FUTURE PROOFING YOUTH RECRUITMENT

A best practice guide for employers on how to make jobs attractive and accessible for all young people

Introduction

With the nature of work changing at a rapid pace, businesses need to be prepared to update their approach to fit with a new generation. Yet to understand what to change, we must listen to the experts - young people themselves. That's exactly what we've spent the last year doing through our Youth Recruitment Mystery Shopper programme. To date, 79 young people from a wide range of backgrounds have assessed 65 employers' live job opportunities and fed back to the employers the practical steps they can take to make their opportunities more accessible to young people.

It's through this process that we've identified some of the "hidden" barriers in the recruitment process for young people. While some, such as asking for previous experience, were obvious, others, like the overuse of technical language, were subtler yet just as off-putting. What's clear is that pathways into employment for young people are still inconsistent and highly dependent on luck. At worst, finding your first job can be a long, demoralising process that damages young people's confidence and impacts on their long-term life chances. At the same time, employers are missing out on spotting great potential talent by using outdated recruitment methods which would be easy to change.

From ways to make job descriptions clearer and entry level roles easier to identify, to tips on making young employees more visible in job adverts, our workshop participants have come up with some easy-to-implement suggestions. Our guide brings together a practical list of the participants' top recommendations for employers who want to make their opportunities more attractive and accessible to young people, and highlights some of the current best practice in recruitment. These changes are easy to make and could mean more effective recruitment and access to a more diverse workforce that reflects your future customer base.

We hope you will find this guide useful, and that you will think about having your own process mystery shopped.

Gmehanna

Grace Mehanna

Campaign Director, Employment & Skills

Backed by

City&Guilds Group

HRH THE PRINCE OF WALES
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137 Shepherdess Walk, London N1 7RQ
www.bitc.org.uk

About the Future Proof campaign

Future Proof is a Business in the Community campaign backed by the City & Guilds Group to help employers break down barriers in their recruitment processes to create quality, accessible jobs for all young people.

The campaign provides practical resources to help employers identify steps they can take to modernise the way they recruit young people to meet the future needs of their business.

About the Mystery Shopper programme

Business in the Community's Mystery Shopper programme assessed the recruitment processes of 200 companies in several different locations across the UK. Young people themselves looked at live entry-level job vacancies and provided feedback to employers who collectively employ over 1.5 million people across the UK, with a quarter making changes as a result. Our mystery shopper participants are aged 16 – 24 and have included school and college students, job seekers, school leavers, and apprentices.

During the facilitated mystery shopper workshops, the young participants review the content of each employer's careers and recruitment web pages and one live entry level job vacancy chosen by the employer, paying particular attention to the job description and first stage of the application process. Employers then receive a bespoke feedback report within a month of the workshop which outlines:

- How attractive and accessible their careers and recruitment pages are

- How clear their job description and entry requirements are

- How transparent and supportive their recruitment process is

Participants also make practical recommendations to employers on how they can make their opportunities and processes more attractive and accessible to young people.

And employers are listening – many of the participating companies are already implementing participants' suggestions, and in the process are breaking down the barriers that exist in their recruitment processes. As result, they are Future Proofing their recruitment processes and will be able to widen access to their talent pool to young people with potential from all backgrounds.

What participants have found really highlights the major barriers that exist within recruitment that put young people at a disadvantage.

1 in 3
Difficult to find on employers' websites

50%
Didn't outline the stages of the recruitment process

60%
Didn't include a clear job description

1 in 3
Didn't mention salary

2 in 5
Didn't state what the working hours were

40%
Contained jargon or technical language

66%
Of young people found the job descriptions hard to understand because of these factors

The Checklist

1. Overall design, format and navigation	
1.1 Have a clear, simple layout – don't add too much text or too many sub-pages	✓
1.2 Add an 'entry level' option in the search criteria	✓
1.3 Use welcoming language	✓
1.4 Include photos of a diverse range of employees, including young people	✓
2. Job description and entry requirements	
2.1 Don't ask for previous experience and use clear and specific entry criteria	✓
2.2 Provide a clear outline of the purpose of the role and key day-to-day tasks	✓
2.3 Don't use jargon or acronyms, and include an explanation of any technical language	✓
2.4 Include day-in-the-life profiles featuring existing young employees	✓
2.5 Provide clear details on office/site location, salary, hours and contract type	✓
2.6 Outline what makes the company a great place for a young person to work	✓
2.7 Outline of the progression pathways	✓
2.8 Outline of training available, including content of apprenticeship, if applicable	✓
3. The recruitment process	
3.1 Outline of the stages of the recruitment process, timeframe and estimated start date	✓
3.2 Use a clear, simple first application stage with relevant questions	✓
3.3 Include top tips for applying	✓
3.4 Outline your feedback process	✓

