

# Welfare to work

May 2007



employers'  
forum on  
disability

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## **Employers' Forum on Disability**

Employers' Forum on Disability (EFD) is the world's leading employers' organisation working to the mutual benefit of business and people with disabilities.

We make it easier to employ disabled people, welcome disabled customers and develop partnerships with disabled people as stakeholders in the wider community. EFD is recognised as the authoritative voice on disability as it affects employers and service providers.

Since its establishment in 1986, EFD has worked towards mobilising business behind the economic and social inclusion of disabled people. Our 400-plus membership employs circa 25 per cent of the UK workforce.

Susan Scott-Parker OBE is the founding chief executive of EFD. She is widely acknowledged as an expert commentator on the business benefits of disability confidence.

[www.employers-forum.co.uk](http://www.employers-forum.co.uk)

## **The welfare to work challenge**

This paper explores welfare to work policy in the UK and sets out ways in which the delivery of that policy could become more efficient and effective by making small but significant changes to the approach. Employers and intermediaries must reposition disability from an issue to do with incapacity, doctors, damage and cost – to one concerned with capability, the workplace and investment in human potential. Employers, disabled people and intermediaries must all engage – and have high expectations of each other. We set out the case for an employer engagement strategy that supports welfare to work and maximises impact on employer behaviour by:

- Repositioning the employer from ‘problem’ and ‘target’ (i.e. people whose attitudes must be changed) to valued ‘end user’, customer and potential partner.
- Streamlining the ‘disability to work supply chain’ so that it more efficiently delivers suitable disabled candidates to employers equipped and supported to hire them on the basis of their capability, to retain them and to develop their potential.

We believe it is necessary to reframe the welfare to work challenge as a supply chain challenge and outline 6 fundamental principles that should underpin any welfare to work policy.

### **Streamlining the welfare to work supply chain**

We need to make it easier for employers to say ‘yes’ to employing disabled people by streamlining the supply chain that delivers disadvantaged job seekers to employers.

The UK Government’s aim is to move to a position by 2025 where 80% of working age adults are in employment. This transformation cannot be achieved unless we recognise that an efficient welfare-to-work process has the character of an integrated and streamlined ‘supply chain’ of the kind found in the private sector.

EFD has imported ‘supply chain’ and ‘lean systems’ expertise from its members and adapted it to transform the prospects of disabled people. We work to ensure that the ‘push’ given to unemployed people by employment agencies is balanced by a set of ‘pull’ related services, and by employers themselves.

This approach works by helping employers and intermediaries to make quite substantial adjustments to their recruitment practices. It follows therefore that the prospects of other disadvantaged people such as single parents, the over 50s and black and ethnic minorities can be transformed by application of the same methods.

Private sector experience in supply chain management tells us that by systematically making it easier for employers to recruit more disabled people, we can streamline the supply chain, reduce waste, cut costs and deliver a

more equitable labour market. A substantial improvement would be seen were the employer repositioned in the welfare to work approach from being 'simply not in the picture', or 'the target' or (too often) 'the problem' - to being the essential end-user of this supply chain and hence valued customer and potential partner.

'Upstream' success in any supply chain is determined by its ability to meet the needs of the 'downstream' user or customer. It is after all the employer who ultimately determines the success of any system that seeks to help disabled people to find and keep work. Welfare to work processes and policies must meet the needs and expectations of both employer and job seeker – or fail.

In systems terms, when we design the 'process door' for those who need the widest door – everyone else comes through more easily. Any employer engagement strategy must deliver the mix of messages, services, enabling products and personal contact with disabled people that motivates and equips employers to employ people with disabilities and to welcome disabled customers.

### **Welfare to work is a supply chain challenge**

Our contribution to the 'welfare to work' debate is to help apply private sector expertise to the reform of a complex, uncoordinated supply chain system, so that the system is better able to deliver the right candidates to the right employer, for the right vacancy, at the right time. This will make it easier for employers to employ significantly more disabled and disadvantaged job seekers, while encouraging discouraged job seekers to look for work.

The streamlined services and processes which result when 'disability to work' is tackled as a supply chain are much more cost effective than the funding of fragmented and uncoordinated sub-systems, which while they 'push' disadvantaged individuals at the world of work in general, do not enable the employer to 'pull' suitable disadvantaged candidates in significant numbers towards specific jobs.

