates.

Lengthy recruitment processes are intimidating and were an issue encountered by many of the young people present.

Without support it can be difficult to understand certain recruitment methods, particularly psychometric and aptitude based testing.

Finance can be a barrier with regards to travel and the cost of clothes for interviews.

There is **too much technical jargon on job descriptions and in assessment processes**.

In some cases, **requirements for entry-level roles are still too high**.

Networks still have a huge influence, excluding roles from some young people. Several young people highlighted that they felt they lacked the networks and social capital to be able to access certain roles.

What can employers do?

- Target advertising and promotions to under-represented groups
- Pay expenses to support candidate travel
- Be proactive in pursuing feedback from candidates about your process

2.2.1 Assessing young people

Throughout our work with young people on the Fastlaners programme, we found one of the major areas that young people struggle with was navigating the various ways companies assess them for roles. In order to ensure that companies are able to hire a diverse and talented young workforce, employers need to pay close attention to how they assess these individuals, and decide whether their current processes are fit for purpose. This section examines how young people perceive a range of different assessment methods. The focus here will be on four major methods - formal one-to-one interviews, assessment centres, group interviews and video interviews.

Chart 2: Preferred assessment methods



This information was collected at our consultation event held in 2019. This surveyed 34 respondents on what assessment method they favoured. Their thoughts on why, are included in the information overleaf.

Formal interviews



"I believe that one-to-one I can be my truest self."



Positives

They are easier to prepare for than group assessment activities.

Some find it easier to express themselves.

Lack of direct competition with anyone else within this context. This can be easier for people who are more introverted.

Allows people to build up a rapport and personal connection with the person interviewing them.

Easier to get feedback in this setting.

A formal interview setting is the **easiest way to make a balanced assessment of what it's like to work in an organisation**. It was seen as easier to ask questions and learn about the organisation.



Negatives

It can feel like you only have one opportunity, **you can feel under pressure to perform perfectly**.

It can sometimes be **unclear** what questions to expect or prepare for.

Assessment centres



"If you're more kinetic, this form of assessment allows you to demonstrate your skills better."



Positives

This format allows candidates to show their ability to socialise and to **demonstrate who they are** as a person.

They **allow young people to get more in-depth with the organisation** and get a feel for its' culture.

They felt that there was **less pressure in assessment centres**, due to the variety of activities.

The young people highlighted the **opportunity to engage with the role and the organisation directly** that are offered in some assessment centres.

This format can be useful to introverted and shy young people. It can sometimes be beneficial to have time to settle into the tasks.

The **roles within a group task are clear and allow you to demonstrate multiple skills over the duration**.



Negatives

Success can sometimes be dependent on who you are working with. Forceful personalities can make it difficult to express your own thoughts.

Group interviews



"Group interviews enable me to grow into the process."



Positives

The group setting allows for people to **bounce off of each others energy and ideas**.



Negatives

It can be difficult to be in **constant comparison** with other people, and people who are naturally shy can find this difficult.

Video interviews



"I like that it removes the intimidation of the human element."



Positives

Young people liked that they could have various resources to hand, such as their CV, the job description or a "crib sheet".

Some **found it useful for their anxiety** as it removes the intimidation of the direct human element.

It **makes interviews accessible** for most people, **particularly for those who struggle to get to and from interviews due to cost**.



Negatives

Being interviewed at home may not put you in the right mindset. A professional setting may subconsciously make you act more professionally and potentially improve your performance.

What can employers do?

- Provide guidance to applicants in good time on interview process and what to expect. Inform applicants if it is fine to bring notes into interviews.
- Invite candidates to come in for a familiarisation visit, so they aren't daunted by the experience at interview. Remind interviewers they aren't there to trap or catch-out applicants but to consider the candidates suitability for and ability to do the role.
- Consider that some young people struggle with a formal interview format. Assessment centres and group-based interviews may provide a better platform!

