



Transparent recruitment processes

A guide for employers

Young people with no experience of recruitment processes are at a **significant disadvantage** to more experienced candidates who know what to expect at each stage. Vague job descriptions, unclear timescales and multiple stages that have not been explained can be frustrating, cause anxiety and even put young people off applying completely.

By providing **clear job descriptions** and an outline of what your recruitment process involves, you will put young people on an equal footing with older, more experienced candidates. Then, by providing young candidates with a welcoming environment during the interview process, you will enable them to perform to the best of their abilities.

Employer feedback plays a vital role in helping young people to learn from their experience and identify ways they can improve their applications for future roles. Even if you don't have the capacity to give individual feedback to all candidates, sharing common mistakes and top tips is extremely helpful.

Key things to consider:

- Are your job descriptions clear and specific and free from jargon and acronyms?
- Do you provide clear information about the stages of your recruitment processes and the timeframe?
- How do you put young candidates at ease when they come for interviews and assessments?
- What feedback do you provide? Does it give young people practical tips to improve their application?

Step by step

1. Ensure your job descriptions are clear, specific and don't contain any jargon

In our 2015 Youth Survey, 40% of young people find that having a clear job description is the most helpful thing during the recruitment process. Some of CIPD's top tips for writing job descriptions are to use plain, concise English, avoid using any jargon, make sure acronyms are written out in full and use bullet

Top tip!

Rather than writing a long, complicated job description, you can feature a current employee in a video talking about their role.



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points wherever possible. Always include a link to your company's website for further information.

Make sure that your current post holder contributes to or reviews the job description to make sure it accurately reflects the day-to-day tasks they undertake in their role, and you can ask a young employee to sense check it to make sure it is clear and easy to understand. For example, **ASDA** also [use videos on their careers website to help candidates to understand the wide range of roles they have on offer.](#)

2. Provide clear information about each of the stages of your recruitment process

Young people who have little or no experience of recruitment processes will not know what to expect, especially if your process involves multiple rounds. Therefore, they are unable to prepare fully for different types of assessments, putting them at a disadvantage to more experienced candidates. You should provide the contact details of someone a young person can contact if they have any questions about the role.

To help young people prepare, you should provide a clear outline of the different stages of the application process, what format they will take, what you are looking for at each stage and the timeframe for interviews and when candidates will hear if they are successful or not. For example, **Barclays** outlines the different stages of their recruitment for Traineeships and Apprenticeships on their [dedicated careers pages.](#)

3. Put candidates at ease by being welcoming and open

After having a clear job description, young people told us that engaging with friendly and helpful members of staff was the second most important thing to support them during a recruitment process. You can support young people by providing them with as much information as possible before the assessment including how to get there and what to wear. When they arrive, you can ask your young employees to greet them give them a tour of the office.

You can also begin the assessment with an informal session. For example, **Ricoh** begin their assessment days by giving candidates an overview of the company, a chance to meet existing apprentices and running some team building exercises to give candidates the chance to meet one another. They then give candidates a group break between individual assessments to put them at ease.

4. Provide constructive feedback to candidates

Receiving constructive feedback helps young people to learn from their experience and improve their application for the next role they apply for. However, nearly one in three young people does not receive feedback after an interview, and less than half of those who do receive it feel that it is helpful.





The best way to provide feedback is individually by telephone if possible as this gives young people the chance to clarify any points and ask questions. **CIPD** provide [a useful template for giving feedback that outlines how you can provide constructive feedback without damaging young people's confidence](#).

However, many hiring managers simply don't have the capacity to provide individual feedback. If you don't have time to offer individual feedback to each candidate, you can send all unsuccessful applicants an email thanking them for taking the time to apply, apologising for not being able to provide individual feedback and outlining the most common mistakes unsuccessful candidates made and top tips for what makes the perfect candidate to support them with their future application. You can also include these top tips and most common mistakes on your careers pages to support future candidates.

The **BBC** have found an innovative solution to this problem by using social media – they encourage applicants to follow their dedicated [@BBCTrainees](#) Twitter handle, which they use as a central platform to create an open dialogue with applicants, answering questions and sharing guidance on the process and top tips for applying in a tone appropriate for their followers.

Case Studies

Read more about [how the BBC use Twitter to make their recruitment process more transparent](#).

Where to go next?

- Read Business in the Community and **CIPD's** [Top tips for recruiting young people](#) guide.