In a properly constructed welfare to work supply chain, actions which 'push' people at employment generally (e.g. vocational training and CV preparation, welfare benefits which encourage job seekers to risk looking for work) are balanced by actions which 'pull' particular applicants to particular employers – such as newspaper or radio advertising designed to persuade pessimistic job seekers to apply for particular jobs with named employers. Successful work placement systems achieve an optimum and flexible balance of 'push & pull' related services. The UK system is however heavily weighted towards 'push'. There is no prospect of achieving the Government's welfare to work targets unless the 'pull' dimension is tackled in a systematic way.

It is noteworthy that the Department for Work and Pensions (DWP) figures for the streamlined 'push-pull balance' targeted process developed by EFD show that a pilot 'Recruitment that works'<sup>1</sup> project cost circa £500 per person

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<sup>1</sup> 'Recruitment that works' by EFD

placed in work compared with circa £3000 per job associated with the New Deal.

### **Fundamental principles that underpin welfare to work**

Our broad ranging experience of engaging and equipping employers to become disability confident has taught us that the following basic principles should underpin any system that helps disabled and other disadvantaged people to move into work:

1. The employer must be regarded as the end user of a supply chain which delivers disabled people into jobs, and which helps to keep them in work.
2. Commercial supply chain management principles and expertise would make both the system that delivers people with disabilities (and other disadvantaged job seekers) to employers, and the wider labour market, more efficient. It would for example reduce the wastage associated with training people for jobs employers do not have.
3. This chain of services funded to help disabled people to prepare for and find work, should be the responsibility of a single Government department<sup>2</sup> and organised as a single throughput system which meets the needs of both employer and disabled person. This would ensure the optimum balance between services that push individuals at the world of work and services that enable employers to pull candidates towards particular jobs.
4. Employment related services should be designed as a co-ordinated throughput system, using the 'engage, 'equip' and 'deliver' design process developed by EFD in the Tripod report<sup>3</sup>. Intermediaries should enable employers and job seekers to move systematically through this process.
5. Welfare to work policy should facilitate employer 'engagement' as a complex interactive process designed to encourage both the employer and the intermediary to work together differently, in a way that promotes disability confidence on both sides. It should also encourage disabled job seekers to take the risk of applying for work.
6. Exhorting employers to change attitudes should not be done in isolation. It is counterproductive to encourage employers to hire disabled job seekers if suitable candidates for their particular vacancies do not then apply – or if opportunities to build the employability of disadvantaged job seekers are not available - or if it takes too long to get advice, assessments, equipment, Access to Work etc.

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<sup>2</sup> Department for Work and Pensions is logically the department that should be ultimately responsible for this supply chain in the UK.

<sup>3</sup> Tripod report, EFD 2006

## **Conclusion**

Many employers need expert advice on how to remove barriers created unintentionally by their 'disability unaware' systems, be they telephone interviews which prevent deaf people from applying, psychometric tests not adapted for the visually impaired, discriminatory use of medicals, disability incompetent interviewers who make invalid assumptions, use of private sector recruitment agencies which fail to meet their basic legal obligations under the DDA to name a few. Information about Access to Work funding is also essential if deep-rooted assumptions regarding the affordability of disabled job seekers are to be challenged from the outset.

Employer competent intermediaries understand the processes employers use to recruit and retain employees; they see the candidate through the eyes of the employer; they enable candidates to navigate employer processes and to counter negative assumptions; they advise employers on creating barrier free systems and they support both employer and job seekers as valued customers.

Welfare to work will only achieve its objectives when those employers who set out to employ people fairly and to support the Government's agenda are enabled to find suitable candidates and to get the disability specific support needed by both employer and the individual.

The challenge is learning how to apply supply chain management expertise in a way which expedites the journey disabled and other disadvantaged job seekers take as they move from benefits into meaningful employment.

Susan Scott-Parker  
May 2007

## **How EFD helps tackle the welfare to work challenge**

EFD has developed a range of practical tools that make it easier for policy makers to help employers not only to say 'yes' to employing disabled people but also to drive disability confidence across the wider system by restructuring their relationships with their 'welfare to work suppliers'.