2.2.2 Diversity in the recruitment process

Beyond the broader issues that young people find with the application and assessment stages, a frequent issue that was brought up in our consultations centred around the general lack of diversity throughout the recruitment process, but particularly on interview panels. Young people spoke about the importance to them of having visibility and diversity in the recruitment processes, one of the major points being that they often found it difficult to feel comfortable in interviews if they didn't feel represented within the organisation. Below are a collection of their thoughts:

Why is it important?

It is important to have role models on interview panels, and more generally throughout recruitment processes, so that young people can see that their aspirations are realistic and attainable.

This can help to project the vision of how the organisation could and should look, even if that is not the actual reality at the time, it does demonstrate a willingness to seek change.

Interviews can feel more achievable for young people if they see role models on the panel.

This can help to ensure that the process is more fair and it might help to lessen the potential for unconscious bias.

Drawing on different experiences and backgrounds ensures there is a diversity of thought in the process.

In this way the panelists are able to provide a better view of what the company is about for the interviewees. This also helps to have different perspectives when assessing candidates.

Potential issues

Diverse interview panels must never be tokenistic, but part of a wider drive for change.

A company can only rely on diverse panels of staff / trustees / stakeholders if these groups are represented in our communities, society and economy.

Changing the make-up of a panel doesn't necessarily guarantee a positive change in this respect. This needs to be paired with other initiatives, such as training on counteracting unconscious bias.

What steps can employers take?

- Provide interview panellists with training on counteracting unconscious bias, and then adopt strategies to manage this in interviews.
- Ensure interview panels are diverse. Young people, particularly those from BAME backgrounds, are more likely to join a company if they can see your company's commitment to diversity.

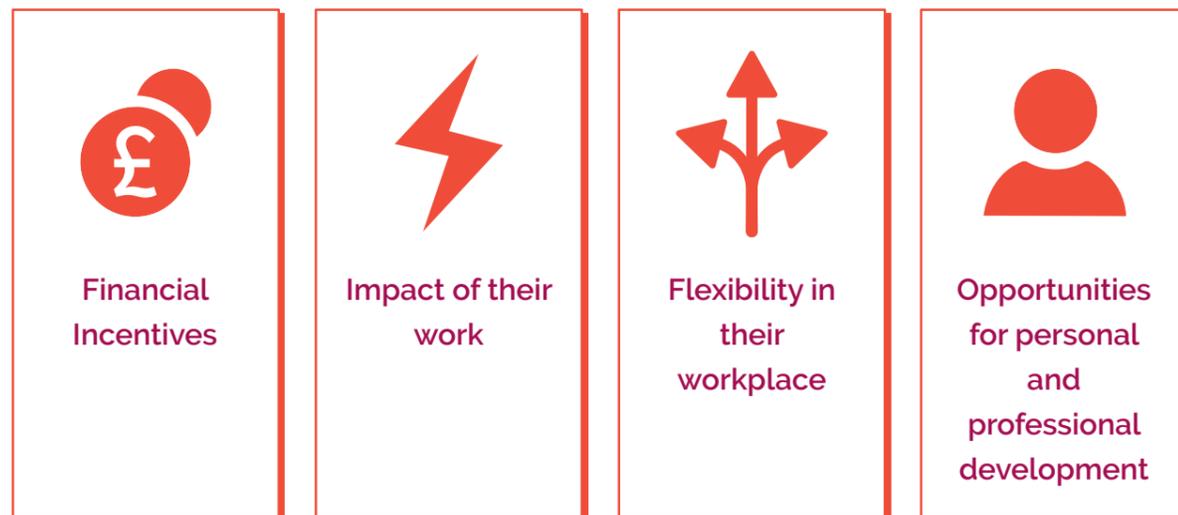
3.0 Retaining and investing in diverse, young talent

As well as identifying the issues that young people face in navigating recruitment processes and securing employment, we have sought to explore why and how organisations may struggle to retain diverse, young talent once they enter the workplace. Ultimately we want to encourage employers to look at the ways that they currently invest in entry-level staff, consider whether there is enough support in place, and how making changes may have a positive impact on their retention of young people in their workforce.