1. The overall appearance and format of your website

1.1 You don't need a huge budget for extensive graphic design – above all, young applicants

appreciate clear, simple designs that enable them to find relevant information and job roles quickly and easily.

Mystery Shopper participants found that careers pages with an overly corporate appearance could seem intimidating, while text-heavy sites with few images gave them the impression that the company was old-fashioned and not the sort of place where many young people would work, making them seem daunting.

> **"The website is eye-catching and colourful but clear and straight to the point"**

1.2 The first major barrier that participants have frequently come across is not being able to identify which roles advertised are entry level. Identifying entry level roles can be a slow and frustrating process for young job seekers, who have to scrutinise the wording of every job advert individually to identify roles they can apply for. One simple way to make it easy for young people to identify opportunities is to list roles by experience required and include an 'Entry level' option in your search criteria.

Another fun, engaging way to help young people to identify your most relevant vacancies is to include interactive careers quizzes that enable job seekers to find out which roles would be the best fit for them for example, participants particularly liked **Interserve**'s quiz to help young job seekers find out which of the apprenticeship roles available they would enjoy the most[1].

2. Job descriptions and entry requirements

Mystery shopper participants also liked that **Carillion** has an 'Add to basket' function that enables job seekers to browse for and bookmark multiple vacancies which they might like to apply for, as it considers that job seekers – especially young people – might want to apply for a few different roles.

1.3 Mystery Shopper participants frequently identify that they really like positive messaging that creates the impression of a welcoming, supportive workplace – you can attract candidates and put them at ease with positive, welcoming language. For example, in the wording on their careers page, Ricoh puts an emphasis on how much they value their employees and want to support them to develop:

"At Ricoh we know that our strength is in our people. We work across 180 countries and employ over 100,000 people and continuously look for ways to bring new opportunities to our employees…We aim to help our employees excel and enhance their skills to meet future business needs, and our credo is to 'create engaged, high performing teams and employees who have the opportunity to capitalise on their potential'[2]."

1.4 Applying for your first job can be a very stressful experience and overly corporate websites can look daunting and alienate young candidates – featuring photos of a diverse selection of your employees including young people helps to create the impression of an inclusive, welcoming workforce. Mystery shopper participants strongly prefer photos of real employees to stock photos.

2 in 3 employers we surveyed ask for previous experience for entry level roles

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[1] See Interserve's quiz here: www.interserve.com/careers/early-careers/apprenticeships/apprenticeships-for-you

[2] Read more at: www.ricoh.co.uk/about-us/careers/why-work-for-ricoh/index.html

2.1 Young people told us that unless a job description states that no previous experience is required, they generally assume that they can't apply. It's important to include clear and specific entry criteria that relate to the needs of the role and don't ask for previous experience for entry level roles.

Also, ensure that you only ask for qualifications that relate to the skills and knowledge required to do the job; for example, for their apprenticeship scheme National Grid ask for GCSEs and A Levels which match with the specific skills and knowledge needed for their roles such as maths, physics and engineering.

"It's impossible to tell from the job description if this is an entry-level role"

Spotlight on previous experience and entry criteria

Employers who have had roles assessed in the mystery shopper workshops are asked to provide an entry level vacancy. Participants were particularly frustrated but unsurprised to see a number of roles that asked for previous experience – something that is a major problem for young job seekers. In our Youth Survey young people told us that the biggest barrier they face to accessing employment is not having previous experience.

In our Generation Talent[3] research we got an insight into why this is such an issue:

This means that two thirds of entry level roles are inaccessible to young people from the start, hugely restricting access to opportunities to enter the labour market.

What can employers do?