- We have a model for employer engagement that describes the step-by-step journey employers take from initial commitment or first recruitment through to routine employment of disabled people on the basis of their capability. We have also identified the range of messages, services and products employers need at each stage.
- We continue to encourage employers and providers to use 'Recruitment that works', our step-by-step practical guide to delivering targeted recruitment projects. This helps any employer willing to fill vacancies first from a disabled-applicant-only pool and builds their capacity to recruit disabled people routinely.
- We encourage employers and providers to use the EFD Service Level Agreement. This enables employers to require recruitment partners to better understand their needs as employers and to achieve a balance of 'push and pull' services for candidates who hit obstacles when they are just 'pushed' at the world of work in general.
- We have compiled an illustrative list of practical 'pull' related services which enable employers to hire more disabled people; services which we would hope to see delivered by the Department for Work and Pensions system, as it contracts with providers of training and employment services for disabled and other disadvantaged people.
- We provide guidance for employers on the practical things they can do to help disabled people who are not yet job ready to become job ready, such as offering work experience and customised training.
- We have issued the first guidance to employers on how to minimise disability related legal and reputational risk when outsourcing recruitment. 'Recruitment that works' was commissioned by EFD members, including Jobcentre Plus, because in their experience the private sector recruitment industry places employers at legal and reputational risk by its widespread lack of DDA competence, and its reluctance to commit to best practice and to becoming disability confident.
- EFD is delivering one-day courses in 10 Jobcentre Plus regions in partnership with the NEP. We are helping Jobcentre Plus staff to become more disability confident and thus better able to persuade employers of the benefits of disability confidence and of hiring disabled people on IB. We would be happy to explore how this learning could enable other brokers to better engage and equip both disabled applicants and employers.



# Minimising the risk -

## Guidance for the procurement of recruitment services



By Kate Headley, The Clear Company

### Introduction

EFD was asked by Gold members to explore what needed to be done given the extent to which so many of our members are exposed to legal and reputational risk by the lack of disability competence across the recruitment industry.

We began by commissioning Kate Headley to work with Gillian Shapiro and our legal team to identify key risk points in the recruitment process; to enable procurement departments to ask the right questions of their suppliers, and to look for the evidence that the supplier was willing and able to deliver good practice.

This guidance presents some 12 questions that have been categorised as follows:

- Q1 is the main screening question for use at request for information stage in the procurement process. Suppliers failing to provide adequate evidence against this question would then be excluded from the tender process.
- 11 additional questions that need to be answered to ensure the employer has minimised legal and reputational risk at each stage of the recruitment process.

Each of the 12 questions has a more detailed checklist to ensure procurement departments know what to look for when reviewing the evidence provided by their suppliers both in terms of RFI documentation and at contract stage.

We are grateful for the contribution of members and recruitment organisations to producing this important guide<sup>4</sup>.

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<sup>4</sup> EFD R&D group: BskyB, Centrica, Jobcentre Plus, KPMG, Provident Financial, Rockpools, Royal Bank of Scotland and Veredus. We would also like to thank the following recruitment companies for their time: Blue Arrow – Volume Recruitment and T Mobile Managed services, Capita Resourcing (permanent/volume and temporary), Resource Bank Recruitment Ltd, Veredus, TAC Industrial Recruitment Europe

## **Request for information – initial screening questions**

**Q1.** How is your organisation equipped to source, interview and assess people from under-represented groups and specifically, people with disabilities?

### **Checklist**

#### **Internal policy and practice**

- Policy on disability and diversity to include definitions and statement of leadership commitment communicated to all employees
- Training for all front-line employees and for managers (to include receptionists, security staff as well as recruitment consultants) on enabling, welcoming and communicating with people with disabilities and how to avoid bias and discrimination
- Assessment results are documented against pre-set criteria
- Monitoring of successful and unsuccessful candidates by self-declared disability at point of interview
- Efforts to mirror candidates in consultants conducting assessments

#### **Accessibility/reasonable adjustments/alternative formats**

- Standard documentation including assessment forms, assessment tests etc and telephone screening to include information on adjustments and to be available in alternative formats
- Evidence of how quickly information in alternative formats can be provided
- Physically accessible premises and facilities including assessment facilities
- Accessible web sites and all e-processes - evidence of organisation that tested and verified the accessibility and when it was last tested
- Provision of reasonable adjustments and accessible information point for all candidates that includes information on how adjustments can be made in the recruitment process and where appropriate on appointment to ensure they will be evaluated fairly
- Accessible facilities
- Equipment and support available on request

#### **Employer brand/candidate sourcing**

- Development of corporate brand as welcoming of people with disabilities and other under-represented groups (e.g. in images and messages on web site, and other company information; advertising images and messages, community activities etc.)
- Contains statements of commitment to valuing disabled people (diversity and inclusion)
- Contains images and language welcoming disabled (diverse) candidates

- Evidence of campaigns targeting disabled people and other under represented groups such as women and BME candidates
- Continuous policy of networking with disadvantaged groups

**Q2.** What are your legal requirements in relation to diversity and specifically disability, both as an employer and a supplier of recruitment services?