3.1 What motivates young people in the workplace?

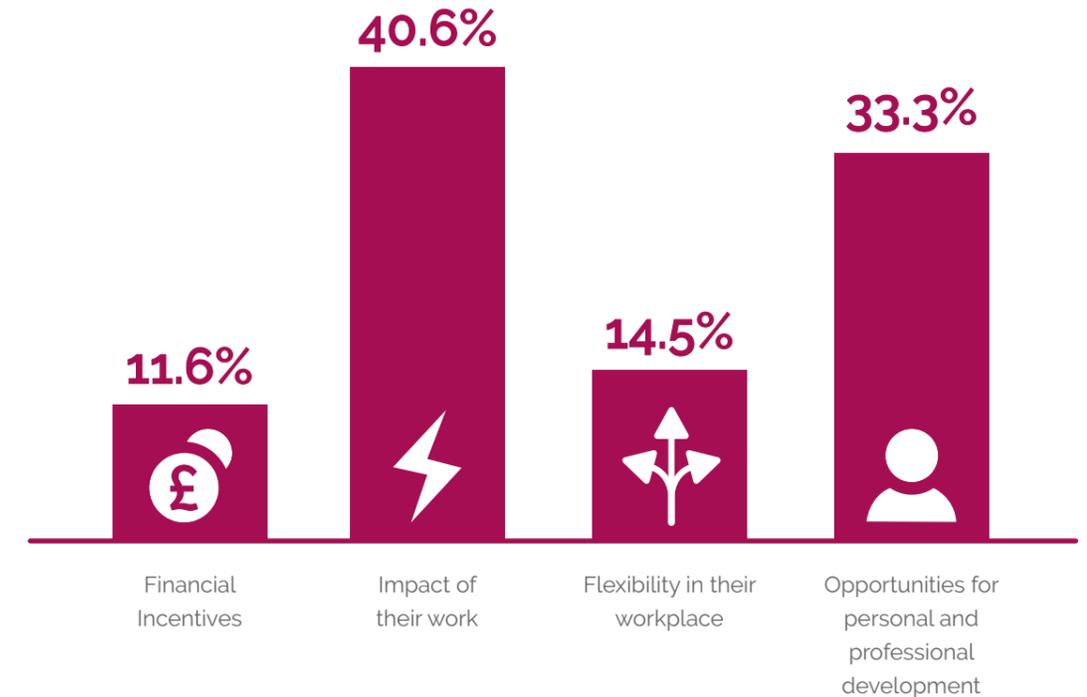
One of the key questions we asked when discussing retention was 'what motivates young people at work?'. We asked participants what they felt were the key motivators for young people when applying for jobs with particular organisations. We did this to better understand what drives young people towards certain jobs and understand what they find appealing.

For the purpose of scope we broke the motivators down into four main areas that came up most often in the course of our programmes. These were:



We break down the thoughts of the young people based on why they saw each particular motivator as the most important.

Table 1: Key motivators for young people in the workplace



As part of our 2019 consultation we surveyed 69 of the participants on what they felt were the key motivators for young people in work. This was made up of a cross-section of 50 young people that attended our programmes and 19 people from organisations that attended events.

Progression and Development



“The kind of opportunities that companies offer....has an impact upon whether young people see the company or the job as a long-term prospect”

Young people felt that employers should provide them with **clear opportunities for personal and professional development**. Having these in place was more likely to make them see the organisation as a long-term prospect.

Internal training and development opportunities can prevent feelings of **stagnation**.

Feeling like there is a lack of progression or opportunity in a role can have a negative effect on young people's mental well-being.

Impact of the work



“The work your organisation does reflects who you are, so the two should compliment each other”

It was felt that understanding the bigger picture is ultimately more important than the other things on this list. **They wanted their work to have an impact on improving the world.**

People spend so much of their life working, that it needs to have **meaning and purpose beyond just the financial remuneration** they receive.