There is a simple solution – as **Asda** say, 'recruit for attitude, train for skills'. Use assessment formats that draw out the kind of behaviours and attitudes that demonstrate a young person's potential to excel in a role. Don't ask for previous employment experience – experience of volunteering and social action can be a good alternative to complement behaviour-based assessments.

"It's impossible to have experience because in order to get experience you need to have experience to get a job"

Want to find out more? Read our Guide to Behaviour-based Recruitment here:

http://futureproof.bitc.org.uk/toolkit/focus-potential-not-experience

2.2 One of the key findings from the mystery shopper workshops is that very few job descriptions provide young people with a good general overview of what a role involves on a day-to-day basis, as

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[3] Read our research here: www.bitc.org.uk/our-resources/report/generation-talent-two-years

well as its wider purpose in the business. This makes it hard for young people to understand what the role involves, and therefore whether it's the kind of role they would like to do. It also makes it very hard for them to apply for a role where they do not fully understand what will be expected of them, and therefore how to best sell their skills and experience in their application. This puts them at a significant disadvantage to older, more experienced candidates with prior knowledge of a role.

In order to make their job descriptions clear and easy to understand, WDH split the outline into two parts: *the bigger picture* and *the day-to-day*, which participants thought was a great way to structure a job description. EE provide an interactive timeline showing what apprentices will be doing in each month of their apprenticeship[4]. British Gas provide clear, jargon-free overviews of all the different apprenticeships they offer and include video case studies to provide a really good insight into what it's like to work as an apprentice[5].

2.3 **Avoid using jargon and technical language in entry level job descriptions** – participants have told us this makes them worry that they don't have the required background knowledge they'd need to apply for a role. If certain words or phrases are unavoidable, include a jargon guide and ensure you write out acronyms. **Balfour Beatty** ensure they write out any acronyms in their entry level job descriptions, for example, 'KPI (Key Performance Indicators)'. Here are some examples of jargon and technical terms that mystery shopper participants identified as particularly confusing:

- BSEN
- Metallurgy
- Audits
- Fulfilment service
- SLA

- Legislative standards
- DBS check
- Procurement
- HSE
- Mergers & acquisitions
- Talent accounting
- Compliance

It's not just individual words and phrases you should be mindful of – avoid long, 'obtuse' sentences, to borrow one participant's comment. For example:

Example: *'Query responses in adherence to SLAs and archiving conducted in accordance to file protocols'*

Translation: As part of the role you will reply to customers' questions and record the details in our filing system.

Top tips for avoiding jargon:
- Avoid using industry slang and write out acronyms
- Ask your young employees to sense check your job descriptions
- If you must include technical terms, add a 'jargon buster' section

Also, participants picked up on certain words that would put them off applying completely due to them feeling that they were 'not good enough' for the role – it's important to avoid 'elitist' language focusing on self-worth – this is extremely off-putting for inexperienced candidates. For example, a young unemployed participant who was reviewing an entry-level apprenticeship role told us:

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[4] See the timeline at: https://jobs.ee.co.uk/graduates-and-apprentices/apprentices/retail

[5] See the profiles and video at: http://www.britishgasjobs.co.uk/careers/apprentices-and-trainees

> "Even though I have the GCSEs needed, I would never apply for this role as I already know I wouldn't get it based on the intimidating person specification; 'highly confident', 'polished', 'high-calibre'"

THE POWER OF WORDS

Dr Ben Curtis, Senior Advisor, Behavioural Insights Team

The Behavioural Insights Team (BIT) was started in 10 Downing Street in 2010 as the world's first governmental unit dedicated to applying behavioural science to public policy. Our projects have helped the unemployed back into work, reduced over-prescription of antibiotics, boosted learning outcomes for FE college students, and aided governments around the world in collecting unpaid taxes, among many other positive outcomes.[i]

Language works powerfully on our unconscious and can shape our behaviour in ways we are not even aware of. Applying behavioural science to recruitment can help break down barriers, attract talent, and promote social mobility.

