



## Outcome recommendations and best practices

<b>Best Practice</b>	<b>Gaps / Barriers and opportunities identified in your organisation.</b>
<p><b>a)</b> Feedback should be offered to all shortlisted applicants, by phone to external candidates and in person to internal ones.</p> <p><b>b)</b> Good feedback should be recorded for candidate's development as part of a comprehensive talent management process.</p> <p><b>c)</b> Successful and unsuccessful diverse candidate feedback should be sought to understand the challenges they faced in recruitment as well as challenges that diverse talent face in their day-to-day work lives. Act on the information gathered to drive inclusive recruitment and improve the experience of diverse candidates and employees.</p> <p><b>d)</b> Managers should be offered and take part in training in how to have supportive listening and honest conversation in feedback and appraisals, particularly where there is a difference in protected characteristic between the person giving feedback and</p>	

the person receiving it. (Appraisal could be used to identify staff to join Talent pools (e)

**e)** Talent pools should become standard practice. Employers should keep track of candidates who were unsuccessful ensuring they have constructive career conversations and are proactively approached to consider applying for posts.

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