**Checklist**

- Awareness of responsibility under employment legislation and conduct of Employment Agencies and Employment Businesses Regulations Act 2003.
- Specific evidence that they understand and have addressed their responsibilities under the Disability Discrimination Act
- Responsibilities for ensuring third party contractors comply with the law
- What evidence that they understand that positive discrimination in favour of disabled candidates is legal
- Understanding of positive action

**Q3.** Please provide evidence of your commitment to disability and equality both as an employer and as a supplier of recruitment services

**Checklist**

- Undertakes Employers' Forum on Disability Standard – disclose score
- Diversity and disability awareness training for every employee to include:
  - Interviewing without bias (with specific reference to disability)
  - Interviewing people with disabilities
  - The law, including reasonable adjustments
  - Targeted recruitment to people with disabilities
  - Sourcing and searching for candidates with disabilities
  - Using and administering tests (including adjustments)
  - Communicating with disabled clients and applicants
  - The benefits of valuing people with disabilities and the risks of not
- How the impact of training is assessed
- How responsibility and accountability for disability equality is ensured
- Monitoring mechanisms in place to assess progress and performance on disability
- Evidence of numbers of employees with disabilities self-declaring for monitoring
- Evidence of previous partnerships to recruit people with disabilities to client organisations

**Q4. Risk point: taking the brief**

What steps do you take to ensure that job briefs do not contain discriminatory barriers for disabled people or candidates from other disadvantaged groups?

### **Evidence**

- Training for consultants on job analysis to include:
- Distinguishing between essential and desirable criteria
- Using only criteria that relate directly to the role requirements
- Importance of understanding client's position on and commitment to disability (diversity)
- How to challenge and guide the client to value disability – at the very least helping the client to minimize legal and reputational risk associated with disability
- Appropriate use of language
- Identifying and valuing transferable skills
- Monitoring of the impact of training by reviewing and spot checking job specifications

### **Q5. Risk point: candidate sourcing**

How do you ensure that your candidate attraction strategy actively seeks applications from disabled candidates and candidates from other disadvantaged groups?

### **Checklist**

- Explains how candidates can inform them of adjustments needed in the evaluation process and how such adjustments are then put in place
- Membership/sponsorship of disability related events/forums/networks etc.
- Links with specialist agencies for support, e.g. Jobcentre Plus, Shaw Trust
- Continuous policy of networking with disadvantaged groups
- Training for work programmes
- Use of alternative media e.g. radio, local community activities
- Demographics knowledge at local and national level
- Breakdown and monitoring of search database by self-declared people with disabilities (diverse)

### **Q6. Risk point: candidate screening**

What measures do you undertake to ensure that your candidate screening process is fully accessible and appropriate for candidates with disabilities and other under-represented groups?

### **Checklist**

- Recruitment consultants are trained to avoid bias and discrimination in rating the performance of candidates in the screening process. For example, they are trained not to discount candidates with employment

gaps, poor spelling or handwriting, voluntary experience, mental health problems, learning disabilities etc.

- A screening protocol is in place that includes:
  - Advice re adjustments and support available
  - Face to face screening considers accessibility issues in choice of location and time of screening
  - Where application forms are completed at screening, these are made available beforehand and help is provided in completing them if required
  - Application forms based around essential criteria
  - Alternative methods beyond telephone screening
  - Screening against essential criteria only
  - Time to prepare for the screening interview
  - Environment free from distractions
  - Clear guidelines for the candidate and assessor
  - Fully accessible web based screening
  - No automated scoring and sifting of web based screening if inadvertent discrimination cannot be eliminated
  - Efforts to mirror candidates in consultants conducting assessments
  - Screening results are documented against criteria
  - Monitoring of successful and unsuccessful candidates by self-declared disability at point of screening

#### **Q7. Risk point: candidate assessment**

What steps do you take to ensure that every assessment method you use, including interviews, are proven to be free of bias and used appropriately?

#### **Checklist**

- Assessment directly related to job requirements
- Knowledge of where use of tests could be discriminatory (e.g. group tests including a deaf candidate)
- Equipment and facilities to test people with disabilities
- Trained assessors with knowledge of how to make reasonable adjustments
- Welcoming and supportive environment
- Clear instructions in advance of assessments
- Time to prepare
- Opportunity to practice

#### **Q8. Risk point: feedback and training**

What feedback and training options do you offer to all candidates and specifically to self-declared disabled candidates who are unsuccessful?