Unconscious biases can be one of the most pernicious recruitment barriers. Language and other aspects of the recruitment process can trigger what is known as a 'stereotype threat', a process that leads people to internalise negative stereotypes about groups with which they identify.[ii] This threat can unfairly disadvantage individuals' performance in recruiting tasks, but there are strategies to counter it, as BIT's own work has shown.[iii]

Getting the language in job adverts right is also key to prevent discrimination and attract talented applicants. For example, job adverts that include 'masculine words' are more likely to draw male applicants,[iv] and according to one study, women apply for a job when they meet 100% of the advert's requirements, whilst men apply when they meet only 60%.[v] Fortunately here, too, behavioural science can help. For instance, including messages and language about fairness and inclusion in job adverts—such as emphasising an organisation's commitment to diversity—can attract applicants from a wider variety of backgrounds.[vi]

Understanding human psychology and using it to help people make better decisions is what BIT specialises in. This work includes the extensive research BIT has done to make recruitment fairer and more effective[vii], developing Applied, a recruitment tool for employers.[viii]

Business in the Community's Jargon-free Jobs campaign is important for recognising how language can both put up and break down barriers to employment for young people. Behavioural science provides tools to get the language and other procedures right, so that organisations avoid those barriers, hire good people and promote social mobility.[ix]

2.4 A great way to help young people to understand the roles available and present yourself as a youth-friendly employer is to feature your existing young employees and include 'day-in-the-life' profiles of what their job involves:

Case study – ISS

www.uk.issworld.com/career/apprenticeships/iss-apprentice-profiles

ISS include snapshot profiles of apprentices undertaking each of their different roles

Alex Carter
Electrical Engineering
Download high res

Amy Louise Shelton
Facilities
Management
Download high res

Emma Jeffries
Payroll
Download high res

Kayleigh Wright
Food and Beverage
Download high res

Daniel Carney
Engineering
Download high res

David Aitken
Electrical Engineering
Download high res

Apprentice
Amy Louise Shelton

As a facilities management level 4 apprentice, 19 year old Amy Louise Shelton's diverse role includes raising purchase orders and organising corporate shopping.

2.5 Many job descriptions are missing key details that young people need to know to check whether a role will fit around their other commitments. Some key details to always include are:

- **Address** - young people are often more reliant on public transport than older workers. Provide your office or site address (not just 'UK' or 'Manchester'), the location of any off-site apprenticeship training and details about public transport links to make it much easier to check how accessible a role will be. **Portakabin and Hilton** also embed Google maps in their adverts

to help job seekers see at a glance where the role is based.

- **Contract type -** many young people are concerned about job security so like to know whether a role will with have a temporary or permanent contract before applying. Also, it's important to confirm how long an apprenticeship will last for, as this could be anything from a 1 to 4-year commitment.

- **Salary** - while participants told us that the salary is often not the most important thing that they look for in a role, it can be a useful guide and comparator for young people looking for their first job without any prior figure to use as a guide reference. **Clarkson Evans** include a breakdown of the pay progression structure for apprentices in their job descriptions.

- **Hours and shifts -** many young people have personal commitments such as caring responsibilities or are studying part-time, so it's important for them to know which roles will align with these commitments.

Case study – City & Guilds Group

https://apply.careers.cityandguildsgroup.com

City & Guilds Group include all the at-a-glance details young job seekers like to see in their job vacancy listings - including if a role is entry level -

Apprentice - Product Publishing

To provide services which support Material production and the transformation of Products from their development state to their operational state.

Business unit: City & Guilds		**Experience:** Entry Level	
Location : UK - London		**Type of role:** Apprentice	
Full-time or part-time: Full-time		**Salary:** £17,108	
Ref No: 3056		**Closing Date:** 20/01/2017	

making it easy to spot relevant roles

2.6 Young people also like to know what makes a company a great place for a young person to work, not just why the vacancy itself is attractive. Participants often pointed out that they would find it daunting to apply for a role at a company where it doesn't seem like many other young people work or where there doesn't seem to be provision in place to support young people to settle into the world of work.

> "I like how this company makes their vacancies seem like a two-way-street by telling you why the company is a great place to work"

Highlight the broader support available, workplace culture and wider opportunities – for example, **Capgemini** outline the 10 reasons why young people should join as apprentices.