Anyone working in a role needs to find meaning in their work, regardless of what it is they're doing.

Flexible working



“I feel more productive when I have more autonomy”

Flexible working can allow people to have more time to manage their mental wellbeing.

It can make it easier to manage personal life and responsibilities. Young people sought this out as it allows them to manage their work/life balance.

It is particularly important for young parents going into the workforce, as they can **feel excluded** if they don't have flexibility built in. For example, some parents may need time to be able to pick their children up from school.

Flexible working options can help organisations to expand their talent pools, opening up opportunities for people who don't live in easily commutable distance from the location of the employers' offices.

It can be a learning and growth opportunity, in that working in this manner puts responsibility onto the young people to complete their work and manage their responsibilities.

Young people feel more productive when they have a greater level of autonomy at work.

From a financial perspective, the ability to work from home was seen as an attractive option for young people as it allowed them to save both time and money.

Financial Incentives



"I want a fair wage for skills I bring to an organisation - it makes me feel valued"

The amount a person gets paid reflects the value of their skills to the organisation they work for. For them, their value is derived from the financial remuneration.

Finance was also seen as a key driver for the young people to be able to make an impact more broadly outside of their working lives.

What steps can employers take?

□ Make work meaningful

We are witnessing a desire for young people to make work meaningful, favouring work they see as impactful and where there are plentiful opportunities for both personal and professional development. It is clear that young people find meaning in a variety of different areas. For that reason it is important that organisations be open to exploring a multitude of different options when considering how they can improve how they both invest in and retain young people, particularly when it comes to diverse employees.

□ Offer flexible working

According to the Chartered Institute of Personnel and Development (CIPD) in their report Flexible Working: the business case, **"Flexibility helps more people access the labour market and stay in work, manage caring responsibilities and work-life balance, and supports enhanced employee engagement and wellbeing."**

In addition, they highlighted that **92% of young people wanted to work flexibly.**⁴

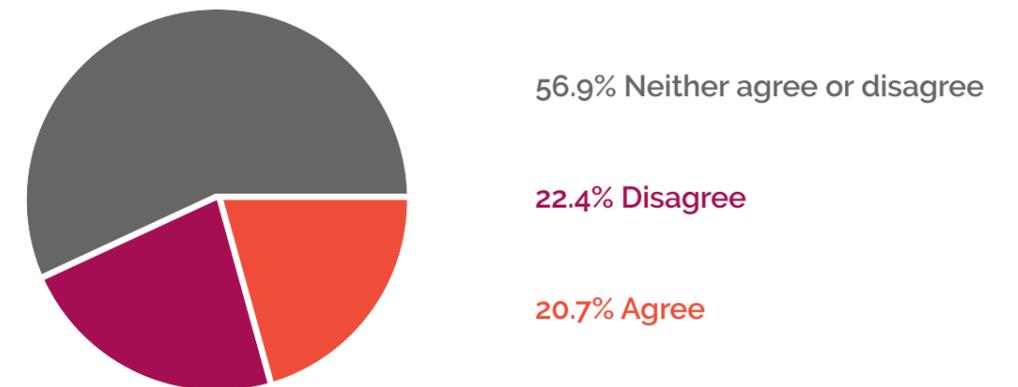
⁴ Flexible Working: the Business Case." CIPD.co.uk, Chartered Institute for Personnel and Development, Nov. 2018

Flexible working conditions have become far more widespread over the last few years, with compressed hours, part-time working and job sharing well documented. Large organisations have recognised the benefit that this can have on their workforce and cost savings that can be made.

3.2 Supporting the growth and training of young people

The level of support that young people feel in the workplace can have a direct impact on whether they choose to stay with, or leave, an organisation. There are many ways that organisations can support and invest in young people, this includes the opportunities that it can provide in training and developing the young people that work for them. Consideration should also be given to how organisations can offer support specifically to those young people who are from diverse and under-represented backgrounds. The discussion and recommendations forming this section reflect the importance of employers investing in young people more broadly, but also how they can adapt their practices to impact positively on young people from under-represented backgrounds.