## Checklist

- Advice of further training and experience required
- Feedback available in accessible and alternative formats
- Support in offering training/experience to unsuccessful candidates or providing information on where to go for this

### **Q9. Risk point: health examinations**

What do you do to ensure health questionnaires or examinations do not discriminate against disabled candidates?

## Checklist

- A policy that clearly states disabled candidates will only be required to complete a health questionnaire or undergo a medical check-up if this is required of every candidate
- Evidence to ensure that every health related question clearly relates to the work criteria for every candidate
- Sickness absence histories, if required, are split into disability and non-disability related absences
- Training for consultants to emphasise that past medical history or sickness absence does not accurately predict future work performance

### **Q10. Risk point: appointment**

How do you ensure policies and procedures provide reasonable adjustments and support for your employees working on client sites?

## Checklist

- Understanding of what reasonable adjustments means and involves
- Commitment to swift provision of reasonable adjustments
- Clear procedures for decision making on reasonable adjustments
- Buddying/mentoring schemes in place

### **Q11. Risk point: monitoring**

Public Sector members under the Duty to Promote Disability Equality and Race Equality must monitor the impact of policy and practice and as such must monitor each stage of the recruitment cycle. Their suppliers are obliged under the same Duty to monitor and report on each stage of the recruitment cycle also.

At what stages in the recruitment cycle do you collect monitoring information on candidates with disabilities and candidates from other under-represented groups? How is this collected?

## Checklist

- Monitoring information of self-declared disabled candidates should be kept on:
  - Candidate pools
  - Applications
  - First screening
  - Interview stages
  - Testing
  - Final appointment
    - Monitoring information should be kept on own workforce demographics in efforts to employ diverse recruitment consultants to mirror diverse candidates
    - Monitoring forms should always be separate and clearly marked as confidential with their purpose and use clearly stated

## **Q12. Risk point: use of monitoring data**

For what purpose do you collate this information and how is it used?

### **Checklist**

- To improve diversity of candidate pool
- To track progress in creating greater diversity in applicants and those appointed
- To highlight where problems may be arising that require further investigation
- To build evidence to clients and prospective candidates of commitment to valuing people with disabilities and candidates from other under-represented groups
- Evidence of how monitoring information is analysed at regular intervals (e.g. after each campaign or quarterly etc) by a specific person/department who has responsibility for triggering follow up action in appropriate parts of the organisation (e.g. training, senior management, communications etc.)

Procurement Departments and Suppliers of Recruitment Services are advised to refer to the DRC Code of Practice which can be found on the Disability Rights Commission web-site: [www.drc-gb.org](http://www.drc-gb.org) which amongst other guidance, clarifies the obligation on providers of recruitment services to anticipate the need to make reasonable adjustments

For further information please visit [www.realising-potential.org](http://www.realising-potential.org)

## Services that make it easier –

### Hiring disabled & disadvantaged job seekers



Dear Recruitment Partner,

If you really want to insert more 'pull' into your service system and make it easier for us to employ significantly more disabled and other disadvantaged people, and work in partnership,

Please:

- **Help me to justify our investment** in becoming disability confident and working with you – give me the facts about disability, about disabled job seekers and about how you can help us attract and keep good people.
- **Advertise creatively** (press, radio, TV, internet) to attract disabled people to apply to my company for specific vacancies – either using our company name or anonymously (e.g. AYA Ltd wants disabled plumbers: disabled plumbers wanted in Leeds).
- **Spend time on site**; get to know my business so you can describe us to potential applicants.
- **Understand how we recruit, help us ensure each step is barrier free, and then help candidates to navigate our processes**, i.e. E-recruitment, telephone interviews, paper application forms, CVs, psychometric tests, assessment centres, panel interviews, job tryouts etc.
- **Manage a register or 'talent pool'** of disabled people wanting to work in our sector or for this particular organisation, including the basics regarding their skills & aspirations, so I can invite them to apply when vacancies arise.
- **Be straight with us. Send people who match our definition of 'job ready'; if someone is 'not yet job ready', but we could help them to become employable – tell us.** Tell us what we then need to do differently, and support my supervisors.
- **Pre-screen carefully** – send us disabled applicants who fit the 'person spec' and are interested in our job.