Case study – Capgemini

www.uk.capgemini.com/careers/your-career-path/apprentices

10 reasons to join
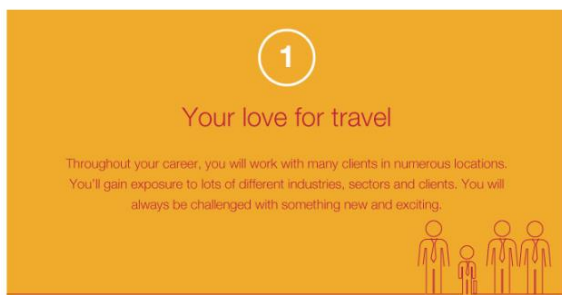
2.7 In our Youth Survey, young people told us that the progression opportunities were the most important aspect of a role they look for, and this is something that mystery shopper participants have

affirmed during the workshops. Make sure you outline the progression opportunities and career pathways available in your organisation, as this will make your opportunities more attractive to young people. Young job seekers are particularly keen to hear if an apprenticeship will lead into another role at a company. For example, Barclays provide a clear outline of their apprenticeship pathways, making the journey through their organisation clear and inspiring.

Case study – Barclays

http://joinus.barclays.com/emea/apprenticeships

Emphasising your commitment to supporting your employees to develop their careers also helps to create the impression of a welcoming, open and supportive employer for young people. For example, **NG Bailey** say:

"At NG Bailey we're serious about careers. When you join us, we'll show a consistent and genuine interest in you, your development and your opportunity to progress. A career with us is all about growth - that's why we invest over £3m every year in the training and development of our people. And our financial strength means we're big enough to give our people real prospects."

2.8 Young people looking for their first job are keen to see an outline of the support and training available in a role. Where details are provided, this becomes a major attraction point – for example,

participants thought that the clear training structure mentioned in Carillion's apprenticeship vacancy was one of the most attractive aspects of the role, and that Hilton's 'Apprenticeship Academy' made their opportunity sound particularly well-planned and supportive. Participants noted that many apprenticeship roles were missing details about the content of the training, which was

3.The recruitment process

3.1 In our **Youth Survey** participants told us that one of the biggest issues that makes a recruitment process difficult is not knowing what's expected of them at every stage. During the workshops, it wasn't hard to see why this is such a big problem – only half of the vacancies assessed actually outlined what all the stages of the recruitment process were, and even fewer provided a timeline.

It's important to provide an outline of all the stages of the recruitment process and provide a clear timeframe for recruitment to help set expectations and support young people to prepare for the process – it can be especially daunting if you're applying for your first job and have no idea what type of assessments you might need to do.

> **"The recruitment process is a treasure hunt for young people – we have no guidance to help us, we don't know what to expect, and we have to pick up clues about what to expect along the way"**

PwC provide a clear outline of what each of the stages of their process involve, and hints and tips for candidates to help them do as well as possible.

Case study – PwC
www.pwc.co.uk/careers/student-jobs/apply/selection-process.html

Mystery shopper participants also particularly liked how **DWF** include information about the support available for disabled candidates during all stages of the recruitment process in all their job descriptions and provide prominent information on their commitment to diversity.[6]

Top tips on timeframes
It can be hard to stick to an exact timeframe for recruitment and it isn't always possible to provide fixed dates. However, you should aim to provide:

- **A clear application deadline**: several participants said they would not usually apply for roles without advertised deadlines as they have no way of knowing if it will close before they finish their application, which is a waste of time, or if it has been open for a very long time and is likely to already be filled.

- **Potential assessment dates:** This is especially important for young people when they are in their last year of education and are looking to start a

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[6] Read more about DWF's commitment to diversity at www.dwf.law/join-us

role after leaving - they may be sitting exams so will have certain dates they cannot attend.

- **An indication of how long it will be before they hear back at each stage** about whether they have been successful: participants commented that waiting to hear back about whether you have reached the next stage of an application process can be one of the most stressful experiences, especially if it's the first time you've applied for a job.

- **An estimated start date:** During the workshops, two types of young people said this was particularly important for them – firstly, young unemployed people said they like to know as they are so keen to start work that it is very demoralising to only find out after applying for a role that this could be months away. Secondly, education leavers looking for apprenticeships need to know whether the role aligns with the end of their last academic year.

- Don't forget that young people might still check your site even when you're not advertising. For apprenticeships, make sure you outline when your next round of applications are likely to open or young people are unlikely to keep checking. You can capture early interest by inviting young people to sign up to notifications to alert them when your next recruitment round opens, as **Carillion** does.

3.2 Mystery shopper participants liked to see simple application processes that ask for a suitable amount of questions about information relevant to an entry level role.