Chart 3: Should companies take the lead on employee training/development?



We asked young people and stakeholders whether they felt that businesses should take a lead in supporting their employees to develop. The general consensus was there should be a level of engagement, although the degree to which they thought they should be involved varied.

What did the young people think?

Networking and shadowing opportunities are key. Development extends beyond training and opportunities for promotions. Young people want to continue having access to mentors and sponsors in the workplace.

Interacting with senior members of staff in particular can be useful in **helping young people to understand their potential career trajectory.**

Young people can become complacent without a clear progression route, this includes clearly defined opportunities to access training.

Employers should include conversations with their employees about development as part of appraisals and ongoing discussion.

Employers should ensure they create a space where young people feel comfortable to discuss their training and development needs.

Companies should be proactive in signposting learning and development opportunities.

Providing the above opportunities can **help to instill a sense of belonging to the organisation and can have a positive impact on productivity.**

How employers invest in young people?

- Offer mentoring and sponsorship schemes to support young people entering the workforce.
- Support young people to develop robust personal and professional development plans.
- Encourage young people to take up training opportunities through bespoke development plans for diverse and under-represented employees.

Recommendations

4.1 Improving recruitment process to ensure a diverse workforce

1 Target diverse and under-represented young people in your recruitment and promotion

- If organisations are to be successful in diversifying their workforce they need to be active in ensuring they are targeting young people in their recruitment, particularly those from diverse and under-represented backgrounds.
- A recent example of this is the British Army's 2018 and 2019 recruitment campaigns. Their 2018 campaign was specifically targeted at challenging traditional perceptions of the Army and the kind of characteristics needed to succeed. The 2019 British Army campaign was aimed at challenging stereotypes that are often projected onto young people and actively tried to reach out to a younger generation. According to official figures from the Ministry of Defence the Army had 9,700 applications in the first three weeks of January, a five-year high compared to 5,437 the previous year.⁵

⁵ Nicholls, Dominic, and Ellie McKinnell. "Snowflake Generation' Recruitment Adverts See Applications to Join the Army Almost Double, MoD Reveals." The Telegraph, 8 Feb. 2019

2 Use name blind recruitment

- On average, **British Citizens from ethnic minority backgrounds have to send 60% more job applications to get a positive response from employers compared to their white counterparts.**⁶
- **'Name-blind' recruitment**, where candidates names are removed from applications when they are being considered, is a move seen by many as a positive step in removing bias, unconscious or otherwise, from application processes.
- Knowing **that an employer uses blind recruitment in their selection process gives 66% of professionals more confidence that they will be fairly considered.**⁷
- Several organisations already use name-blind recruitment, or are on the way to doing so, such as the Civil Service, BBC, HSBC and KPMG.⁸

3 Avoid jargon in job descriptions

- Having too many technical terms and jargon in your job descriptions can be alienating to young people.

⁶ Croxford, Rianna. "Why Your Name Matters in the Search for a Job." BBC News, BBC, 18 Jan. 2019

⁷ "Ethnicity Is the Biggest Limiting Factor for Jobseekers According to New Research." Hays, 2019

⁸ Newbery, Cathryn. "What Is Blind Recruitment – and Does It Work?" CIPHR, 9 Aug. 2018

4 Provide feedback to candidates

- Young people find it difficult to know how they can improve their applications after they have been rejected by an employer as they often don't receive feedback.
- Providing individual feedback, although time consuming, can help applicants adapt and refine their approach for future interviews.
- An alternative suggestion that came out of our consultations was the idea that organisations could share their thoughts on **what made the successful candidate stand out**, rather than share individual feedback. This ensures young people have a frame of reference for how to improve future applications.

5 Consider young people for other roles if they are unsuccessful

- Be proactive when considering young people for roles in your organisation. If you have an unsuccessful candidate that meets most of your criteria consider whether they may be suitable for other roles within your organisation and recommend them.
- If you identify talent you should utilise it!