- **Help us to have barrier free policies and procedures:** We need to be 'barrier free' for applicants, for example, who are visually impaired, hearing impaired, mobility impaired; have learning disabilities and those with mental health problems. This will also make it easier for us to hire more people with English as a second language, long term unemployed, the over 50's, single parents, carers and others disadvantaged in the labour market.
- **Help me to train my recruiters to become disability confident** and not to make assumptions about anyone's capability on the basis of a medical label.
- **Create a seamless service** which delivers high quality job matches and which supports our line managers, no matter who – you or disability specialists or private sector agencies – actually fills my vacancy.
- **Specify in a Service Level Agreement** your speed of response and level and nature of service, should I employ someone who later experiences difficulties and/or whose supervisors discover they need support.
- **Expedite any assessments and/or adjustments needed by any applicant**, and minimise the red tape the person has to go through to get Access to Work.
- **Tell every candidate** – before they join us – exactly how working for us will affect their benefit status.
- **Ensure, wherever possible, that candidates present as experts** in how to make any adjustments they might need. If there is uncertainty, ensure candidates can tell us how and when assessments and any adjustments will be organised.
- **Tell me who to call:**
  - to assess and 'fix' my buildings and IT systems
  - to train and support my supervisors and colleagues
  - to help us to communicate with and welcome disabled customers
  - to audit my policies and procedures so they reflect best practice, ensure we deliver reasonable adjustments efficiently and minimise legal & reputational risk
  - to factor disability confidence into our contracts with all suppliers, including recruitment agencies
  - to find job coaches for those needing on-going support.
- **Use EFD** to reinforce the business case – [www.realising-potential.org](http://www.realising-potential.org) – encourage employers to use their enabling products and services and to work towards the Disability Standard – [www.disabilitystandard.com](http://www.disabilitystandard.com).
- **Help me to deliver targeted recruitment projects** using EFD's 'Recruitment that works' process, when I can offer multiple vacancies and/or am interested in recruiting on a 'first shot' basis from a disabled only candidate pool – on the understanding that if I cannot recruit good people from that pool, we go out again for a wider range of applicants.

Signed, a local employer.

SERVICE LEVEL  
AGREEMENT

## Recruiting People With Disabilities

a step-by-step guide to targeted recruitment



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## □ Recruiting People With Disabilities – a step-by-step guide to targeted recruitment

### 1. The employer will brief an appointed senior manager from the recruitment partner concerning its requirements to recruit people with disabilities. This briefing will include:

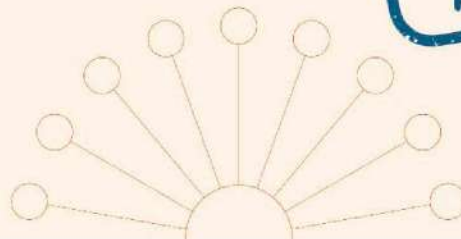
- The jobs they want to fill with a clear statement of the competencies required, the numbers of jobs, their locations, the terms and conditions, the application process and the closing date.
- A detailed explanation of the recruitment processes used by the employer – the use of psychometric tests, interviews, telephone interviews, assessment centres etc.
- It is essential that on-site visits are arranged to acquaint the partner senior manager with the work environment and to meet the line and HR people involved in recruitment. It would be most effective for the recruitment partner staff to have between three and five days on-site 'work experience' to enhance their understanding of the employer's culture and to cement the working relationship.

### 2. The recruitment partner will brief the employer concerning their capability to fill their vacancies and the services that they can provide to both the employer and to the candidate. This will include:

- A description of the known pool of capability on their case load.
- A description of sources of people who are not on their caseload and a plan for accessing that group of people, including the use of other intermediaries, advertising etc.
- An assessment of the local labour market and other external factors (e.g. competitors for same applicant pool).
- A marketing plan for attracting potential applicants who are long term unemployed and not active job seekers.
- A description of the financial and expert support the agency can provide, for example, Access to Work, safety audits, "trouble shooting", post job offer support, etc.
- The appointment of a dedicated project manager from the agency with sufficient authority to make things happen.



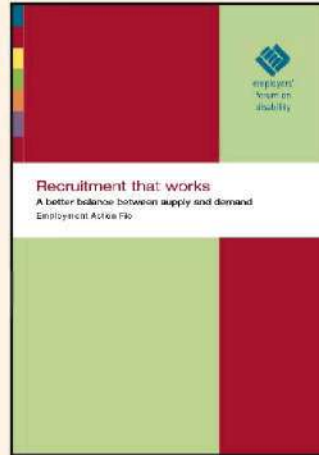
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**3. Both parties will meet and agree an action plan to meet the employer requirements. This plan will include:**