Some key features for them were:

- Being able to look ahead through all the questions on the application form before starting to get a sense of how long it will take and what information they will need to provide

- Having questions which are specific and relevant to the role, rather than generic and sometimes unsuitable questions that only apply to other more senior roles

- Being able to use an autofill function to import details about their qualifications and experience from their CV or LinkedIn. Participants pointed out that young people expect to apply for a high volume of roles to get their first job – having to enter the same information into lots of slightly differently formatted forms is incredibly time-consuming and demoralising.

> **"Just from the look of the application form, it strikes me that they're looking for an older, more experienced candidate – there's nothing to say I can't apply, but there are so many sections where I've got nothing to put"**

Asda also provide applicants with an estimate of how long their application form should take to complete, and participants particularly like that it said on the form, 'We greatly value your time'.
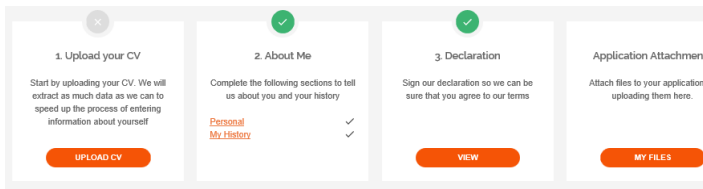
Case study – Boots

Boots provide a clear outline of all the stages of their application form which enables applicants to see the progress they have make as they complete the form

Case study – Faccenda Foods

Faccenda Foods have a clear, simple application process that candidates can navigate through

1. Upload your CV	2. About Me	3. Declaration	Application Attachment
Start by uploading your CV. We will extract as much data as we can to speed up the process of entering information about yourself	Complete the following sections to tell us about you and your history	Sign our declaration so we can be sure that you agree to our terms	Attach files to your application uploading them here.
UPLOAD CV	Personal ✓ My History ✓	VIEW	MY FILES

3.3 Young people always want to write the best application they can, so including top tips for applying is useful to help them to draw out how their skills and experience can make their application stand out. For example, as well as providing a clear outline of their recruitment process, participants particularly liked that PwC[7] provide a very useful outline of things to think about when applying for roles and preparing for interviews, including a page on developing commercial awareness which covers:

• How do your experiences count?

• Where to find information

• What else can I do?

They also provide support for preparing for their online verbal and numerical tests and top tips for each of the stages of their assessment process. The **BBC** also provide lots of information on how to create a successful application and how candidates can use the STAR (Situation, Task, Action, Result) technique to demonstrate the key competencies needed and suggest that applicants can draw on examples from their home or social life, experiences in education, voluntary work or other areas of their life.[8]

Young people also appreciate having a contact for someone who they can ask if they have any questions about a role or their application. **National Grid** have a popular Facebook page where applicants can find out more about roles and receive a quick response to any questions they have.[9]

3.4 One of the things that all mystery shopper participants agreed on was that not hearing back from an employer about their application and not being able to receive feedback are two of the most frustrating and demoralising aspects of a bad recruitment experience. In our Youth Survey 1 in 5 young people said they were put off a company as result of a poor recruitment experience, so if you have a large number of candidates applying for your roles who you don't respond to, you are risking losing customers as well.

> **"The worst thing for me is when I spend ages writing an application and I never hear back from the employer – I never find out why I didn't get the job, it's a complete waste of time and it's so disheartening"**

We appreciate with the volumes of applications many companies receive it can be unrealistic to provide tailored feedback to all unsuccessful candidates. However, we would recommend that at a minimum a minimum, you should aim to **respond to all applicants who have not been successful** to thank them for applying. Providing an outline of common mistakes and top tips for improving

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[7] See more at www.pwc.co.uk/careers/school-jobs/applying/commercial-awareness.html

[8] See more at http://www.bbc.co.uk/careers/help/applications
[9] Visit it at www.facebook.com/NatGridJobs

applications is a good place to start if you can provide individual feedback. Applicants like to know that their application has been valued – mystery shopper participants flagged up that they find it very encouraging when employers like **National Grid** make it clear on their website that all candidates will be informed at each stage whether or not they have been successful.

