



Career progression of appointed staff with protected characteristics best practice

- Employers should interrogate data on career progression and turnover seeking to identify where a proactive intervention is helpful.
- Employers should seek to understand how candidates experience the recruitment process from start to finish.
- Employers should survey shortlisted candidates alongside an offer of a focus groups to discuss what improvements might be made.
- Employers should survey panel members on similar lines with a particular focus on improving the experience of candidates from under-represented groups. There is a merit in surveying a sample of applicants not shortlisted too.
- Employers should have exit interviews undertaken by someone other than their line manager.
- Local staff network should be involved in reviewing recruitment and employment processes that may adversely impact on recruitment and retention and that can be a proactive way of improving future outcomes.

Source: Roger Kline: [No More Tick Boxes](#)