- Setting up the local project team, chaired by a senior line manager from the employer with representatives from human resources and the partner agency to manage the project.
- Agreeing a budget for the project, which specifies the resources and funds needed, and uses Access to Work support as needed.
- Agreeing a communication plan for the employer internally and across the local labour market, including the use of media and commercial advertising.
- Agreeing the marketing, selection, induction and training processes, including a review of candidate preparation, of the employer's disability awareness, and to ensure the recruitment and induction processes and procedures are welcoming, barrier free and deliver adjustments.
- The identification of third party intermediary organisations to support the project (e.g. for candidate preparation, disability awareness, building audits, post job offer support).
- Involving the Employers' Forum on Disability as a possible facilitator and source of guidance throughout and to access learning from other employer led initiatives.
- Carrying out regular progress reviews, identifying barriers and ensuring continuous improvement.
- Employers to then ensure all recruitment processes enable recruitment of disabled people routinely.



**This Service Level Agreement is extracted from Recruitment That Works. The full publication is available from the Employers' Forum on Disability** (see over for contact details).



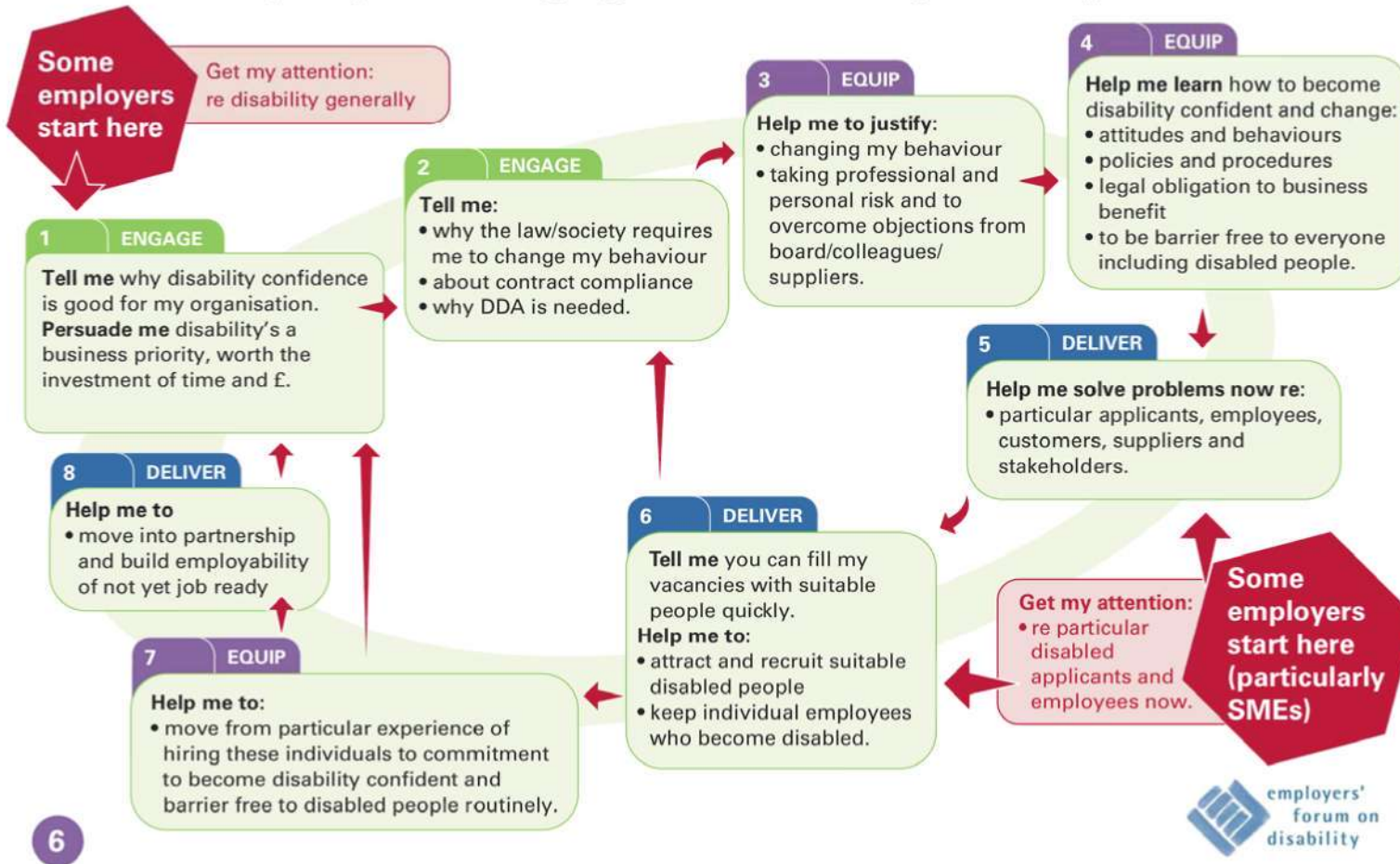
**For more detailed guidance regarding best practice in recruitment and making adjustments for disabled employees see the EFD's Briefing Paper series.**