Participants also really liked **Marks & Spencer**'s eligibility quiz for all their vacancies which provides clear and specific questions to help applicants think about whether they really are suitable for a role such as 'Can you demonstrate your understanding of trends/fashion?' and 'Can you cope with being on your feet all day?'. This then generates instant feedback about why a candidate should or should not progress to the application stage.

Final top tip
One final top tip that has come out of all the mystery shopping workshops to date: don't forget to include hyperlinks in your job descriptions back to your careers and recruitment information pages and an outline of what additional information can be found here, especially if your vacancies are hosted on an external provider's site.

Young job seekers often go straight to an employer's list of vacancies to search for roles without looking at their wider careers pages. They might not know these pages exist and will miss out on any useful information listed here, including all the content aimed at helping young people to improve their applications.

NEXT STEPS

What's happened as result of the workshops?
A fantastic outcome of the workshops is that employers have listened to the participants. Many have started to implement many of their recommendations to break down the barriers in their recruitment processes to make their opportunities more accessible to young people.

You can read the latest case studies of the changes employers are making to their websites as result of the workshops on the Future Proof website at: **www.futureproof.bitc.org.uk/jargonfreejobs**

How can you have your entry level vacancies assessed in a mystery shopper workshop?
We would be delighted to include your entry level vacancies in our next mystery shopper workshop. Please contact Joe Rawlinson, Campaign and Research Co-ordinator, Youth Employment on 0207 566 8780 or at Joe.Rawlinson@bitc.org.uk to express your interest in having your site assessed and to find out when the next workshop will take place.

What other actions can employers take to Future Proof their organisations?
Our key ask to employers is:

1. **Don't ask for previous experience for entry level roles** - assess young people against their behaviour and skills instead.
2. **Reassess the need for qualifications that do not directly relate to the needs of the role** such as '5 GCSEs' or '200 UCAS points'.
3. **Use transparent recruitment processes** – use clear job descriptions and outline all the stages of your process
4. **Offer feedback to all interviewed candidates** and acknowledge all other applications

BUSINESS IN THE COMMUNITY

The Prince's
Responsible
Business Network

**Thank you to the following organisations
for participating in our mystery shopper programme so far:**

AD SPRINKLER PROTECTION LTD

dwf

pwc

ASDA
Save money. Live better.

FACCENDA

RICOH
imagine. change.

BARCLAYS

GMCVO

Samworth Brothers
QUALITY FOODS

Bentley

Horwich Farrelly

UNIPART GROUP
MANUFACTURING · LOGISTICS · CONSULTANCY

British Gas

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Walgreens Boots Alliance

evans
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EST. 1884

WHITBREAD

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

nationalgrid

wdh

carillion
Making tomorrow a better place

NG Bailey

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City & Guilds Group

Plain
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COMPASS GROUP

Portakabin

Social Mobility
Commission

HRH THE PRINCE OF WALES
ROYAL FOUNDING PATRON

Notes to Ben Curtis' piece, *The Power of Words*

[i] BIT's most recent annual report is available at http://www.behaviouralinsights.co.uk/publications/the-behavioural-insights-teams-update-report-2015-16

[ii] Steele, Claude M., and Joshua Aronson. "Stereotype threat and the intellectual test performance of African Americans." *Journal of personality and social psychology* 69.5 (1995): 797-811.

[iii] See www.behaviouralinsights.co.uk/trial-results/behavioural-insights-and-home-affairs

[iv] Gaucher, Danielle, Justin Friesen, and Aaron C. Kay. "Evidence that gendered wording in job advertisements exists and sustains gender inequality." *Journal of personality and social psychology* 101.1 (2011): 109-128.

[v] Mohr, Tara Sophia. "Why women don't apply for jobs unless they're 100% qualified." *Harvard Business Review* (2014). Available at https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified

[vi] Avery, Derek R., and Patrick F. McKay. "Target practice: An organizational impression management approach to attracting minority and female job applicants." *Personnel Psychology* 59.1 (2006): 157-187.

[vii] See for example our report *A Head for Hiring: The Behavioural Science of Recruitment and Selection*, available at www.cipd.co.uk/Images/a-head-for-hiring_2015-behavioural-science-of-recruitment-and-selection_tcm18-9557.pdf

[viii] www.beapplied.com

[ix] See in particular Bohnet, Iris. *What Works: Gender Equality by Design*. Harvard University Press, 2016.