6 Be open to feedback on recruitment process

- Don't be afraid to ask successful and unsuccessful candidates of their opinions of the recruitment process.
- Employers should ask young people to review job postings and advertisements posted online to ensure that they are fit for purpose.
- Consider getting young people to 'mystery shop' your recruitment processes. For example, as part of Business in the Community's #jargonfreejobs campaign they conducted youth recruitment 'mystery shopper' workshops to test the recruitment practices of various companies when it came to entry-level jobs.⁹

7 Use diversity schemes and programmes to open up recruitment to people from diverse backgrounds

- There are numerous industry schemes and programmes that have been established to open up professions and organisations to people from diverse and under-represented backgrounds. These have been highlighted as being positive efforts in providing and improving opportunities for young people from traditionally under-represented backgrounds to gain valuable work experience.
- Organisations such as the Civil Service have already developed successful schemes and should be viewed as a positive example. Their scheme provides a two-month insight into a range of opportunities within the Civil Service and is open to undergraduates from BAME backgrounds, as well as socially or economically disadvantaged backgrounds, or who have a disability.¹⁰

⁹ "The CIPD Shows Its Support for Helping Young People into Work." CIPD.co.uk, 24 Mar. 2017

¹⁰ "Summer Diversity Internship Programme." Summer Diversity Internship Programme | Civil Service Fast Stream

8

Pay travel expenses where possible

- Research produced as part of graduate careers app Debut's 'Getting There' campaign shows that the average cost of attending an in-person interview is £41.¹¹
- The cost of travel can be prohibitive to young people in attending some interviews, especially when you consider they will likely have to attend multiple job interviews before securing a job offer.

9

Ensure diversity on interview panels

- It was frequently mentioned by young people that they feel there are **a lack of role models on interview panels.**
- According to the Hays Diversity & Inclusion report 2019, 78% of respondents believed introducing diverse interview panels will have a significant impact on the selection and hiring of diverse talent.¹²

10

Provide signposting to organisations that provide clothing and training for interviews

- One of the largest expenses that young people incur in going to interviews is purchasing appropriate interview attire.
- Employers should consider promoting services or organisations that may be able to help with interview preparation and sourcing clothes for interviews. For example, Smart Works is a charity with offices across the UK that offers free clothes and interview preparation for women.

¹¹ Roper, Jenny. "Campaign Calls on Employers to Pay Interview Travel Costs." HR Magazine, 8 Mar. 2018

¹² "Ethnicity Is the Biggest Limiting Factor for Jobseekers According to New Research." Hays, 2019

4.2 Investing in and supporting young people in your workforce

1 Consider the benefits of a flexible working policy

- Research issued by the Chartered Institute of Personnel and Development (CIPD) highlighted that 92% of young people wanted to work flexibly.
- Flexible working can take a number of different forms and can include, but is not limited to:

Flexitime - Allowing employees to fit their working hours around agreed core times.

Compressed hours - Allowing employees to fit in their usual hours into fewer days.

Job sharing - Allow multiple employees to share the work and pay of one full-time role.¹³

- Consider what would be practical for your organisation to adopt and what would be most appealing for young people.

¹³ "Flexible Working - What Is It." Citizens Advice, Nov. 2019

2 Provide opportunities for networking, shadowing and dialogue

- This can be a great way to help young people to gain a better understanding of how an organisation works.
- Networking events provide young people with an informal setting in which to develop their contacts internally and develop their understanding of how the different functions within their organisation work together.
- Shadowing can be a great way to support young people with identifying the job roles that they are interested in pursuing internally, and what experience they will need to develop to get there.
- Providing mentors to young people, both internally and externally, can be hugely beneficial to their development. For instance, Intel provides their new employees with a more experienced mentor based on the skills they would like to develop. Google also runs Summer of Code, a funded mentoring programme for student programmers designed to help them develop their skill set.¹⁴

3 Schedule bespoke monthly comms with development opportunities

- It can be difficult to know how to support young employees with their development, sometimes young people aren't particularly forthcoming in putting forward their needs.