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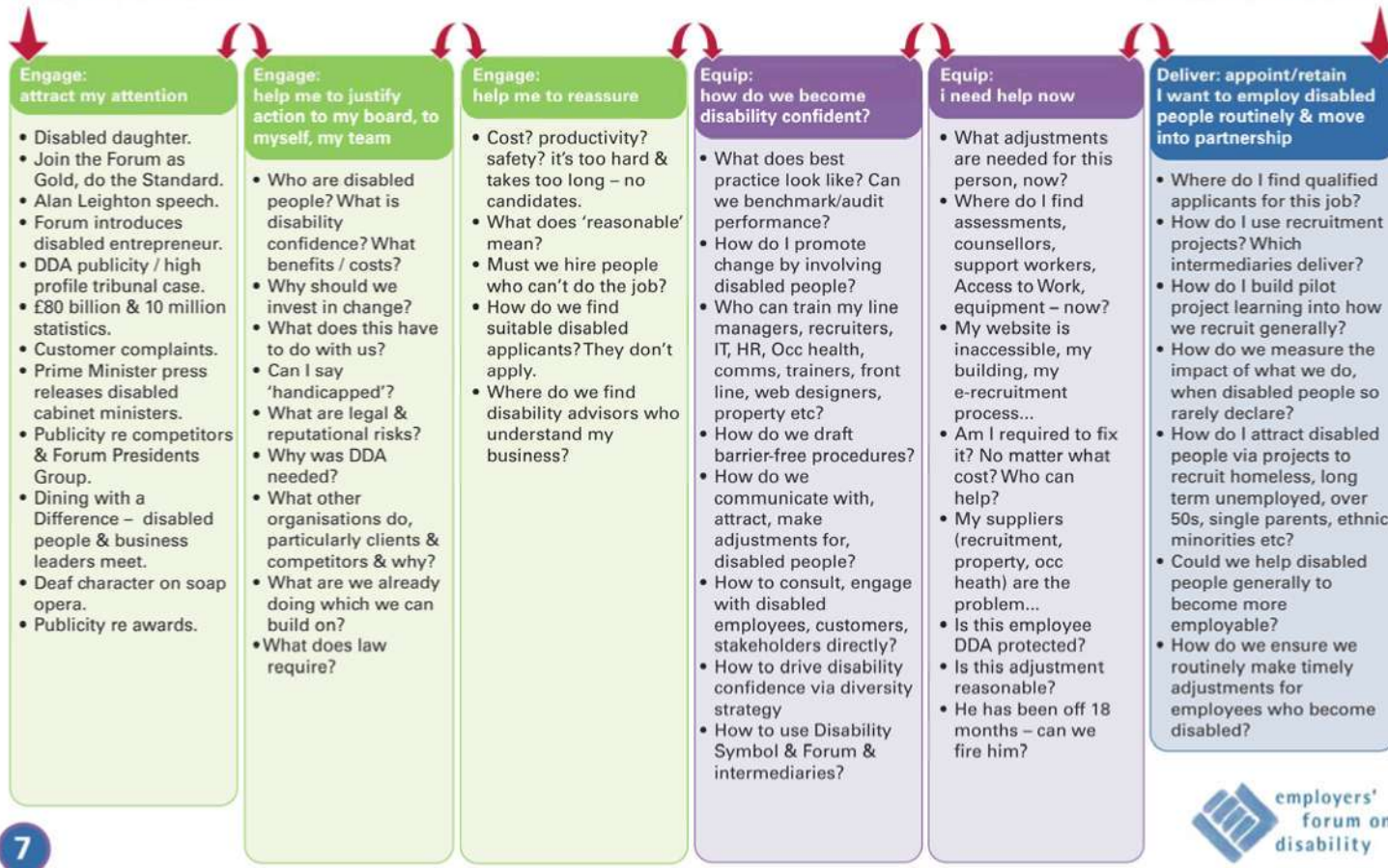
# How employers engage: the two journeys



# What employers need at each 'point' on the 2 journeys

Some start here

Some start here



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