¹⁴ "Most Successful Mentoring Programs." Together, 25 May 2019

- As well as the above recommendations, a good way to encourage young people within your organisation to pursue their development is to provide them with a monthly breakdown of development and training opportunities.

These emails could include:

Training relative to the work the organisation does

Training relative to personal development

Volunteering opportunities

4 Ensure employees are given comprehensive personal development plans

- This is hopefully something that most organisations have in place with all of their employees, however it was highlighted as an area for improvement by several of the young people who participated.
- Without direction it can be difficult for young people to know the avenues for development that are available to them internally, so it is important that there is guidance for them from an organisational standpoint.
- At the start of their careers it can be difficult for young people to formulate their personal development plans, so it is important that organisations and managers help them to create this structure in the early stages of their career.¹⁵

Conclusion

We hope this report is a useful tool for employers looking to recruit and retain young people, particularly those from diverse backgrounds and under-represented groups. While our report doesn't provide an exhaustive list of the barriers and issues that young people face within employment, we hope it gives an understanding of the types of issues that they perceive when it comes to recruiting and retaining diverse, young talent into the workforce.

Our recommendations are intended to be a guide as to the kinds of changes and policies that best practice employers could adopt in order to address the barriers raised by young people. There are already some fantastic examples of organisations that are working to address these issues, we'd like to see them implemented more extensively.

As an organisation, UpRising is able to support organisations in helping to address and undertake action in some of these areas. **Please look at page 33 for information on how UpRising can help employers.**

Finally, we thank all of the young people and organisations that have supported this work over the last four years. We would particularly like to thank the Queen's Young Leaders and Comic Relief for the support and funding that they have provided UpRising to run our Fastlaners programme.

If you would like to get in touch with UpRising to discuss the contents of this report, or to explore how UpRising can help your organisation then please email us at hello@uprising.org.uk or call us on **07943 632 046**.

¹⁵ Oliveti, Mariano. "Why Is It Important to Create, and Review, Your Personal Development Plan on a Regular Basis?" LinkedIn, 31 Aug. 2015

How UpRising Can Help

1

Diversity Recruitment Programmes

- UpRising can run our recruitment programmes within your organisation to work with under-represented young people to provide you with a skilled and diverse recruitment pool. This can be aligned with your current recruitment process and tailored to your organisation and sector needs. As well as this, it serves the purposes of building the employability skills of young people in your region and helps them to prepare successfully for recruitment at your organisation or elsewhere. This would be done by working with a group of 10 to 20 young people and running a series of:

Interactive
workshops

Mock
interviews

Mentoring
sessions

Networking
events

2

Development Opportunities

- We offer places for young people in the early stages of their career on our award-winning Leadership Programme. This programme equips committed and motivated young people from under-represented backgrounds with the knowledge, skills, networks and confidence to

accelerate their career potential and ensure they are supported in their work progression. These programmes also provide mentors to young people which we tailor to closely match an individual's needs and career goals, thereby offering support to young people in the workplace.

3

Young Recruitment Advisors

- We are lucky enough to work with a number of young people, who have been part of our programmes and, through their own lived-experience, have become experts on what recruitment practices appeal to young people. We can offer organisations with access to these young people to advise on language used in job adverts to ensure it appeals to a young demographic, as well as 'mystery shopper' candidates who can offer recommendations based on their experiences. We can also offer young UpRisers to sit on recruitment panels to ensure a level of diversity and act as young role models to ensure candidates feel represented.

4

Unconscious Bias Training

- We can support recruitment practices through our bespoke unconscious bias training. Drawing on our policy and practical experience in building diverse practice in employment and career progression, we can help organisations overcome unconscious bias to ensure integrity, credibility and consistency in recruitment.

If you would like to get in touch with UpRising please email us at hello@uprising.org.uk or call us on 07943 632 046.

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